Agenda
City of Cocoa
Regular Meeting

December 1, 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 December 1, 2025.
2. Minutes: Special Meeting of October 28, 2025.

III. DELEGATIONS

IV. PRESENTATIONS

1. Presentation by Myra Planning and Design showcasing the Oleander West Parking Lot Design progress.

V. ACTION ITEMS

1. Request Agency approval of the Cocoa CRA Meeting Schedule for 2026.
2. Request Agency approval of two quotes provided by Empire Computing and Consulting for the installation of security cameras at various locations within the Cocoa CRA (as recommended by the Police Department), utilizing contract P-20-20-COC (Empire Contract Amendment #1). The first quote, not to exceed $11,320.90, includes two cameras along with associated licenses and equipment to be installed at Myrt Tharpe Square/Mason Building. The second quote, not to exceed $24,308.70, includes five cameras and associated licenses and equipment to be installed at Lee Wenner Park. The combined not-to-exceed amount for both quotes is $35,629.60. Approve Resolution Amending the FY26 Budget BAF #26-025A, to transfer funds for the camera installations to the appropriate capital account. Authorize the City Manager to finalize and execute the quotes, and to execute all related Task Orders, Purchase Orders, and the Budget Amendment.
3. Request Agency Approval of an Amended and Restated Interlocal Agreement between the Cocoa CRA and the City of Cocoa for Community Policing

Program approved by Agency Members at their October 18, 2022, Cocoa CRA Meeting, and to authorize the City Mayor to sign the Agreement. This agreement is effective in Fiscal Year 2026. Request Agency Approval of Resolution Amending the FY26 Budget, BAF# 26-025-IFT1-CCRA-Police Overtime (12-1-25) for $88,000.

4. Agency review of the 2024-2025 established Goals and Objectives and performance accomplishments as required by Florida Statute 189.0694. Agency review and approval of the 2025-2026 Goals and Objectives as established in the Cocoa CRA Plan Update 2025.

VI. ATTORNEY'S REPORT

VII. UPDATES AND STAFF REPORTS

VIII. NEXT MEETING DATE - January 5, 2026 at 6:00 PM

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:	07/10/2025
Agenda Date:	12/1/2025
Prepared By:	Peyton Fink, Redevelopment Coordinator
Through:	Charlene Neuterman, Community Services Director
Requested Action:	Request Agency approval of the Agenda of Cocoa CRA meeting for December 1, 2025 as written or with amendments.

BACKGROUND:

Request Agency approval of the Agenda of Cocoa CRA meeting for December 1, 2025 as written or with amendments.

PRIORITY AREA CONNECTION:

Economic and Community Development

BUDGETARY IMPACT:

PREVIOUS ACTION:

RECOMMENDED MOTION:

Request Agency approval of the Agenda of Cocoa CRA meeting for December 1, 2025 as written or with amendments.



—COCOA—
REDEVELOPMENT AGENCY

COCOA COMMUNITY REDEVELOPMENT AGENCY BOARD
REGULAR MEETING AGENDA
DATE: Monday, December 1, 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 & MINUTES:
AGENDA: Regular Meeting of the Cocoa CRA held on Monday, December 1, 2025.
MINUTES: Special Meeting of the Cocoa CRA held on Tuesday, October 28, 2025.

III. DELEGATIONS

IV. PRESENTATIONS

1. Presentation by Myra Planning and Design showcasing the Oleander West Parking Lot Design progress.

V. ACTION ITEMS

1. Request Agency approval of the Cocoa CRA Meeting Schedule for 2026.
2. Request Agency approval of two quotes provided by Empire Computing and Consulting for the installation of security cameras at various locations within the Cocoa CRA (as recommended by the Police Department), utilizing contract P-20-20-COC (Empire Contract Amendment #1). The first quote, not to exceed $11,320.90, includes two cameras along with associated licenses and equipment to be installed at Myrt Tharpe Square/Mason Building. The second quote, not to exceed $24,308.70, includes five cameras and associated licenses and equipment to be installed at Lee Wenner Park. The combined not-to-exceed amount for both quotes is $35,629.60. Approve Resolution Amending the FY26 Budget BAF #26-025A, to transfer funds for the camera installations to the appropriate capital account. Authorize the City Manager to finalize and execute the quotes, and to execute all related Task Orders, Purchase Orders, and the Budget Amendment.
3. Request Agency Approval of an Amended and Restated Interlocal Agreement between the Cocoa CRA and the City of Cocoa for Community Policing Program approved by Agency Members at their October 18, 2022, Cocoa CRA Meeting, and to authorize the City Mayor to sign the Agreement. This agreement is effective in Fiscal Year 2026. Request Agency Approval of Resolution Amending the FY26 Budget, BAF# 26-025-IFT1-CCRA-Police Overtime (12-1-25) for $88,000.
4. Agency review of the 2024-2025 established Goals and Objectives and performance accomplishments as required by Florida Statute 189.0694. Agency review and approval of the 2025-2026 Goals and Objectives as established in the Cocoa CRA Plan Update 2025.

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, January 5, 2026 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:	07/10/2025
Agenda Date:	12/1/2025
Prepared By:	Peyton Fink, Redevelopment Coordinator
Through:	Charlene Neuterman, Community Services Director
Requested Action:	Request Agency approval of the Minutes of the Cocoa CRA meeting for October 28, 2025 as written or with amendments.

BACKGROUND:

Request Agency approval of the Minutes of the Cocoa CRA meeting for October 28, 2025 as written or with amendments.

PRIORITY AREA CONNECTION:

Economic and Community Development

BUDGETARY IMPACT:

PREVIOUS ACTION:

RECOMMENDED MOTION:

Request Agency approval of the Minutes of the Cocoa CRA meeting for October 28, 2025 as written or with amendments.

MINUTES
COCOA CRA
October 28, 2025

The Special Meeting of the Cocoa Community Redevelopment Agency was held on Monday, October 28, 2025, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

I. CALL TO ORDER:

Chairperson Blake called the meeting to order at 4:03 p.m.

INVOCATION: Vice Chairperson Weeks led the assembly in Invocation.

PLEDGE OF ALLEGIANCE: Agency member Koss led the assembly in the Pledge of Allegiance.

PRESENT:	Michael C. Blake	Chairperson
	Patricia Weeks	Vice Chairperson
	Alex Goins	Agency Member
	Lavander Hearn	Agency Member (Via Phone)
	Lorraine Koss	Agency Member
	Janne Etz	Agency Member
	Candace Rogers	Agency Member
	Anthony Garganese	Agency Attorney
	Peyton Fink	Recording Secretary

ABSENT:

OTHER STAFF MEMBERS PRESENT:
City Manager Whitten, Community Services Director Neuterman.

II. Approval of Agenda and Minutes:

Agenda: Special Meeting held on October 28, 2025, either as written or with amendments.

* **MOTION by Vice Chairperson WEEKS; Seconded by Agency Member ETZ to approve the Agenda for the Special meeting of October 28, 2025, as written.**

THE VOTE ON THE MOTION WAS:

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

THE MOTION PASSED UNANIMOUSLY (7-0)

Minutes: Special Meeting held on September 9, 2025, either as written or with amendments.

* **MOTION by Vice Chairperson WEEKS Seconded by Agency Member ETZ to approve the Minutes for the Special meeting of September 9, 2025, as written.**

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

THE MOTION PASSED UNANIMOUSLY (7-0)

II. DELEGATIONS:

- Aleck Greenwood
  - Discussed security in Cocoa. Feels that having a police force sends too strong a message. He thinks that it would be a better idea to start small by using a security guard system and if that does not work then go bigger.

III. PRESENTATIONS: None

V. ACTION ITEMS:

1. Approve two (2) five-year agreements for the property at 600 Florida Avenue: the first being the Cocoa Community Redevelopment Agency (CRA) Master Lease Agreement with the property owner, Cocoa Village Partners, Inc.; and the second being the Sublease Agreement between the CRA and the United States Postal Service (USPS) for the Cocoa Downtown Station. Authorize the City Manager to execute both the Master Lease and the Sublease, and all related documents. Staff will return with any necessary budget amendments.

   Director Neuterman gave an overview of the two proposed lease agreements and provided details regarding their history with the City of Cocoa. She stated that staff are seeking agency approval of the renewal of these lease agreements and we are asking that the City Manager be authorized to execute

the master lease and sublease. She further stated that If there are any budgetary amendments that need to be adjusted or if the amount budgeted for the year is off, we will bring those numbers back to the agency members.

A motion to approve was made by Agency Member Goins and it was seconded by Chairperson Blake but with discussion.

Vice Chairperson Weeks then asked about the Post Office being subsidized and the reasoning for it. Which Director Neuterman stated was due to it being a federal agency, so it is only allowed a certain amount per square foot to provide as a lease payment. The City Manager added to this discussion by stating that the Post Office is also subsidized as an incentive to keep it in the village. The Vice Chairperson then asked staff if the cost of rent could be lowered but it was established that the rent was at a reasonable rate as it is $17.29 a square foot plus CAM.

Agency Member Koss stated that she does want the Post Office here. *This was amended at the December 1, 2025 Cocoa CRA Meeting. The new text states the following:* Agency Member Koss expressed how she would absolutely like to see the Post Office here. She asked what the increase is (3%) and said that it is too bad that we are in this situation because everyone wants a Post Office in the Village and the landlord knows it. The City Manager responded by saying that this is a pretty reasonable deal for the Post Office, and he does not see them negotiating beyond this amount. The City Attorney then discussed the relationship between the Post Office and the City as well as how it goes way back.

Agency Member Etz reiterated how important it is to have a Post Office in the village. She will forever be in favor of subsidizing it. The Agency Member also addressed the amount of money spent on it and stated that this is a no brainer.

Agency Member Hearn wondered if there are tracking mechanisms in place to see how often the Post Office is being used. Director Neuterman believes they could possibly find a way through transactions. It would probably be through pieces of mail. He wants to make sure that the funds are being used.

Vice Chairperson Weeks and Director Neuterman then discussed maintenance for the Post Office, with Director Neuterman sharing that there is money set aside for it. The agreement also mentions several areas of maintenance that the CRA is responsible for.

* **MOTION by Agency Member GOINS; Seconded by Chairperson BLAKE to approve with discussion the two 5-year leases, one of which is with the Cocoa Village Partners and the other is with the Post Office. This would allow the City Manager to execute the Master Lease and Sublease, and all related documents.**

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

NAYS: HEARN

THE MOTION PASSED (6-1)

2. Approve a Resolution Amending the FY26 Budget, BAF26-004-IFT for the 50% match funding of $1,494,500 for the Florida Inland Navigation District (FIND) Grant award for the Lee Wenner Park Day Slips and Revetment project and transfer the funds through an Interfund Transfer to the City's Capital Project Account; Approve an Interlocal Agreement with the City of Cocoa for the Project.

   After reading the agenda item, Chairperson Blake made a motion to approve the item with discussion, and it was seconded by Vice Chairperson Weeks.

   After the motion was made, Director Neuterman discussed the item. She stated that council will receive the grant tonight at the City Council meeting. The design will be a more permanent structure rather than a floating dock structure and has been redesigned and reengineered. The project will start immediately and is expected to take two years to complete. The breakwater will take the most amount of time to complete, and the day slips will probably be in after. We will keep agency members updated as the project moves forward. Asking for approval tonight.

   Agency Member Etz asked if this would cause any parking at Lee Wenner Park to close, and the answer is no.

   Agency Member Koss asked where the breakwater would be located. Director Neuterman said it is on the City Council agenda and Mrs. Morgan will be presenting. She knows where it is, but she needs to see a picture of it. The City Manager added that the breakwater is part of the structure itself.

* **MOTION by Chairperson BLAKE Seconded by Vice Chairperson WEEKS to Approve and Discuss a Resolution Amending the FY26 Budget, BAF26-004-IFT for the 50% match funding of $1,494,500 for the Florida Inland Navigation District (FIND) Grant award for the Lee Wenner Park Day Slips and Revetment project and transfer the funds through an Interfund Transfer to the City's Capital Project Account.**

AYES: BLAKE, ETZ, GOINS, HEARN, KOSS, ROGERS, WEEKS. (Passed unanimously)

3. Cocoa CRA approval of an amount not to exceed $180,000 for the Design and Permitting Services for the Improved T-Dock Project. Approve a Resolution Amending the FY26 Budget (BAF#26-006-A), from Cocoa CRA Fund Balance

to Infrastructure. Staff will return to the CRA Board and City Council with the finalized Grants, Amendments, and Agreements.

After the Chairperson read off the agenda item, Director Neuterman spoke. She said that staff is requesting the Cocoa CRA to fund the design portion of this T-dock project. The design must be complete before March 2026 as that is when the application is due and we must have the design included in the application packet. We have worked with FIND, FEMA, and the St. Johns Water Management District on the redesign portion of it to meet criteria for substantial strengthening of the T-dock to try and make it more sustainable so we do not have to replace those structures as frequently. We are working on getting quotes, the highest quote was just under $180,000, we are looking for ones under that amount. Staff will come back with the actual amount and the transfer that will be made.

Chairperson Blake made a motion to approve, it was seconded by Vice Chairperson Weeks and it passed unanimously.

* **MOTION by Chairperson BLAKE Seconded by Vice Chairperson WEEKS to Approve an amount not to exceed $180,000 for the Design and Permitting Services for the Improved T-Dock Project. As well as approval for a Resolution amending the FY2026 Budget from Cocoa CRA Fund Balance to Infrastructure.**

AYES: BLAKE, ETZ, GOINS, HEARN, KOSS, ROGERS, WEEKS. (Passed unanimously).

4. Agency approval of the Cocoa CRA Tax Increment Financing (TIF) Reinvestment guidelines.

   The City Manager had the floor, and he went through a slide show that explained what the TIF Program is and what it accomplishes. The topics in the slide show included the purpose, objectives, eligible projects, disqualifying factors, eligible reimbursement costs, capital thresholds, and the process overview. After going through the slideshow, the City Manager recommended approval of the tax increment financing reinvestment guidelines as outlined in the policy and staff report.

   Chairperson Blake made a motion to approve which was seconded by Vice Chairperson Weeks with discussion.

   Agency Member Goins expressed how he would like something (such as an incentive) set aside for locals in case big contractors come into the area and bring in others. The City Manager responded by stating that there are points in the application for hiring local workers, contractors, etc.

Agency member Etz shared her concerns about how broad the requirements are. After Director Neuterman confirmed that the board will see all applications. Agency Member ETZ asked what part of Cocoa these applications would pertain to, to which the City Manager responded by stating that you won't know until you get the applications. He then discussed the financial aspects of the TIF by giving an example which is if you generate $100 in TIF revenue you only get $90 in terms of the reinvestment. For every $1 given you must spend $7. The Agency Attorney then discussed how these guidelines do not set a precedent because the policy is clear and states it is a discretionary decision that sets no precedent. The decision is made by the board and is a negotiated type of application that the CRA budget also plays a role in. He further stated that even if someone is not awarded a TIF they can still go through with their project.

Agency Member Rogers believes this is broad and she does not think there is enough information. She also feels that this falls back on residents and thinks it would be nice to have something we can obtain such as luxury apartments. She added it would be nice if we could try to make those apartments affordable and have them included and not so exclusive. The Agency Member then stated that she does not hate this idea, but it needs to be more transparent on what residents are going to get back. She does not want to be overly optimistic but practical and thinks it needs to be more definitive when the applications start coming in.

Agency Member Koss is also concerned about the broad strokes and lack of specific benefit. She is worried about the infrastructure needs and how the costs will be paid by everyone else in Cocoa. She wondered at what point would sales tax help us out. The City Manager answered that these are property taxes, he then explained how sales taxes are collected and distributed. Agency Member Koss said she understood but wondered if there were any round figures and what are the advantages of the additional people to the sales tax revenues we receive. He responded to this by stating that there are probably statistics to this but there are guidelines to this policy, and you want them to be broad so you can negotiate. That way you don't have something too specific.

Agency Member Weeks gave her perspective on the subject by stating that she likes the broad strokes on this because it does not tie your hands and you can negotiate, which she believes is a good idea.

* **MOTION by Chairperson BLAKE Seconded by Vice Chairperson WEEKS for Approval of the Cocoa CRA Tax Increment Financing (TIFF) Reinvestment Guidelines with discussion.**

AYES: BLAKE, GOINS, HEARN, ROGERS WEEKS.

NAYS: KOSS, ETZ

MOTION PASSED (5-2)

VI. ATTORNEY REPORT: None

VII. UPDATES AND STAFF REPORTS:

- Director Neuterman went over the Cocoa CRA budget with the agency members; she stated it could change and if it does those changes will be brought back to the board members.

VIII. NEXT MEETING DATE:

- Monday, December 1, 2025, at 6:00 pm in the Council Chambers located in Cocoa City Hall, 65 Stone Street, Cocoa, Florida.

- After the next meeting date was confirmed, Agency Member Etz asked if the security/police meeting would be in December to which the City Manager responded that he would work hard to get that done but it was asked that the meeting also talk about nightlife, parking, etc. He will try to put it together.

IX. ADJOURNMENT:

* **MOTION by Vice Chairperson WEEKS; Seconded by Agency Member ETZ to adjourn the Special meeting of October 28, 2025.**

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

THE MOTION PASSED UNANIMOUSLY (7-0)

The meeting adjourned at 5:00 p.m.

_____
Michael C. Blake, Chairperson

Respectfully Submitted by:

_____
Peyton Fink, Recording Secretary

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date:	11/19/2025
Agenda Date:	12/1/2025
Prepared By:	Peyton Fink, Redevelopment Coordinator
Through:	Charlene Neuterman, Community Services Director
Requested Action:	Presentation

BACKGROUND:

PRIORITY AREA CONNECTION:
Investment in Public Infrastructure

BUDGETARY IMPACT:

PREVIOUS ACTION:

RECOMMENDED MOTION:
Presentation

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date:	11/05/2025
Agenda Date:	12/1/2025
Prepared By:	Peyton Fink, Redevelopment Coordinator
Through:	Charlene Neuterman, Community Services Director
Requested Action:	Request Agency approval of the Cocoa CRA Meeting Schedule for 2026.

BACKGROUND:

The proposed Cocoa CRA meeting schedule for 2026 is being presented to the agency members. These meetings will take place on the first Monday of every month, with the exception being the meeting in September. This meeting will instead be moved to the second Monday of the month due to a holiday the week before. All meetings will take place in the Council Chambers at 6:00 p.m. Agency members will be notified ahead of time if any changes are made to the schedule. Staff are requesting agency approval over the proposed Cocoa CRA meeting schedule for 2026.

PRIORITY AREA CONNECTION:

Organizational Effectiveness

BUDGETARY IMPACT:

PREVIOUS ACTION:

Agency approval of the Cocoa CRA Meeting Schedule for 2025.

RECOMMENDED MOTION:

Request Agency approval of the Cocoa CRA Meeting Schedule for 2026.

Cocoa Community Redevelopment Agency (CRA)

2026 Meeting Schedule

Month	Day	Time	Day of the Week
January	5	6:00 PM	Monday
February	2	6:00 PM	Monday
March	2	6:00 PM	Monday
April	6	6:00 PM	Monday
May	4	6:00 PM	Monday
June	1	6:00 PM	Monday
July	6	6:00 PM	Monday
August	3	6:00 PM	Monday
September*	14	6:00 PM	Monday
October	5	6:00 PM	Monday
November	2	6:00 PM	Monday
December	7	6:00 PM	Monday

**September has a Special Meeting on the second Monday of the month, due to the first Monday being a Holiday.*

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date:	11/19/2025
Agenda Date:	12/1/2025
Prepared By:	Charlene Neuterman, Community Services Director
Through:	Stockton Whitten, City Manager
Requested Action:	Request Agency Approval of an Amended and Restated Interlocal Agreement between the Cocoa CRA and the City of Cocoa for Community Policing Program approved by Agency Members at their October 18, 2022, Cocoa CRA Meeting, and to authorize the City Mayor to sign the Agreement. This agreement is effective in Fiscal Year 2026. Request Agency Approval of Resolution Amending the FY26 Budget, BAF# 26-025-IFT1-CCRA-Police Overtime (12-1-25) for $88,000.

BACKGROUND:

The Community Redevelopment Act of 1969 ("Act") authorizes a community redevelopment agency to engage in "community policing," which is defined under Section 163.340(23), Florida Statutes as a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.
At the October 18, 2022, Cocoa Redevelopment Agency meeting, Agency Members approved establishing a Community Policing Program within the Cocoa CRA area.

Additionally, upon recommendation of the Agency's Board, the City Council adopted Ordinance No. 14-2022 amending the Agency's Redevelopment Plan to authorize the Agency and the City to provide community policing services within the Agency's Redevelopment Area, primarily the downtown Cocoa area. In 2025, the Agency amended the Cocoa Community Redevelopment Plan which includes a provision to implement a community policing program.

The Cocoa Redevelopment Community Policing Program ("Program") includes additional funding for police services. The Police Department will submit reports detailing the hours supported during this project, and Finance will calculate the expenditures for each reporting period.

The Cocoa CRA Plan is attached as Exhibit B with reference to Community Policing on Pages 53-54.

Staff requests Agency Approval of an Amended and Restated Interlocal Agreement

between the Cocoa CRA and the City of Cocoa for Community Policing Program approved by Agency Members at their October 18, 2022, Cocoa CRA Meeting, and to authorize the City Mayor to sign the Agreement. This agreement is effective for Fiscal Year 2026. Request Agency approval of a Budget Resolution and BAF# 26-025-IFT1-CCRA-Police Overtime (12-1-25) in the amount of $88,000.

This Budget Amendment is part one of an Interfund Transfer. The second part will go to the City Council at the December 9th meeting.

PRIORITY AREA CONNECTION:
Public Safety/Community Standards

BUDGETARY IMPACT:
Budgeted? No
If not budgeted, is amendment / transfer attached? Yes

Source/Use of Funds

Account Number	Amount
110-0000-389.99-50	$88,000
110-3230-581.91-01	$88,000

PREVIOUS ACTION:
Item 23-152 was approved at the March 6, 2023 Cocoa CRA meeting.

RECOMMENDED MOTION:
Request Agency Approval of an Amended and Restated Interlocal Agreement between the Cocoa CRA and the City of Cocoa for Community Policing Program approved by Agency Members at their October 18, 2022, Cocoa CRA Meeting, and to authorize the City Mayor to sign the Agreement. This agreement is effective in Fiscal Year 2026. Request Agency Approval of Resolution Amending the FY26 Budget, BAF# 26-025-IFT1-CCRA-Police Overtime (12-1-25) for $88,000.

Prepared by:

Anthony A. Garganese
City Attorney of Cocoa
111 N. Orange Avenue, Suite 2000
Orlando, Florida 32802
(407) 425-9566

Return to:
Monica Arsenault, City Clerk
City of Cocoa
65 Stone Street
Cocoa, Florida 32922

AMENDED AND RESTATED INTERLOCAL AGREEMENT

(Community Policing Services and Program)

THIS INTERLOCAL AGREEMENT ("**Agreement**") is made and entered into this _____ day of December, 2025 ("**Effective Date**") between the **CITY OF COCOA REDEVELOPMENT AGENCY**, a Florida Community Redevelopment Agency ("**Agency"**), and the **CITY OF COCOA**, Florida, a Florida municipal corporation ("**City**").

W I T N E S S E T H:

WHEREAS, the Community Redevelopment Act of 1969 ("Act") authorizes a community redevelopment agency to engage in "community policing," which is defined under Section 163.340(23), Florida Statutes as a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol; and

WHEREAS, upon recommendation of the Agency's Board, the City Council adopted Ordinance No. 14-2022 amending the Agency's Redevelopment Plan to authorize the Agency and the City to provide community policing services within the Agency's Redevelopment Area, primarily the downtown Cocoa area; and

WHEREAS, the Agency and City entered into that certain Interlocal Agreement, dated April 25, 2023 and recorded at Brevard County Official Record Book 9805, Page 1966, regarding the implementation of a community policing program ("Original Interlocal"); and

WHEREAS, Section 163.387(6)(c)8., Florida Statutes provides that a community redevelopment agency may budget and appropriate from its tax increment trust fund for the development of community policing innovations; and

WHEREAS, the 2025 update to the Redevelopment Plan provides that the Agency can implement a community policing program; and

WHEREAS, in furtherance of the 2025 Redevelopment Plan, the Agency and City desire to adopt the community policing program as is attached hereto as **EXHIBIT "A,"** which is hereby deemed fully incorporated herein by this reference ("Community Policy"); and

WHEREAS, pursuant to the Section 163.358(5), Florida Statutes, and the Community Policing Policy, the City Council and Agency Board hereby find that each agency has the power to perform and fund community policing innovations for the benefit of the public and Redevelopment Area; and

WHEREAS, the City Council and Agency Board also find that the Cocoa Downtown area is of vital economic and social importance to the City of Cocoa and is a local and regional focal point for community activities and future redevelopment and such area presents unique law enforcement issues and problems that can benefit from the development and implementation of community policing innovations as authorized by the Act, the Community Policing Policy and this Agreement; and

WHEREAS, the City and Agency have made, and continue to make, significant financial investments and policy decisions to redevelop and enhance the Downtown Area and this Agreement is in furtherance of those continuing efforts; and

WHEREAS, the development and implementation of community policing innovations will help preserve the City's and Agency's investment in the Downtown Area and ensure the long term viability and vibrancy of the Downtown Area as a distinct, attractive and safe place to live, work and visit; and

WHEREAS, the City Council and Agency Board hereby find this Agreement serves a public purpose, is consistent with the Act and Comprehensive Plan, the Redevelopment Plan and is in the best interests of the public health, safety, and welfare of the citizens of Cocoa.

NOW, THEREFORE, in consideration of the covenants and agreement hereinafter set forth, to be kept and performed by both parties, the Agency and the City agree as follows:

1. **RECITALS; INTENT; TERMINATION OF ORIGINAL INTERLOCAL.** The foregoing recitals are true and correct and are incorporated herein by reference as a material part of this Agreement. The intent of this Agreement is to amend and replace the Original Interlocal in its entirety. Upon approval, execution, and recordation of this Agreement, the Original Interlocal shall automatically be deemed terminated and shall no longer be in effect.

2. **CONDITIONS PRECEDENT.** All rights, obligations and liabilities of the parties under this Agreement shall be subject to the satisfaction of each of the following conditions precedent:

   2.1 **Approval.** The approval of this Agreement by both the Agency's Board of Commissioners and the City Council of the City of Cocoa.

   2.2 **Execution.** The complete execution of this Agreement by the Mayor of the City of Cocoa and the Chairperson of the Agency.

   2.3 **Recordation.** The filing of this Agreement with the Clerk of the Circuit Court in and for Brevard County, Florida, pursuant to Section 163.01(11), Florida Statutes.

3. **STATUTORY AUTHORITY**. This Agreement shall be considered an Agreement pursuant to Section 163.01, Florida Statutes, and in accordance with the Community Redevelopment Act of 1969 (s. 163.330, Florida Statutes, et. seq.), and Chapter 8, Article II, of the City Code. With respect to the City, this Agreement shall also be in furtherance of the Florida Municipal Home Rule Powers Act (s. 166.011, Florida Statutes, et. seq.).

4. **SCOPE OF SERVICES AND BUDGET APPROVAL.** The Agency Board may, at its sole discretion, annually budget and appropriate funds to implement the Community Policing Services within the Redevelopment Area in accordance with the Community Policing Policy. During the Agency's annual budget adoption process (or, if necessary during the course of any fiscal year, by budget amendment), the City Manager, in consultation with the Police Chief, shall present to the Agency Board a written budget proposal for such services. The proposal shall include a level of service for the number of law enforcement officers and private security personnel and any, vehicles, equipment and such other necessary expenditures and an annual cost estimate. The annual budget and appropriations shall be based on the annual level of service provided by and related cost estimate approved by Agency Board and agreed to by the City. Nothing herein shall require the Agency Board to budget and appropriate funds for Community Policing Services or limit the City Council's right to suspend or terminate the services at any time.

4.1 The City agrees to furnish necessary equipment, resources, and facilities, and to render the Community Policing Services to the Agency as set forth herein. The City shall bear the loss or damages to such equipment or property, and shall pay any expense incurred in the operation and maintenance thereof.

4.2 The City shall be solely responsible for compensating its appointees/employees providing Community Policing Services hereunder.

4.3 All the privileges and immunities from liability, exemptions from laws, ordinances, and rules and all pension, insurance, relief, disability, worker's compensation, salary, death, and other benefits that apply to the activity of any City or Agency officer, agent, or employee when performing their respective functions hereunder shall apply to them to the same degree, manner, and extent while engaged in the performance of any of their functions and duties under this Agreement.

4.4 Subject to Section 6.11 of this Agreement, each party shall be responsible for the acts, omissions, or conducts of its own appointees/employees.

4.5 Any private security firm hired to provide services under the Program shall be responsible for the acts, omissions, or conducts of its own appointees/employees.

5. **PAYMENT OF SERVICES.**

5.1 **Agency Financial Contribution.** For Community Policing Services authorized by the Parties and rendered by the City in furtherance of this Agreement, the Agency agrees to annually contribute funding budgeted and

appropriated by the Agency pursuant Section 4 herein. The Agency's contribution shall be transferred by the City from the Agency's Tax Increment Trust Fund as a lump sum or periodic payment as deemed appropriate by the City Manager to fund the actual services rendered by the City hereunder. If a lump sum or periodic payment is transferred to the City, and services for the year are later suspended or terminated by the City Council or Agency, the City will reimburse the Agency any portion of the transferred funds not used for actual Community Policing Services authorized by the Agency under Section 4 herein.

5.2 **Use of Agency Funds by the City.** The Agency funds provided under this Agreement shall be used only for actual Community Policing Services authorized by the Agency and performed by the City under this Agreement. Such funds shall not be used for any other purpose by the City such as, by way of example, subsidizing regular law enforcement services performed by the City within the Redevelopment Area or elsewhere in the City. It is the intent and purpose of this Agreement for the City to provide Community Policing Services that are in addition to regular law enforcement services provided by the City. Inasmuch as the Agency funds are administratively maintained by the City on behalf of the Agency, the City is hereby authorized, upon notice to the Agency, and without penalty, to stop processing or correct any payment that may be made in violation of this Agreement. Furthermore, if the Agency determines that the Agency funds, in whole or in part, were expended for a wrongful purpose, the Agency shall have the right to reimbursement from the City of the wrongfully expended funds.

5.3 **Budget & Appropriations**. The Agency and the City agree to budget and appropriate sufficient funds for purposes of funding the Community Policing Services authorized in accordance with the terms and conditions of this Agreement.

6. **MISCELLANEOUS TERMS AND CONDITIONS.**

6.1 Notices. All notices and correspondence shall be (i) hand delivered (with signed acknowledgment of receipt or affidavit of delivery), (ii) delivered by registered or certified mail, return receipt requested, or (iii) delivered by overnight carrier with signed acknowledgment of receipt. All such notices and correspondence shall be sent to the respective parties, with copies forwarded to their agents or attorneys, at the addresses set forth below or at such other addresses as the parties hereto shall designate to each other in writing.

(a) if to Cocoa: City of Cocoa
Attention: City Manager
65 Stone Street
Cocoa, FL 32922-1750
Telephone: (321) 433-8737

(b) if to Agency:
Attn: Agency Manager
65 Stone Street

Any notice or demand so given, delivered or made by United States Mail, shall be deemed so given, delivered or made three (3) days after the same is deposited in the United States mail, registered or certified, return receipt requested, addressed as above provided, with postage thereon prepaid. Any such notice, demand or document hand delivered or made by overnight carrier shall be deemed to be given, delivered or made upon delivery (or attempted delivery, if deliver is not accepted) of the same at the address where the same is to be given, delivered or made.

6.2 Time. Time is of the essence of this Agreement and every term and provision of this Agreement.

6.3 Severability. It is further understood and agreed that in the event any provision of this Agreement shall be adjudged, decreed, held, or ruled to be invalid, the parties shall meet to discuss whether the intent and purpose of this Agreement can still be fulfilled and whether the terms and conditions of this Agreement must be renegotiated or the Agreement should be terminated.

6.4 Non-waiver. No covenant, term, condition (or breach thereof), shall be deemed waived, except by written consent of the party against whom the waiver is claimed. A waiver of any covenant, term, or condition (or breach thereof), shall not be deemed to be a waiver of any other covenant, term or condition (or breach thereof).

6.5 Captions. Captions and headings in this Agreement are for convenience only and shall not be relied upon in construing the meaning of this Agreement or any of its provisions.

6.6 Choice of Law; Venue. This Agreement has been made and entered into in the State of Florida, County of Brevard, and the laws of such state shall govern the validity and interpretation of this Agreement and the performance due hereunder. The parties agree that venue shall be exclusively in Brevard County, Florida, for all state disputes or actions which arise out of or are based upon this Agreement, and in Orlando, Florida, for all federal disputes or actions which arise out of or are based upon this Agreement.

6.7 Integration. The drafting, execution, and delivery of this Agreement by the parties has been induced by no representations, statements, warranties, or agreements other than those expressed herein. This Agreement embodies the entire understanding of the parties, and there are no further or other agreements or understandings, written or oral, in effect between the parties relating to the subject matter hereof unless expressly referred to herein. The parties agree that they have both contributed equally to the drafting of this Agreement and this Agreement shall not be construed more favorably against the other in the event of any conflict with regards to the terms and conditions used herein.

6.8 Governmental Disputes. In the event of a conflict under this Agreement, the parties shall adhere to the procedures set forth in Chapter 164, Florida Statutes.

6.9 Counterparts. This Agreement may be executed in any number of counterparts, each of which when so executed and delivered shall be considered an original agreement; but such counterparts shall together constitute but one and the same instrument.

6.10 Liability. Each party to this Agreement shall be responsible for its own actions and omissions, and the actions and omissions of its personnel and contractors, in performing its obligations pursuant to the terms and conditions of this Agreement.

6.11 Sovereign Immunity. Notwithstanding any other provision set forth in this Agreement, nothing contained in this Agreement shall be construed as a waiver of the Agency's or the City's right to sovereign immunity under Section 768.28, Florida Statutes, or other limitations imposed on either party's potential liability under state or federal law. As such, the Agency and the City shall not be liable under this Agreement for punitive damages or interest for the period before judgment. Further, the Agency and the City shall not be liable for any claim or judgment, or portion thereof, to any one person for more than two hundred thousand dollars ($200,000.00), or any claim or judgment, or portion thereof, which, when totaled with all other claims or judgments paid by the State or its agencies and subdivisions arising out of the same incident or occurrence, exceeds the sum of three hundred thousand dollars ($300,000.00). This paragraph shall survive termination of this Agreement.

6.12 Assignment Prohibited; Third Parties. This Agreement shall not be assigned in whole or in part. Nothing under this Agreement shall be construed to give any rights or benefits in this Agreement to anyone other than the Agency and the City, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole and exclusive benefit of the Agency and the City and not for the benefit of any other party.

6.13 Termination. The City and the Agency may terminate this Agreement by mutual written agreement.

6.14 Claims Surviving Termination. Termination of this Agreement shall release both parties from their obligation to effect and to receive future performance hereunder. However, in addition to provisions of this Agreement that expressly survive the termination of this Agreement, termination of this Agreement does not preclude a claim for breach of this Agreement for non-performance.

6.15 Effective Date. The effective date of this Agreement shall be the date that this Agreement is recorded in the Official Records of Brevard County, Florida pursuant to Section 2.3 of this Agreement.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals this day and year first above written.

[Signature Page Follows]

CITY OF COCOA, FLORIDA
By: _____
Michael C. Blake, Mayor

ATTEST:

By: _____
Monica Arsenault, City Clerk

Approved by City Council on: _____

THE CITY OF COCOA REDEVELOPMENT AGENCY,
A Florida Community Redevelopment Agency

By: _____
Michael C. Blake, Chairperson

ATTEST:

By: _____
Recording Secretary

Approved by Agency Board on: _____

EXHIBIT A

COCOA REDEVELOPMENT AGENCY
DOWNTOWN COMMUNITY POLICING PROGRAM

SCOPE OF PROGRAM

The scope of the Cocoa Redevelopment Community Policing Program ("Program") will include additional police presence in the Cocoa Downtown Community Redevelopment Area including the Cocoa Riverfront Park and waterfront area ("Downtown Area"). The primary focus of the Program will be to ensure that residents, customers, visitors, and merchants and their employees consider Downtown Cocoa to be a safe and welcoming environment to patronize and conduct business and recreate. The intent and purpose of this Program is to proactively enhance the current level of police patrol and provide a more personal level of service by providing a direct liaison between the Agency Board/Downtown community and the Cocoa Police Department. It is expected that if police officers are assigned to serve under the Program, the officers will be assigned to permanent areas of responsibility and shift details to maximize the effectiveness of the Program. Police officers will work to proactively form partnerships with residents and businesses to jointly promote crime prevention, prevent disorder and improve public safety by addressing specific issues indigenous to the Downtown Area.

In addition, the Program may also provide and assign private security personnel to patrol and provide security services in lieu of or supplemental to having police officers provide additional and enhanced presence in the Downtown Area. If private security personnel are assigned, the Cocoa Police Department will monitor those services and private security personnel will be responsible for reporting any incidents or relevant activities encountered during patrols to the Cocoa Police Department and City Manager.

DEFINITION

The term "community policing" is defined under Section 163.340(23), Florida Statutes to mean a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

ANNUAL BUDGET AND APPROPRIATIONS

The Agency Board may, at its sole discretion, annually budget and appropriate funds to implement the Program. During the Agency's annual budget adoption process, the City Manager, in consultation with the Police Chief, shall present to the Agency Board a written budget proposal for the Program. The proposal shall include a level of service (number of officers, vehicles, equipment and such other necessary law enforcement expenditures, if any) and an annual cost estimate. The annual budget and appropriations shall be based on the annual level of service and related cost estimate approved by Agency Board and agreed to by the City of Cocoa. Nothing herein shall require the Agency Board to budget and appropriate funds for the Program. If private security personnel are assigned, the Agency may contract directly with the private security firm or piggyback on an existing City contract for private security. The Agency may direct pay the private security firm under a direct contract.

POLICE CHIEF AND PRIVATE SECURITY REPORTING TO AGENCY BOARD

The Police Chief or the Police Chief's designee will be available to attend Agency Board meetings on an as needed basis to report on the development and implementation of the Program and during the annual budget and appropriation process.

If private security personnel are utilized, the Agency may request the private security firm to report on their performance and services to the Agency on an as needed basis.

POLICE PERSONNEL AND PROGRAM SERVICES

Police personnel utilized for the Program will have responsibilities as determined by the Agency Board and Police Chief. However, enhanced and supplemental police services are not required under the Program. The Program is intended to be flexible based on the law enforcement needs in the Downtown Area and the availability of police personnel. However, the following is a summary of the Program components that will be developed and fine-tuned through experience if police personnel are utilized:

- The Agency Board, in consultation with the Police Chief, will be responsible for defining the geographical limits of the Downtown Area for purposes of implementing the Program.
- Develop task forces to address specific problems as issues are identified or seasonal issues present themselves including, but not limited to, crime, drug and gang activities, homelessness, nightclubs and bar early morning hours and closings, noise and other nuisances, traffic enforcement, special event issues, and quality of life problems.
- Officers assigned to serve the Program shall be in addition to the current police coverage within the Downtown Area. Assigned officers shall not be used as a substitute for regular officers currently assigned to patrol the Downtown Area.
- Officers assigned to serve the Program will work specifically assigned shift details exclusively for the Downtown Area in order to build a relationship with residents and businesses within the Downtown area.
- Officers assigned to serve the Program will not be utilized for calls outside of the Downtown Area unless an emergency situation arises as determined by the Police Chief. Assigned officers will have flexibility to adjust their work schedule and tactics to address a myriad of issues they will encounter within the Downtown Area. Tactical plans will remain fluid and Assigned officers will continuously analyze the issues and problems in the Downtown Area to ensure maximum effectiveness.
- Officers assigned to serve the Program will regularly patrol on foot, bike, ATV or other approved mobility device to provide a noticeable Downtown Area presence.
- Officers will be trained and become a "specialist" in problem solving issues that are prevalent in the Downtown Area.
- Officers assigned to serve the Program will provide outreach and education to Downtown businesses and residents with regard to crime prevention and public safety.
- Officers assigned to the Program will conduct regular patrols of Riverfront Park and Lee Wenner Park.
- Officers assigned to serve the Program may be required to provide enhanced parking enforcement within the Downtown Area and code enforcement related to vessels docking at Riverfront Park pursuant to Section 14-11 of the City Code.

- Officers will provide such other non-traditional services approved by the Agency Board and Police Chief as deemed necessary to provide enhanced law enforcement services within the Downtown Area.

PRIVATE SECURITY PERSONNEL AND PROGRAM SERVICES

To enhance public safety and support existing law enforcement efforts, the Agency may engage private security personnel to supplement community patrols within the geographical limits of the Downtown Area. All private security personnel engaged under this Program shall serve strictly as independent contractors, not as employees or agents of the City or Agency. Private security personnel shall not act or serve as a sworn law enforcement officer under any circumstances

Any assigned private security personnel utilized under the Program shall operate under the oversight of the Chief of Police and City Manager or their designees. While performing their duties, these contractors shall be subject to monitoring by the Cocoa police department to ensure alignment with community safety goals, adherence to applicable laws, and compliance with departmental protocols.

All observations, incidents, or relevant activities encountered during patrols shall be reported promptly and directly to the Chief of Police and City Manager or their designated representatives.

Private security personnel utilized for the Program will have responsibilities as determined by the Agency Board and City Manager and Police Chief pursuant to a written contract with the private security firm. The Program is intended to be flexible based on the law enforcement and security needs in the Downtown Area.

CITY COUNCIL DELEGATION OF AUTHORITY

The City Council hereby delegates authority to the City Manager and Police Chief to implement the operational aspects of the Program on the City of Cocoa's behalf and employ such personnel and resources as deemed reasonably necessary in furtherance of and consistent with this Program. The Agency Board is hereby empowered to implement the Program consistent with this Program, and may employ private security personnel in lieu of or supplemental to law enforcement personnel assigned under this Program.

CITY COUNCIL AND AGENCY RESERVATION

The City Council or Agency hereby reserve the right to suspend or terminate the Program at any time.



CRA PLAN UPDATE

COCOA




COCOA VILLAGE
PLAYHOUSE



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

CRA PLAN UPDATE

COCOA

01

CONTEXT


COCOA CRA
Indian River
Hubert Humphrey Bridge
Lee Wenner Park
1
520
N

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

01

CONTEXT

TIMELINE

›1860s



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.

›1882



CITY FORMATION AND STEAMSHIP ERA

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

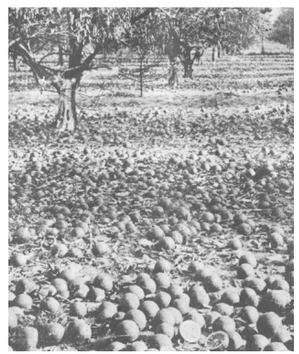
›1894-96



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.

›1910s



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.

›1917



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.

›1920s

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.

›1940



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.

›1970s-80s



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.

›2014-18

›1950s



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.

›1996

COCOA REDEVELOPMENT AGENCY

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.

›2024

UPDATING THE PLAN

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

01

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.

01

CONTEXT

RESILIENT COCOA PLAN

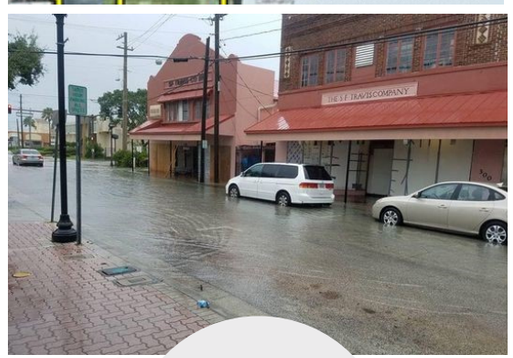
The ***Resilient Cocoa Plan*** was prepared in 2020 by the East Central Florida Regional Planning Council for the City of Cocoa, and **addresses resiliency concerns such as storm surge, flooding, and sea level rise**. The Plan included a vulnerability assessment, identifying the City's exposure to natural 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

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

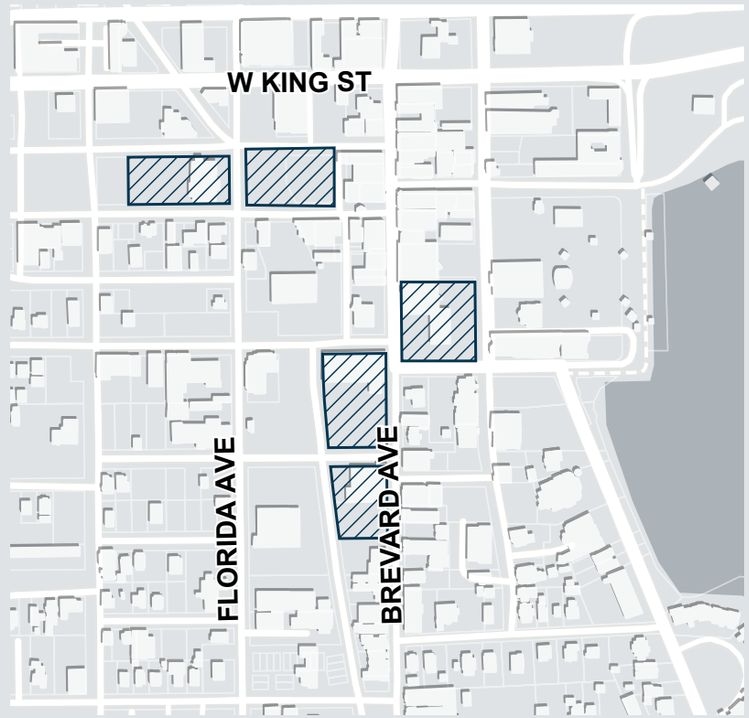
- Improve water quality in surface water bodies.
- Incorporate resiliency into local plans, policies and objectives.
- Preserve and adapt the built environment to keep people and property safe.
- Improve community mobility while improving vulnerable transportation infrastructure.

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.

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




OKLAHOMA!
ROCK & ROLL REVUE
THE PLAY THAT GOES WRONG
THE GOLDEN STEPPERS
THE LION KING KIDS

ANALYSIS



02

CRA PLAN UPDATE
COCOA

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.



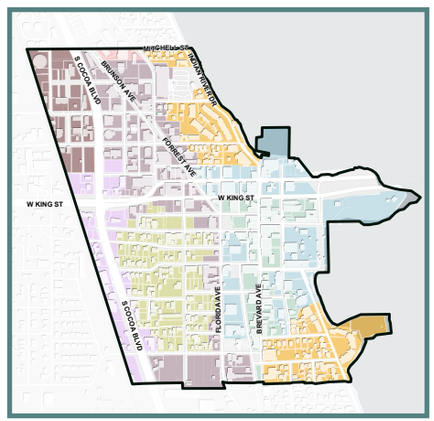
The project website hosted an **interactive map, a survey, and a funding activity** to help understand resident's opinions of the CRA.

02

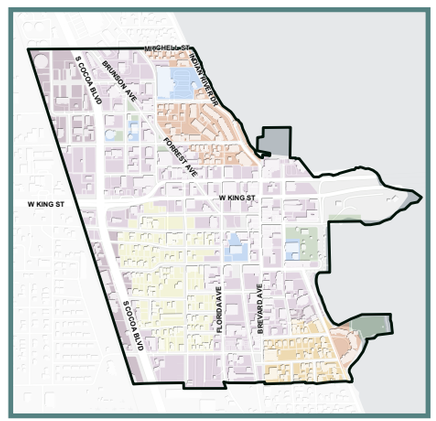
EXISTING CONDITIONS

After we listened to and documented the concerns and aspirations of the local community though 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.

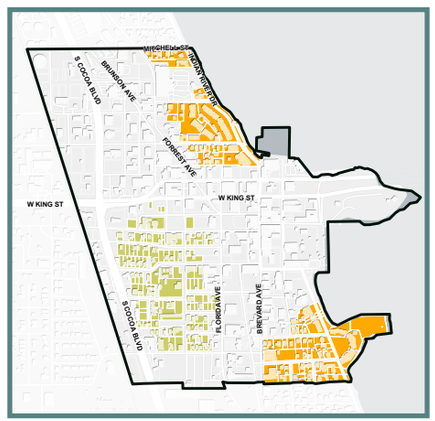
After taking an inventory of the relevant data, we can view these datasets and begin to layer and investigate them through the perspective of the residents and qualitative placemaking theory to develop goals and criteria that will help guide the improvements for the Cocoa CRA.



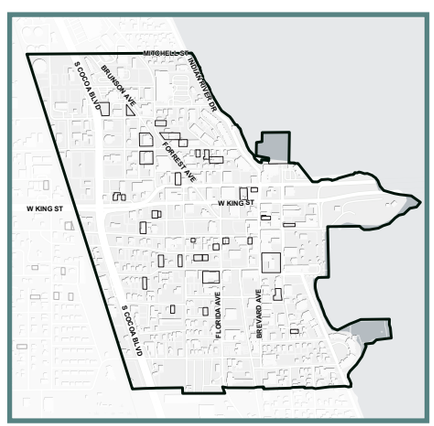
Existing Zoning



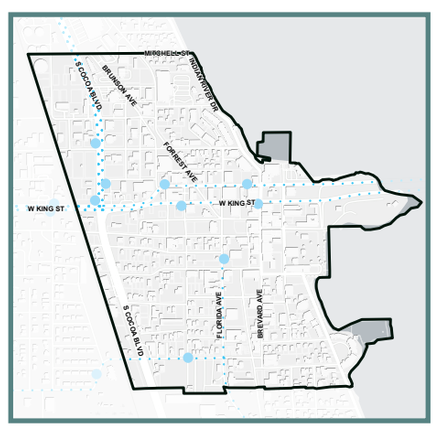
Future Land Use Map



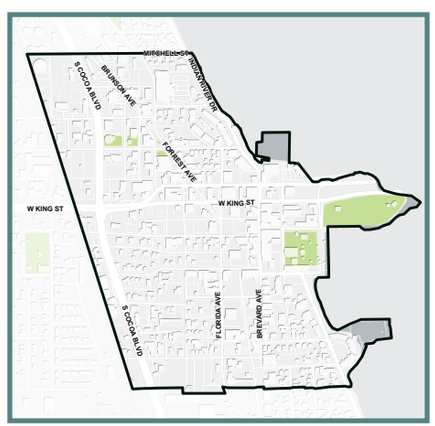
Housing Density



Vacant Parcels



Bus Stops and bus Routes



Recreation and Open Space

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

02

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

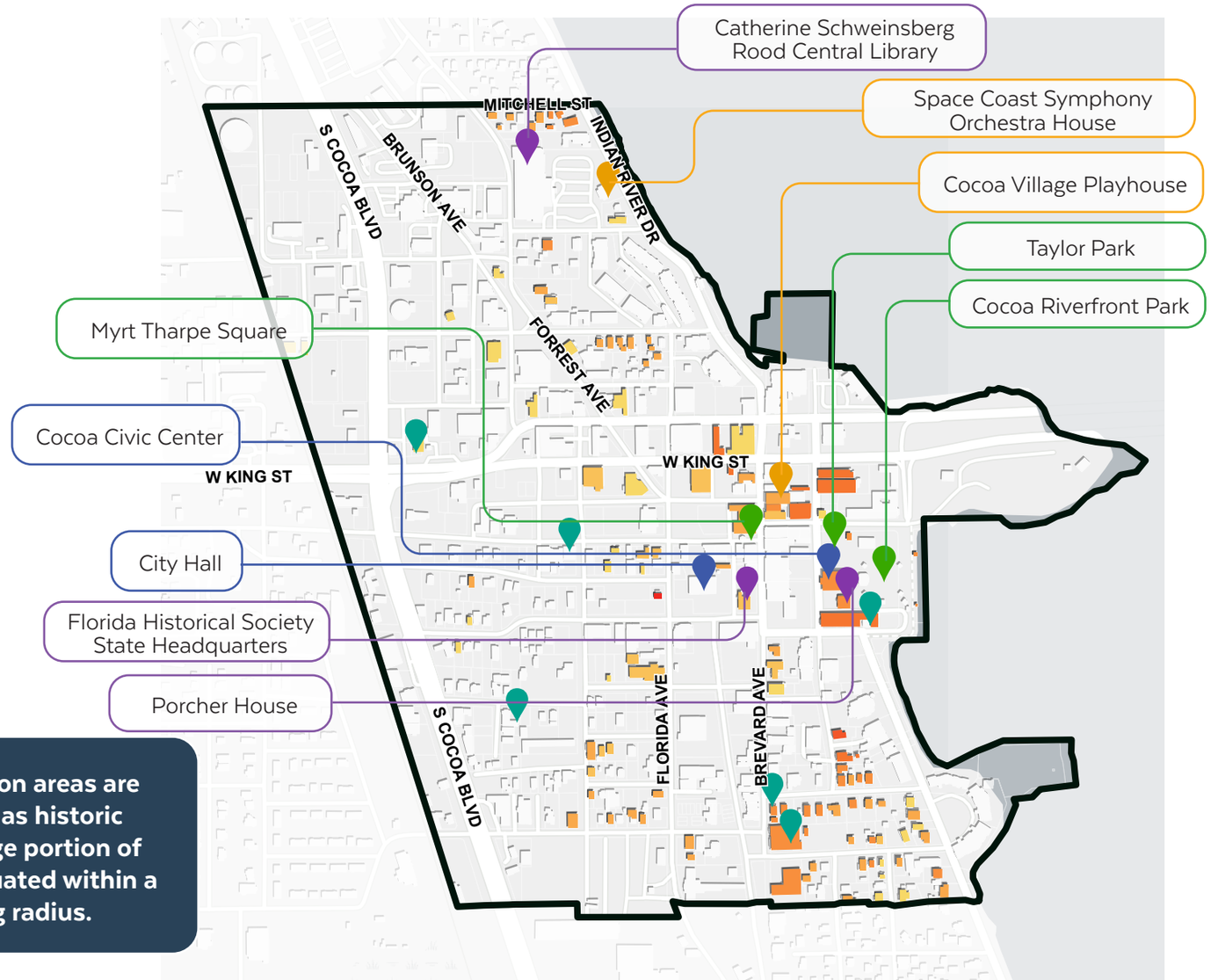
PLACES OF WORSHIP

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

- 1880 - 1889
- 1890 - 1899
- 1900 - 1909
- 1910 - 1919
- 1920 - 1929
- 1930 - 1939
- 1940 - 1949
- 1950 - 1959

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.



02

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



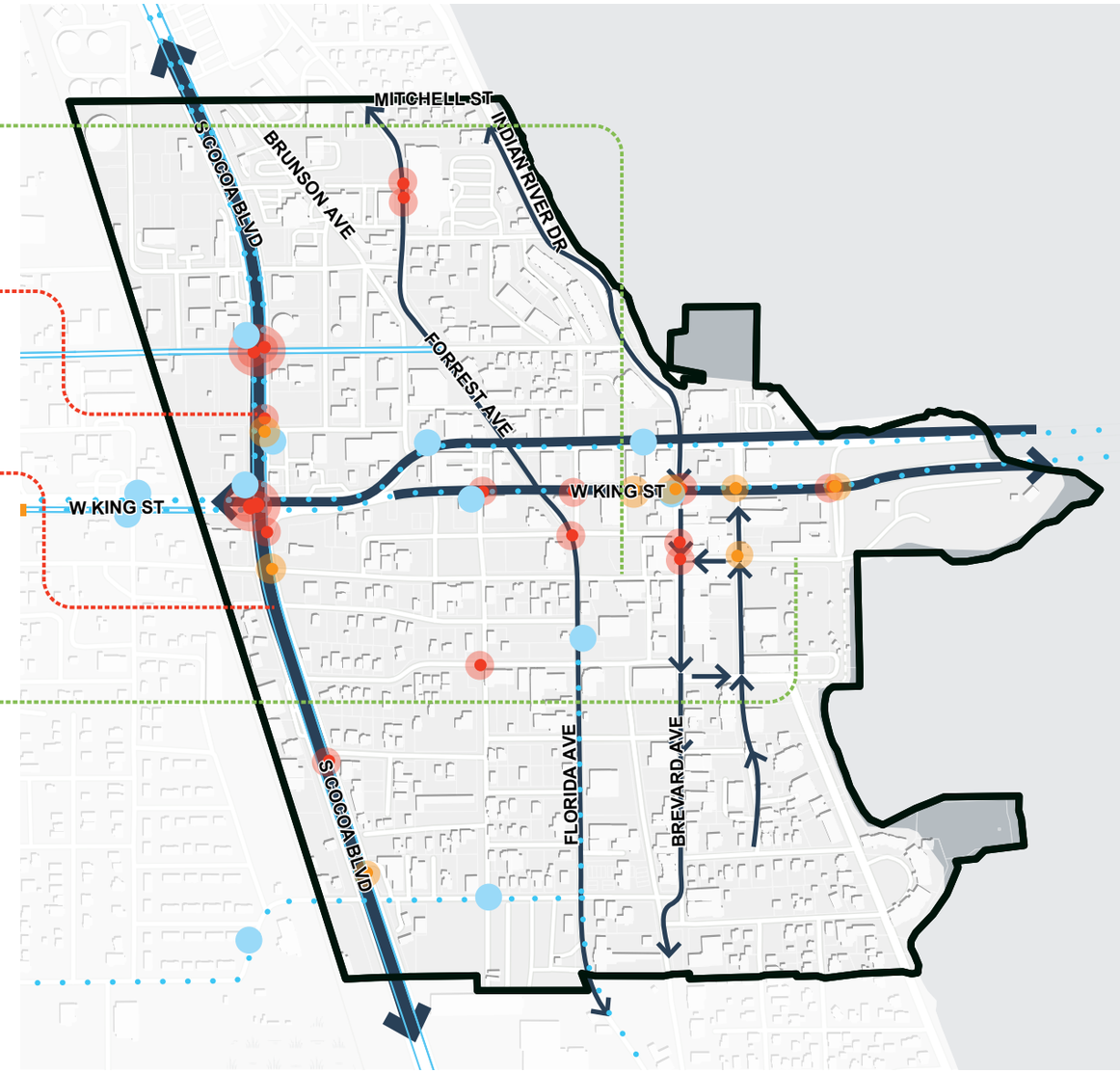
Connections on the King Street - Willard Street corridor encourage safety and comfort using multi-modal transportation

The smaller block structure makes it easier for pedestrians to navigate the area

Pedestrian crashes tend to occur more frequently near bus stops, along with bicycle crashes at key intersections

U.S. 1 Corridor becomes a barrier for pedestrians to connect to the waterfront.

Opportunity to enhance the connections to the waterfront and the adjacent businesses



TRANSPORTATION

- PRIMARY
- SECONDARY
- TERTIARY
- BUS ROUTE
- BIKE LANE

- PEDESTRIAN CRASHES
- BICYCLE CRASHES
- BUS STOP

02

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

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



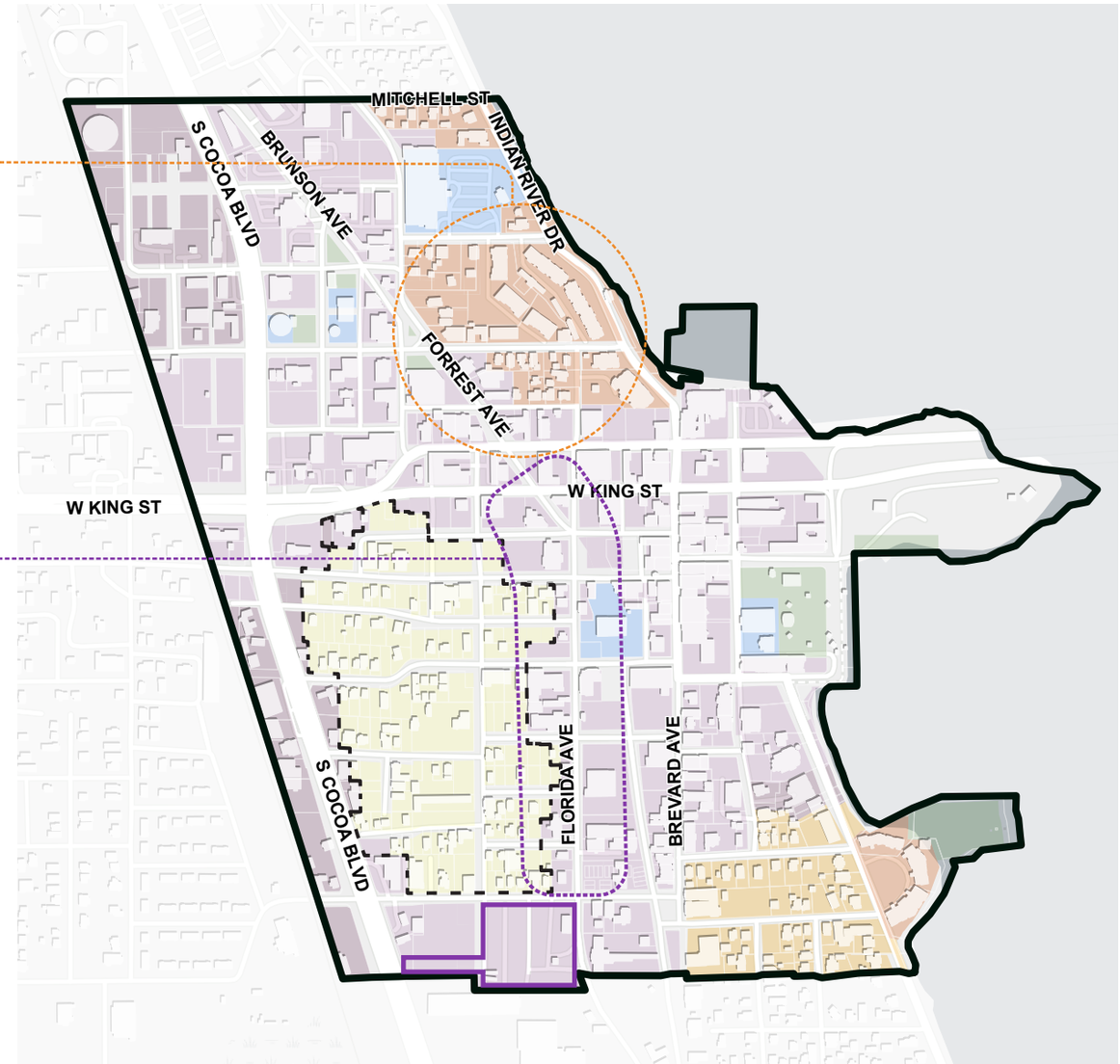
Condominium living in Cocoa Village near the waterfront



Single family home within Consent Decree designation

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

- MIXED-USE
- RECREATION
- INSTITUTIONAL
- HIGH-DENSITY
- MEDIUM DENSITY
- LOW-DENSITY

CURRENT & PROPOSED HOUSING

- CONSENT DECREE
- MEDIUM-DENSITY FOOTPRINT
- LOW-DENSITY FOOTPRINT
- MIXED-USE OPPORTUNITY UNDER REVIEW

02

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



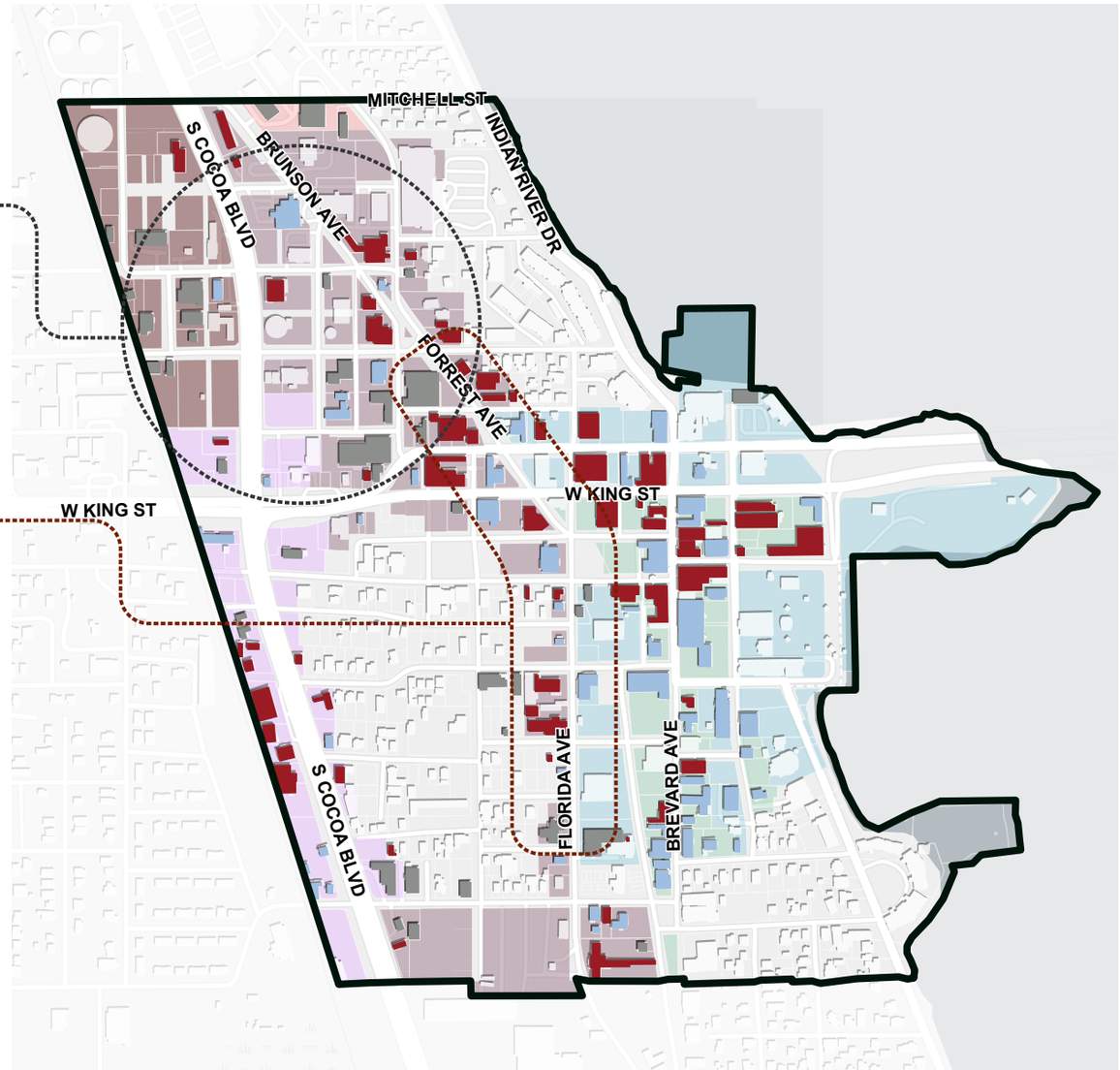
Reimagining industrial/warehouse space



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

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

- WHOLESALE
- GENERAL
- CORE
- PARKWAY
- CENTRAL BUSINESS
- COCOA VILLAGE

CURRENT COMMERCIAL LAND USE

- RETAIL/DINING
- OFFICE
- WAREHOUSE

02

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.

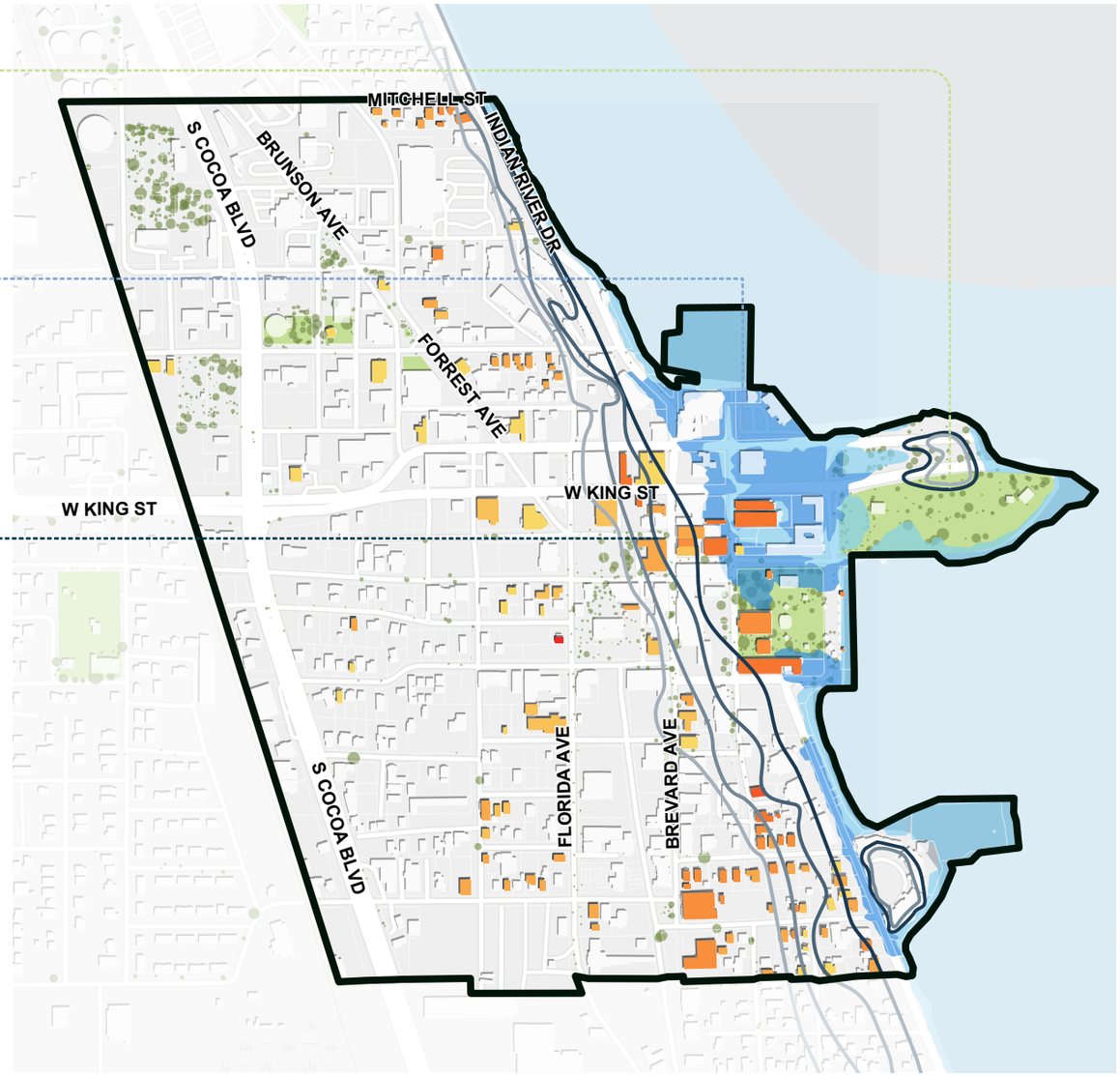


Waterfront Living at 100 Riverside Drive is especially vulnerable to the effects of storm surge.

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

- 1880 - 1889
- 1890 - 1899
- 1900 - 1909
- 1910 - 1919
- 1920 - 1929
- 1930 - 1939
- 1940 - 1949
- 1950 - 1959

COASTAL FLOOD RISKS

- 100 YR FLOOD
- 500 YR FLOOD

CAT 4 STORM SURGE

- > 9' WATER LEVEL
- > 6' WATER LEVEL
- > 3' WATER LEVEL
- < 3' WATER LEVEL

PERVIOUS AREAS

- PUBLIC GREEN SPACE

02

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 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.



- Historic buildings
- Traditional grid street layout
- Tree coverage
- Waterfront
- Quaint Village character

- Access to goods and services for residents
- Pockets of underutilized parcels (where the zoning allows for a more intense/dense use than the existing use)
- Lack of transit options

- Brightline connection
- Tourist attraction
- Increased walkability
- Multifamily housing
- Redevelopment of older buildings

- Storm resilience
- Aging community
- Lack of access for younger, labor force to live & work in the same area
- Bigger attractions outside the CRA/City (Merritt Island and Cocoa Beach)

Anticipated Brightline station north of Historic Cocoa Village

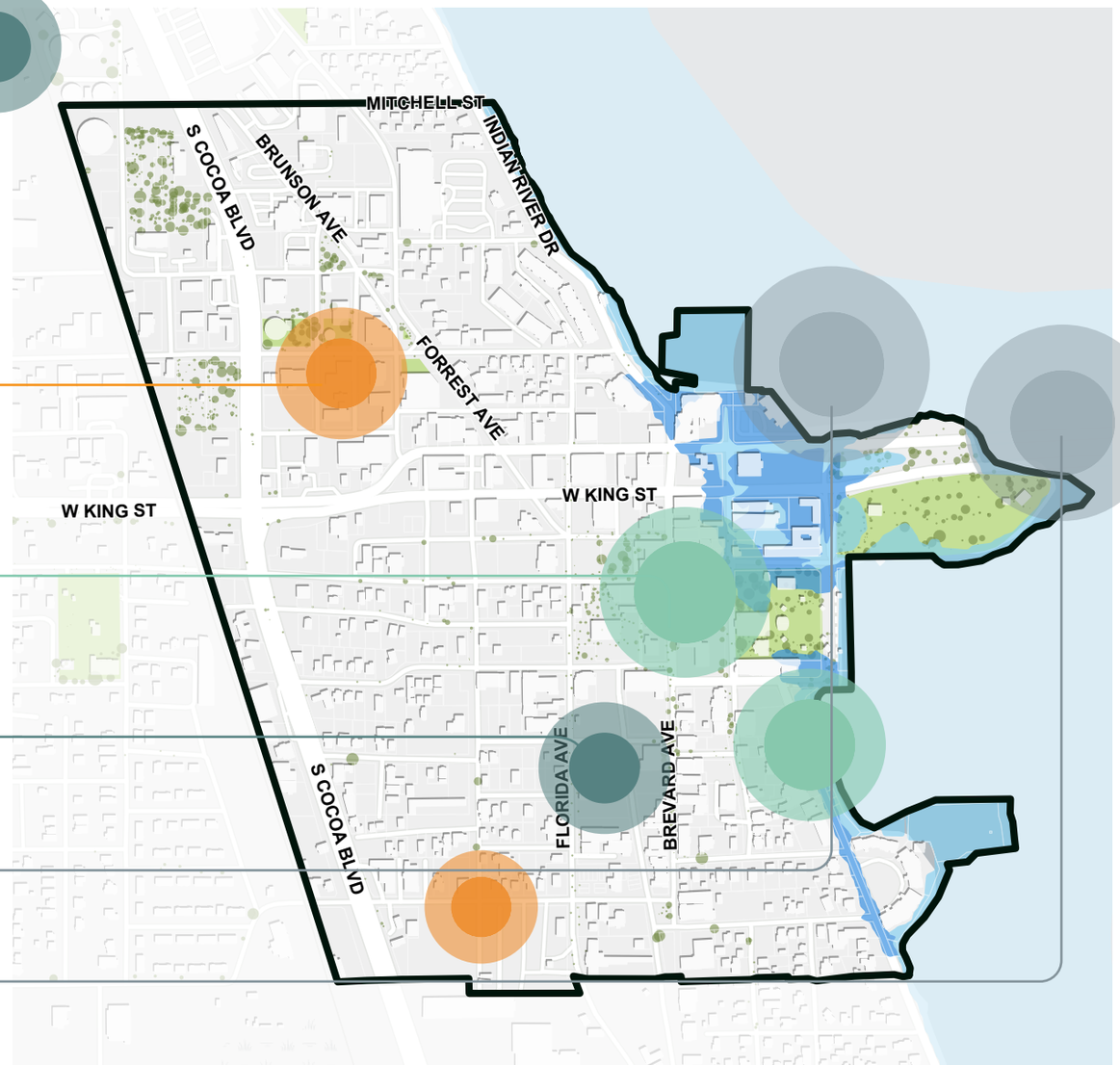
Pockets of underutilized parcels (where the zoning allows for a more intense/ dense use than the existing use)

Historic Buildings

Redevelopment of underutilized or deteriorated buildings

Storm vulnerability

Bigger attractions outside the CRA





STRATEGIC FRAMEWORK



03

CRA PLAN UPDATE

COCOA

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.

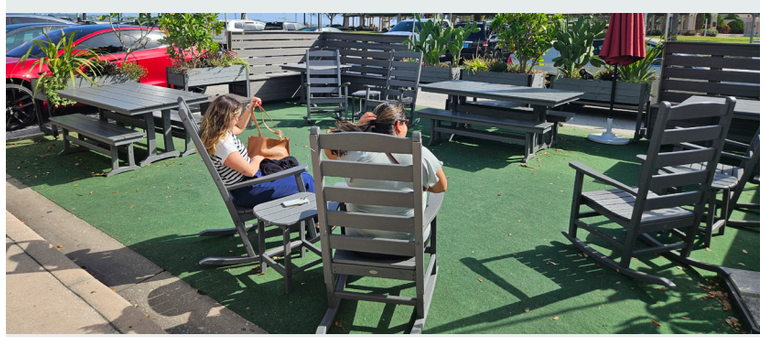
STRENGTHEN RESILIENCE

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.



03

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.



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

Low-impact Waterfront improvements for recreation

Mixed-use housing development with improved right of way connectivity and landscape

Improved crosswalks

Promote recreational activities like boating, kayaking, and outdoor events that take advantage of the Waterfront

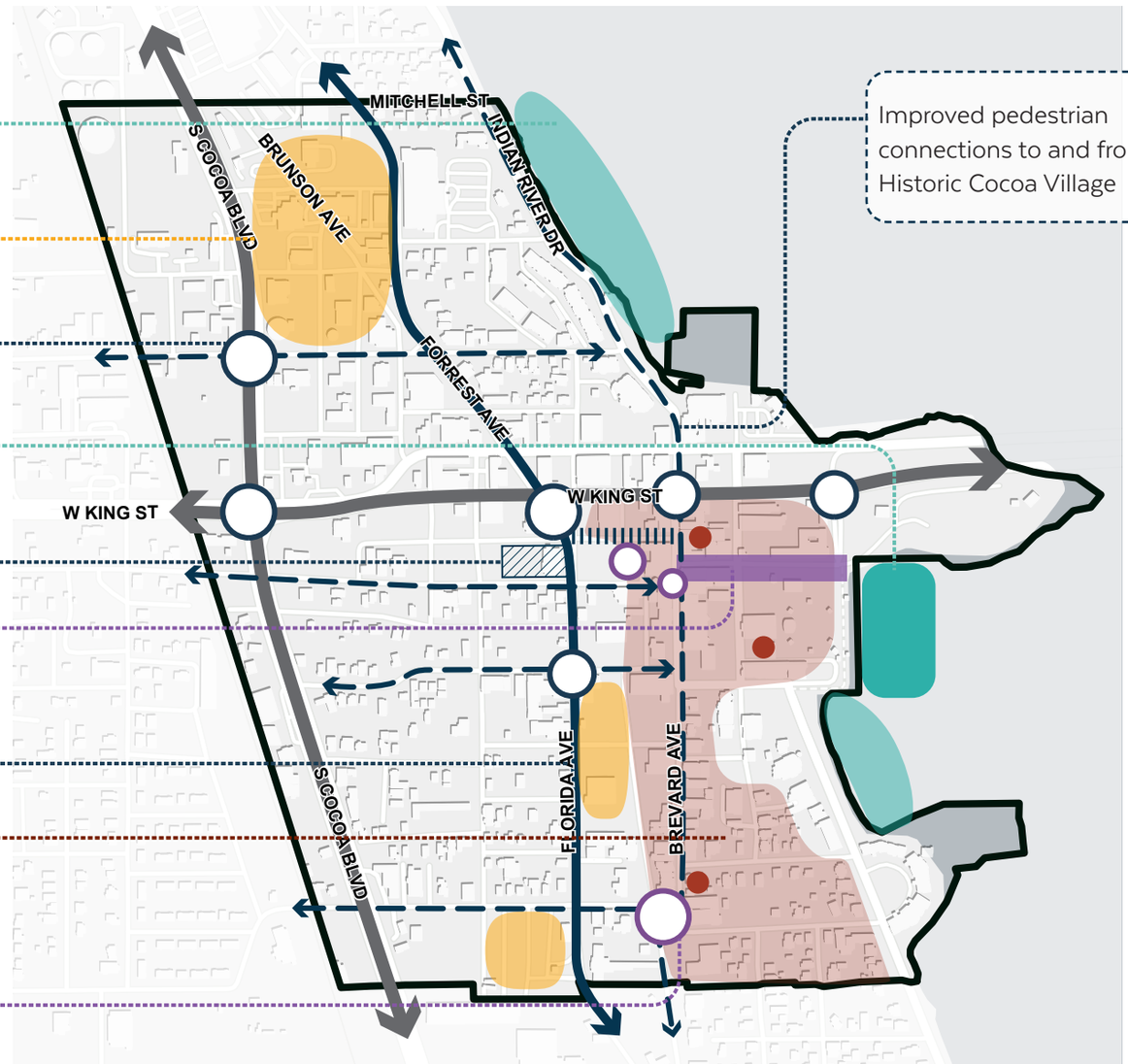
Most suitable site for potential parking structure

Harrison Street as a Festival Street

Neighborhood scale trolley service along Florida/Forrest

Potential Historic District Overlay

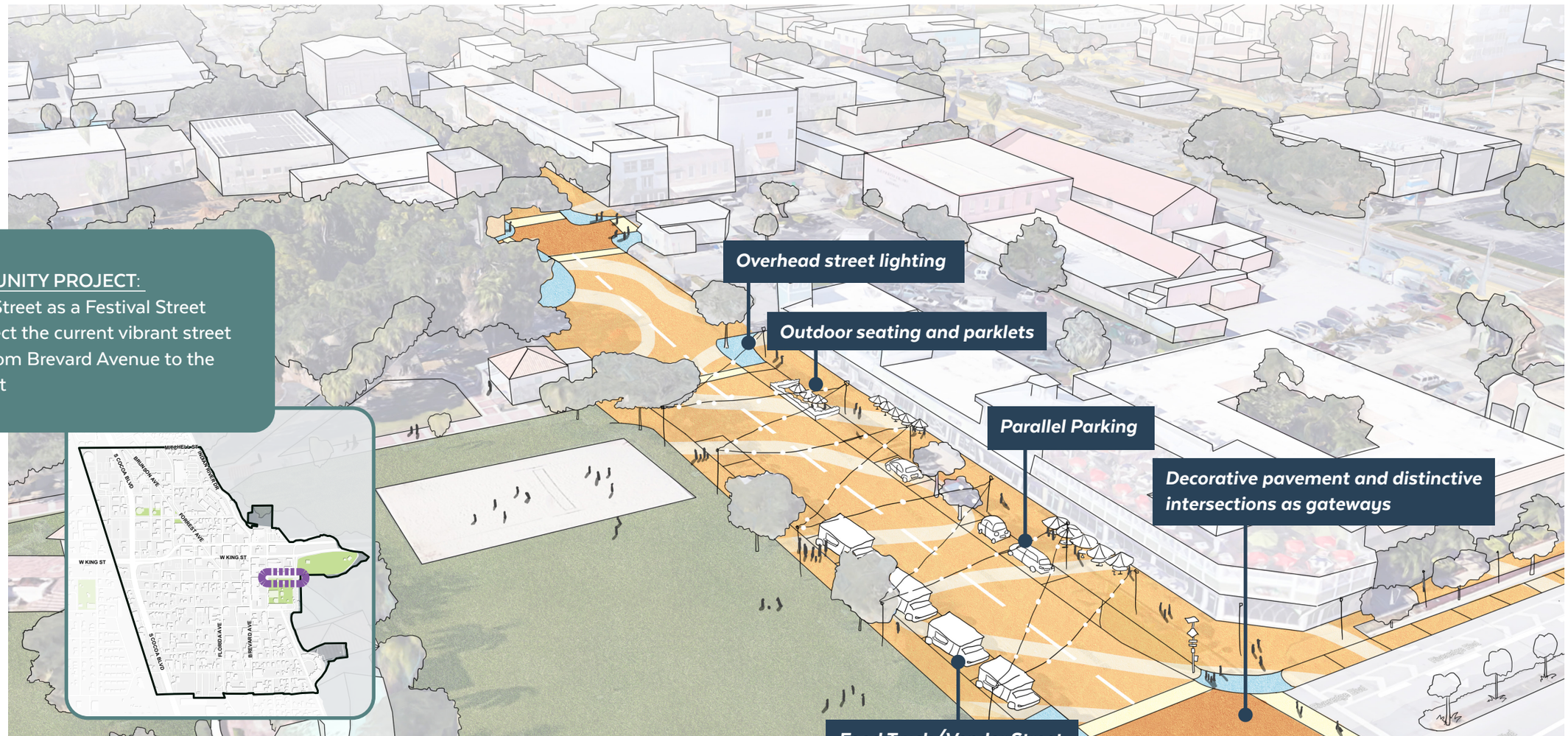
The Gateway Plaza



Improved pedestrian connections to and from the Historic Cocoa Village

CRA OPPORTUNITIES

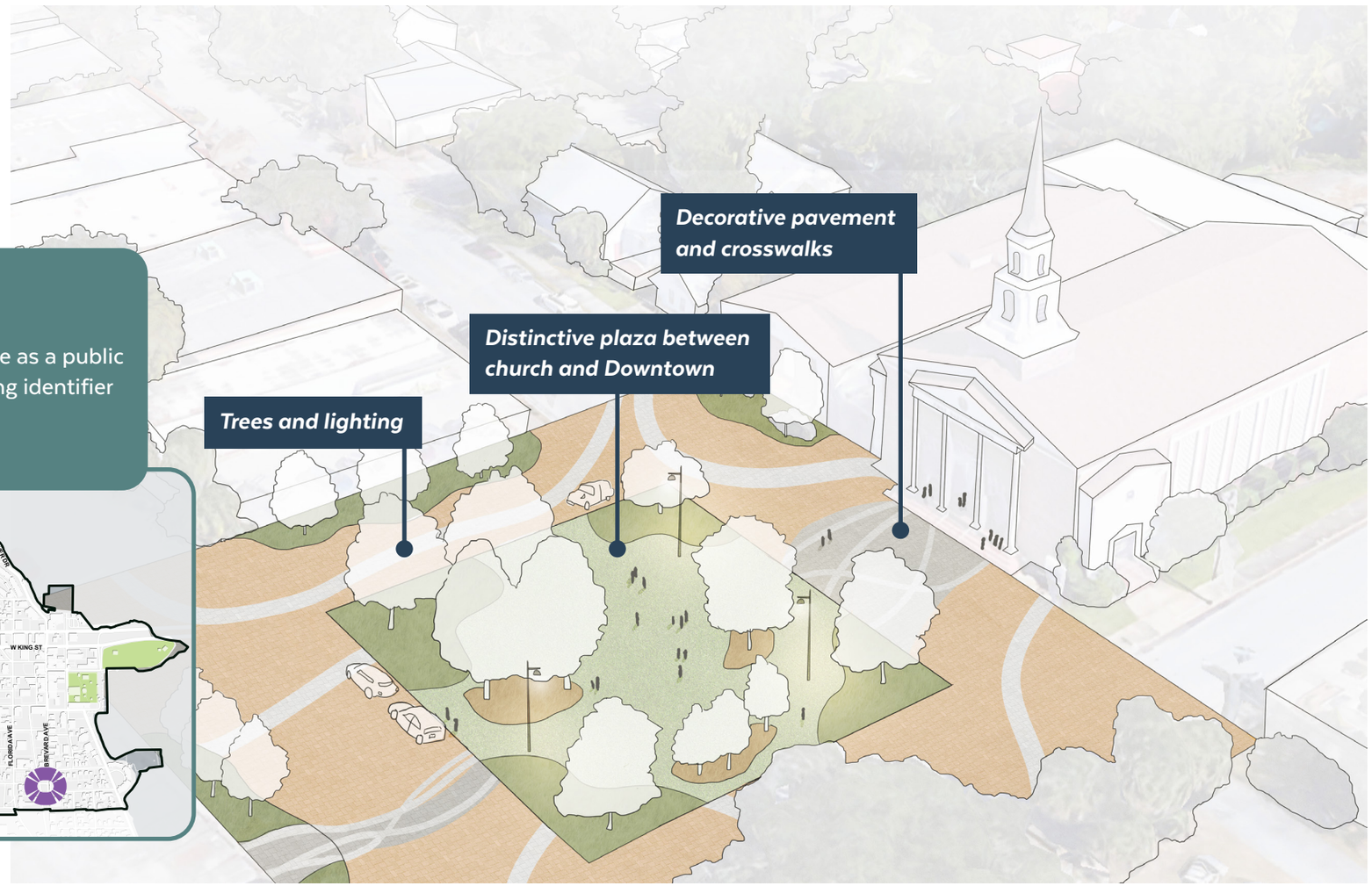
OPPORTUNITY PROJECT:
Harrison Street as a Festival Street can connect the current vibrant street activity from Brevard Avenue to the Waterfront



CRA OPPORTUNITIES

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







IMPLEMENTATION



04

CRA PLAN UPDATE

COCOA

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.



	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

TAX INCREMENT FINANCING (TIF) PROJECTIONS

The following Tax Increment Financing (TIF) revenue projections show the anticipated TIF revenue for the CRA's operational timeframe. The projections utilize the 1981 base year value ($26,410,420), the 2024 taxable valuation ($223,453,941), and the 2024 City (6.9532), County (3.0486), and County District IV (0.64532) millage rates as a base. Taxable values are projected to increase at 3% per year. The TIF collection rate for City and County taxes is 95%. The cumulative TIF revenue projected to be collected through 2041 is $44,618,449.

Cocoa CRA 3% growth

		Taxable Valuation	Estimated Increment Value	County Contribution @ 95%	County District IV Rec Contribution @ 95%	City Contribution @ 95%	Total TIF CRA
BASE	1981	$26,410,420					
	2024	$223,453,941	$197,043,521	$570,672	$120,798	$1,301,579	$1,993,049
	2025	$230,157,559	$203,747,139	$590,086	$124,908	$1,345,860	$2,060,854
	2026	$237,062,286	$210,651,866	$610,084	$129,141	$1,391,469	$2,130,694
	2027	$244,174,155	$217,763,735	$630,681	$133,501	$1,438,447	$2,202,629
	2028	$251,499,379	$225,088,959	$651,896	$137,992	$1,486,834	$2,276,722
	2029	$259,044,361	$232,633,941	$673,747	$142,617	$1,536,673	$2,353,037
	2030	$266,815,691	$240,405,271	$696,255	$147,381	$1,588,007	$2,431,643
	2031	$274,820,162	$248,409,742	$719,437	$152,289	$1,640,880	$2,512,606
	2032	$283,064,767	$256,654,347	$743,315	$157,343	$1,695,341	$2,595,998
	2033	$291,556,710	$265,146,290	$767,909	$162,549	$1,751,434	$2,681,892
	2034	$300,303,411	$273,892,991	$793,241	$167,911	$1,809,211	$2,770,363
	2035	$309,312,514	$282,902,094	$819,333	$173,434	$1,868,721	$2,861,488
	2036	$318,591,889	$292,181,469	$846,207	$179,123	$1,930,016	$2,955,347
	2037	$328,149,646	$301,739,226	$873,888	$184,982	$1,993,151	$3,052,021
	2038	$337,994,135	$311,583,715	$902,399	$191,018	$2,058,179	$3,151,596
	2039	$348,133,959	$321,723,539	$931,766	$197,234	$2,125,158	$3,254,158
	2040	$358,577,978	$332,167,558	$962,014	$203,637	$2,194,146	$3,359,796
	2041	$369,335,317	$342,924,897	$993,169	$210,231	$2,265,204	$3,468,604
							$48,112,496
	County Millage		*0.0030486*				
	County District IV Rec		*0.00064532*				
	City Millage		*0.0069532*				
	Total County Contribution (2024-2041)			**$13,776,097**			
	Total County District IV Rec (2024-2041)			**$2,916,090**			
	Total City Contribution (2024-2041)			**$31,420,310**			
	Total TIF Estimated (2024-2041)			**$48,112,496**			

04

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
ADMININISTRATION	**$ 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/BeginningFund 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.

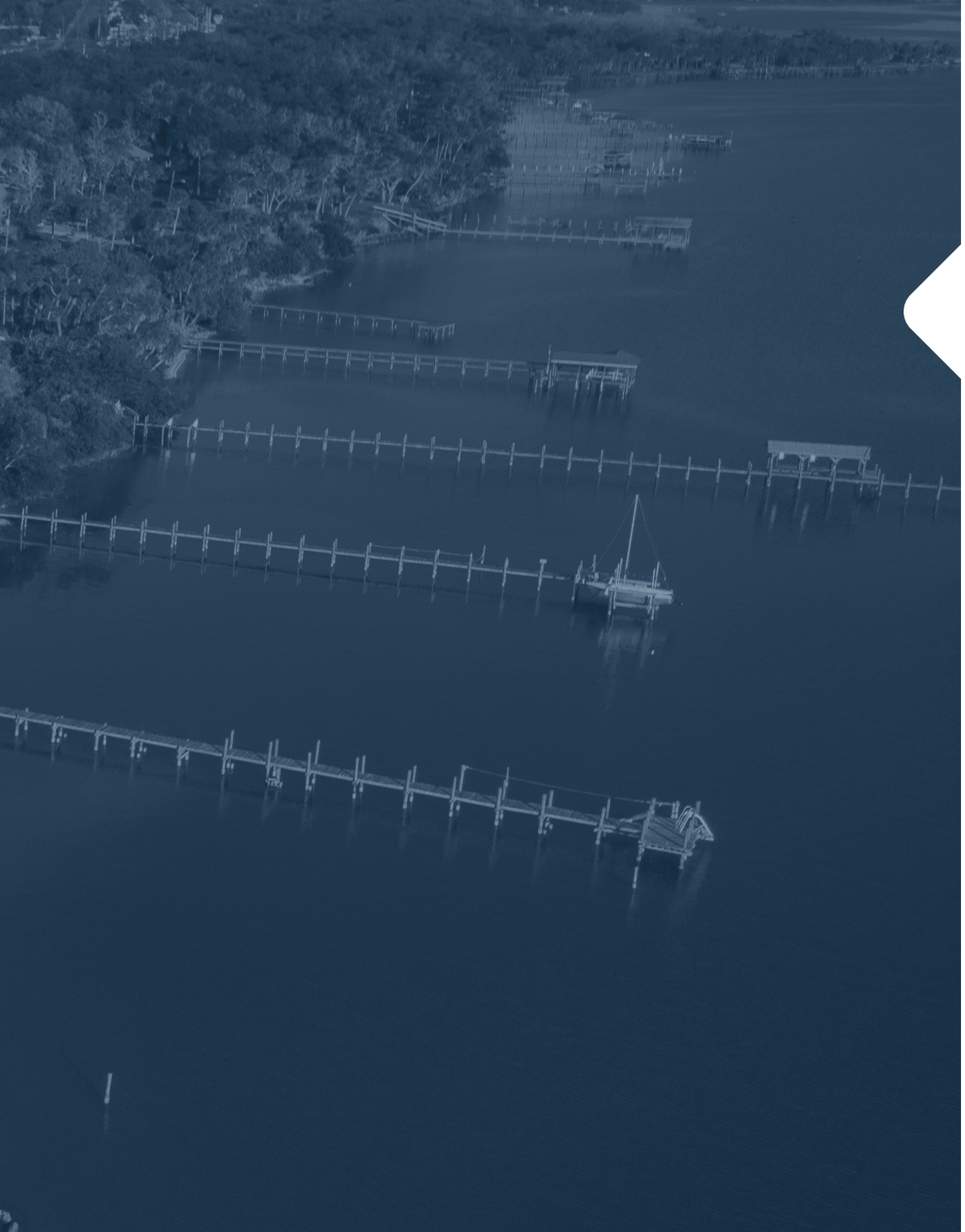
Improving connectivity within the Cocoa CRA is essential as it serves as the centerpiece of the City of Cocoa. Creating a space where residents and visitors can move freely and safely, while interacting with local attractions, businesses, and events, is key to making Cocoa a desirable place to live and 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.





APPENDIX



05

CRA PLAN UPDATE

COCOA

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 Statues, 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 statues 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 tis 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.

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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.


King St







RESOLUTION NO. CCRA-25-1083

A RESOLUTION OF COCOA COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF COCOA, FLORIDA, AMENDING THE CITY OF COCOA CRA BUDGET FOR FISCAL YEAR 2026; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT RESOLUTIONS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Cocoa Community Redevelopment Agency (Cocoa CRA) adopted the final budget for the fiscal year commencing on October 1, 2025, and ending on September 30, 2026, at a Regular meeting held on September 16, 2025; and

WHEREAS, in accordance with Article XII, Section 5 of the City of Cocoa Charter, whereby the Cocoa CRA may, at any time by resolution, transfer any unused and unencumbered appropriation or portion thereof from one office or department to another; and

WHEREAS, the Cocoa CRA deems it to be in the best interest of the City of Cocoa to amend its budget as provided in this resolution.

NOW, THEREFORE, BE IT RESOLVED BY THE COCOA CRA, as follows:

SECTION 1. The 2025-2026 fiscal year budget shall be amended as detailed in the attached sheets.

SECTION 2. All prior resolutions or prior resolutions inconsistent with this resolution are hereby repealed to the extent of the conflict.

SECTION 3. This resolution shall become effective immediately upon its adoption by the Cocoa CRA of the City of Cocoa, Florida.

ADOPTED by the Cocoa CRA of the City of Cocoa, Florida, in a regular meeting assembled on the 1st day of **December** 2025.

_____
Michael C. Blake, Chairman

ATTEST:

_____
Charlene Neuterman
Community Services Director

City of Cocoa Budget Adjustment Form FY 26 - 025-IFT1-CCRA

SELECT ADJUSTMENT TYPE: Interfund Transfer **REQUESTING DEPARTMENT #:** 110 **DATE PREPARED:** 11/21/25

'From' Accounts

ADJUSTMENT AMOUNT	ACCOUNT NUMBER	PROJECT NUMBER	ACCOUNT NAME	ORIGINAL BUDGET	AMENDED BUDGET	ADJUSTED BUDGET	UNENCUMBERED BALANCE
$ 88,000	110-0000-389-99-50		Fund Balance			$ 88,000	
						$ 0	
						$ 0	
						$ 0	
						$ 0	
						$ 0	
$ 88,000	TOTAL						

'To' Accounts

ADJUSTMENT AMOUNT	ACCOUNT NUMBER	PROJECT NUMBER	ACCOUNT NAME	ORIGINAL BUDGET	AMENDED BUDGET	ADJUSTED BUDGET	UNENCUMBERED BALANCE
$ 88,000	110-3230-581-91-01		Cocoa CRA Interfund Txfr to GF			$ 88,000	
						$ 0	
						$ 0	
						$ 0	
						$ 0	
						$ 0	
$ 88,000	TOTAL						

REASON/JUSTIFICATION FOR ADJUSTMENT:

Agreement between the Cocoa CRA and the City of Cocoa for Community Policing Program for policing in Cocoa CRA - to be presented on 12/1/25 at Cocoa CRA and 12/9/25 at Council. Agenda 2025-1085

City Council Approval Needed? ***Yes.*** (●) ***No.*** ( ) ***DATE APPROVED:*** 12/1/25 ***RESOLUTION #:***

City Council approval is needed for all transfers greater than $75,000 and transfers between Departments / Funds. All CRA adjustments are required to go their respective boards.

Charlene Neuterman Digitally signed by Charlene Neuterman Date: 2025.11.24 07:51:00 -05'00'
Requestor's Signature

Lora Howell Digitally signed by Lora Howell Date: 2025.11.24 08:09:09 -05'00'
Finance Approval Signature

Finance Director's Signature

Charlene Neuterman Digitally signed by Charlene Neuterman Date: 2025.11.24 07:51:12 -05'00'
Department Director's Signature

Lora Howell Digitally signed by Lora Howell Date: 2025.11.24 08:09:21 -05'00'
Deputy Fin. Director's Signature

City Manager's Signature

FINANCE USE ONLY:

Date Entered: Entered By: Group #:

Revised eform 9/23/24 - FN

CFN 2023115817, OR BK 9805 PAGE 1966,
Recorded 06/05/2023 at 04:09 PM, Rachel M. Sadoff,
Clerk of Courts, Brevard County
Pgs:10

10

Prepared by:

Anthony A. Garganese
City Attorney of Cocoa
111 N. Orange Avenue, Suite 2000
Orlando, Florida 32802
(407) 425-9566

Return to:
Carie Shealy, City Clerk
City of Cocoa
65 Stone Street
Cocoa, Florida 32922

INTERLOCAL AGREEMENT

(Community Policing Services)

THIS INTERLOCAL AGREEMENT ("**Agreement**") is made and entered into this 25 day of April, 2023 ("**Effective Date**") between the **CITY OF COCOA REDEVELOPMENT AGENCY**, a Florida Community Redevelopment Agency ("**Agency**"), and the **CITY OF COCOA**, Florida, a Florida municipal corporation ("**City**").

W I T N E S S E T H:

WHEREAS, the Community Redevelopment Act of 1969 ("Act") authorizes a community redevelopment agency to engage in "community policing," which is defined under Section 163.340(23), Florida Statutes as a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol; and

WHEREAS, upon recommendation of the Agency's Board, the City Council adopted Ordinance No. 14-2022 amending the Agency's Redevelopment Plan to authorize the Agency and the City to provide community policing services within the Agency's Redevelopment Area, primarily the downtown Cocoa area; and

WHEREAS, Section 163.387(6)(c)8., Florida Statutes provides that a community redevelopment agency may budget and appropriate from its tax increment trust fund for the development of community policing innovations; and

WHEREAS, the Community Policing amendment to the Redevelopment Plan is attached hereto as **EXHIBIT "A,"** and fully incorporated herein by this reference ("Community Policy Policy"); and

WHEREAS, pursuant to the Section 163.358(5), Florida Statutes, and the Community Policing Policy, the City Council and Agency Board hereby find that each agency has the power to perform and fund community policing innovations for the benefit of the public and Redevelopment Area; and

WHEREAS, the City Council and Agency Board also find that the Cocoa Downtown area is of vital economic and social importance to the City of Cocoa and is a local and regional focal point for community activities and future redevelopment and such area presents unique law enforcement issues and problems that can benefit from the development and implementation of community policing innovations as authorized by the Act, the Community Policing Policy and this Agreement; and

WHEREAS, the City and Agency have made, and continue to make, significant financial investments and policy decisions to redevelop and enhance the Downtown Area and this Agreement is in furtherance of those continuing efforts; and

WHEREAS, the development and implementation of community policing innovations will help preserve the City's and Agency's investment in the Downtown Area and ensure the long term viability and vibrancy of the Downtown Area as a distinct, attractive and safe place to live, work and visit; and

WHEREAS, the City Council and Agency Board hereby find this Agreement serves a public purpose, is consistent with the Act and Comprehensive Plan, the Redevelopment Plan and is in the best interests of the public health, safety, and welfare of the citizens of Cocoa.

NOW, THEREFORE, in consideration of the covenants and agreement hereinafter set forth, to be kept and performed by both parties, the Agency and the City agree as follows:

1. **RECITALS.** The foregoing recitals are true and correct and are incorporated herein by reference as a material part of this Agreement.

2. **CONDITIONS PRECEDENT.** All rights, obligations and liabilities of the parties under this Agreement shall be subject to the satisfaction of each of the following conditions precedent:

   2.1 **Approval.** The approval of this Agreement by both the Agency's Board of Commissioners and the City Council of the City of Cocoa.

   2.2 **Execution.** The complete execution of this Agreement by the Mayor of the City of Cocoa and the Chairperson of the Agency.

   2.3 **Recordation.** The filing of this Agreement with the Clerk of the Circuit Court in and for Brevard County, Florida, pursuant to Section 163.01(11), Florida Statutes.

3. **STATUTORY AUTHORITY**. This Agreement shall be considered an Agreement pursuant to Section 163.01, Florida Statutes, and in accordance with the Community Redevelopment Act of 1969 (s. 163.330, Florida Statutes, et. seq.), and Chapter 8, Article II, of the City Code. With respect to the City, this Agreement shall

also be in furtherance of the Florida Municipal Home Rule Powers Act (s. 166.011, Florida Statutes, et. seq.).

4. **SCOPE OF SERVICES AND BUDGET APPROVAL.** The Agency Board may, at its sole discretion, annually budget and appropriate funds to implement the Community Policing Services within the Redevelopment Area in accordance with the Community Policing Policy. During the Agency's annual budget adoption process (or, if necessary during the course of any fiscal year, by budget amendment), the City Manager, in consultation with the Police Chief, shall present to the Agency Board a written budget proposal for such services. The proposal shall include a level of service (number of officers, vehicles, equipment and such other necessary law enforcement expenditures) and an annual cost estimate. The annual budget and appropriations shall be based on the annual level of service and related cost estimate approved by Agency Board and agreed to by the City. Nothing herein shall require the Agency Board to budget and appropriate funds for Community Policing Services or limit the City Council's right to suspend or terminate the services at any time.

4.1 The City agrees to furnish necessary equipment, resources, and facilities, and to render the Community Policing Services to the Agency as set forth. The City shall bear the loss or damages to such equipment or property, and shall pay any expense incurred in the operation and maintenance thereof.

4.2 The City shall be solely responsible for compensating its appointees/employees providing Community Policing Services hereunder.

4.3 All the privileges and immunities from liability, exemptions from laws, ordinances, and rules and all pension, insurance, relief, disability, worker's compensation, salary, death, and other benefits that apply to the activity of any City or Agency officer, agent, or employee when performing their respective functions hereunder shall apply to them to the same degree, manner, and extent while engaged in the performance of any of their functions and duties under this Agreement.

4.4 Subject to Section 6.11 of this Agreement, each party shall be responsible for the acts, omissions, or conducts of its own appointees/employees.

5. **PAYMENT OF SERVICES.**

5.1 **Agency Financial Contribution.** For Community Policing Services authorized by the Parties and rendered by the City in furtherance of this Agreement, the Agency agrees to annually contribute funding budgeted and appropriated by the Agency pursuant Section 4 herein. The Agency's

contribution shall be transferred by the City from the Agency's Tax Increment Trust Fund as a lump sum or periodic payment as deemed appropriate by the City Manager to fund the actual services rendered by the City hereunder. If a lump sum or periodic payment is transferred to the City, and services for the year are later suspended or terminated by the City Council or Agency, the City will reimburse the Agency any portion of the transferred funds not used for actual Community Policing Services authorized by the Agency under Section 4 herein.

5.2 **Use of Agency Funds by the City.** The Agency funds provided under this Agreement shall be used only for actual Community Policing Services authorized by the Agency and performed by the City under this Agreement. Such funds shall not be used for any other purpose by the City such as, by way of example, subsidizing regular law enforcement services performed by the City within the Redevelopment Area or elsewhere in the City. It is the intent and purpose of this Agreement for the City to provide Community Policing Services that are in addition to regular law enforcement services provided by the City. Inasmuch as the Agency funds are administratively maintained by the City on behalf of the Agency, the City is hereby authorized, upon notice to the Agency, and without penalty, to stop processing or correct any payment that may be made in violation of this Agreement. Furthermore, if the Agency determines that the Agency funds, in whole or in part, were expended for a wrongful purpose, the Agency shall have the right to reimbursement from the City of the wrongfully expended funds.

5.3 **Budget & Appropriations**. The Agency and the City agree to budget and appropriate sufficient funds for purposes of funding the Community Policing Services authorized in accordance with the terms and conditions of this Agreement.

6. MISCELLANEOUS TERMS AND CONDITIONS.

6.1 Notices. All notices and correspondence shall be (i) hand delivered (with signed acknowledgment of receipt or affidavit of delivery), (ii) delivered by registered or certified mail, return receipt requested, or (iii) delivered by overnight carrier with signed acknowledgment of receipt. All such notices and correspondence shall be sent to the respective parties, with copies forwarded to their agents or attorneys, at the addresses set forth below or at such other addresses as the parties hereto shall designate to each other in writing.

(a) if to Cocoa:

City of Cocoa
Attention: City Manager
65 Stone Street
Cocoa, FL 32922-1750
Telephone: (321) 433-8737

(b) if to Agency:

Attn: Agency Manager
65 Stone Street
Cocoa, FL 32922-1750
Telephone: (321) 433-8509

Any notice or demand so given, delivered or made by United States Mail, shall be deemed so given, delivered or made three (3) days after the same is deposited in the United States mail, registered or certified, return receipt requested, addressed as above provided, with postage thereon prepaid. Any such notice, demand or document hand delivered or made by overnight carrier shall be deemed to be given, delivered or made upon delivery (or attempted delivery, if deliver is not accepted) of the same at the address where the same is to be given, delivered or made.

6.2 Time. Time is of the essence of this Agreement and every term and provision of this Agreement.

6.3 Severability. It is further understood and agreed that in the event any provision of this Agreement shall be adjudged, decreed, held, or ruled to be invalid, the parties shall meet to discuss whether the intent and purpose of this Agreement can still be fulfilled and whether the terms and conditions of this Agreement must be renegotiated or the Agreement should be terminated.

6.4 Non-waiver. No covenant, term, condition (or breach thereof), shall be deemed waived, except by written consent of the party against whom the waiver is claimed. A waiver of any covenant, term, or condition (or breach thereof), shall not be deemed to be a waiver of any other covenant, term or condition (or breach thereof).

6.5 Captions. Captions and headings in this Agreement are for convenience only and shall not be relied upon in construing the meaning of this Agreement or any of its provisions.

6.6 Choice of Law; Venue. This Agreement has been made and entered into in the State of Florida, County of Brevard, and the laws of such state shall

govern the validity and interpretation of this Agreement and the performance due hereunder. The parties agree that venue shall be exclusively in Brevard County, Florida, for all state disputes or actions which arise out of or are based upon this Agreement, and in Orlando, Florida, for all federal disputes or actions which arise out of or are based upon this Agreement.

6.7 Integration. The drafting, execution, and delivery of this Agreement by the parties has been induced by no representations, statements, warranties, or agreements other than those expressed herein. This Agreement embodies the entire understanding of the parties, and there are no further or other agreements or understandings, written or oral, in effect between the parties relating to the subject matter hereof unless expressly referred to herein. The parties agree that they have both contributed equally to the drafting of this Agreement and this Agreement shall not be construed more favorably against the other in the event of any conflict with regards to the terms and conditions used herein.

6.8 Governmental Disputes. In the event of a conflict under this Agreement, the parties shall adhere to the procedures set forth in Chapter 164, Florida Statutes.

6.9 Counterparts. This Agreement may be executed in any number of counterparts, each of which when so executed and delivered shall be considered an original agreement; but such counterparts shall together constitute but one and the same instrument.

6.10 Liability. Each party to this Agreement shall be responsible for its own actions and omissions, and the actions and omissions of its personnel and contractors, in performing its obligations pursuant to the terms and conditions of this Agreement.

6.11 Sovereign Immunity. Notwithstanding any other provision set forth in this Agreement, nothing contained in this Agreement shall be construed as a waiver of the Agency's or the City's right to sovereign immunity under Section 768.28, Florida Statutes, or other limitations imposed on either party's potential liability under state or federal law. As such, the Agency and the City shall not be liable under this Agreement for punitive damages or interest for the period before judgment. Further, the Agency and the City shall not be liable for any claim or judgment, or portion thereof, to any one person for more than two hundred thousand dollars ($200,000.00), or any claim or judgment, or portion thereof, which, when totaled with all

other claims or judgments paid by the State or its agencies and subdivisions arising out of the same incident or occurrence, exceeds the sum of three hundred thousand dollars ($300,000.00). This paragraph shall survive termination of this Agreement.

6.12 Assignment Prohibited; Third Parties. This Agreement shall not be assigned in whole or in part. Nothing under this Agreement shall be construed to give any rights or benefits in this Agreement to anyone other than the Agency and the City, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole and exclusive benefit of the Agency and the City and not for the benefit of any other party.

6.13 Termination. The City and the Agency may terminate this Agreement by mutual written agreement.

6.14 Claims Surviving Termination. Termination of this Agreement shall release both parties from their obligation to effect and to receive future performance hereunder. However, in addition to provisions of this Agreement that expressly survive the termination of this Agreement, termination of this Agreement does not preclude a claim for breach of this Agreement for non-performance.

6.15 Effective Date. The effective date of this Agreement shall be the date that this Agreement is recorded in the Official Records of Brevard County, Florida pursuant to Section 2.3 of this Agreement.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals this day and year first above written.

CITY OF COCOA, FLORIDA

By: _____
MICHAEL C. BLAKE, Mayor

ATTEST:

By: _____
CARIE SHEALY
City Clerk

Approved by the City Council on: 04/25/2023

THE CITY OF COCOA REDEVELOPMENT AGENCY,
a Florida Community Redevelopment Agency

By: _____
MICHAEL C. BLAKE, Chairperson

ATTEST:

By: _____
Recording Secretary

Approved by Agency Board on: 03/06/2023

EXHIBIT "A"

COCOA REDEVELOPMENT AGENCY
EXCERPT OF REDVELOPMENT PLAN
DOWNTOWN COMMUNITY POLICING PROGRAM

SCOPE OF PROGRAM

The scope of the Cocoa Redevelopment Community Policing Program ("Program") will include additional police presence in the Cocoa Downtown Community Redevelopment Area including the Cocoa Riverfront Park and waterfront area ("Downtown Area"). The primary focus of the Program will be to ensure that residents, customers, visitors, and merchants and their employees consider Downtown Cocoa to be a safe and welcoming environment to patronize and conduct business and recreate. The intent and purpose of this Program is to proactively enhance the current level of police patrol and provide a more personal level of service by providing a direct liaison between the Agency Board/Downtown community and the Cocoa Police Department. It is expected that police officers will be assigned to permanent areas of responsibility and shift details to maximize the effectiveness of the Program. Police officers will work to proactively form partnerships with residents and businesses to jointly promote crime prevention, prevent disorder and improve public safety by addressing specific issues indigenous to the Downtown Area.

DEFINITION

The term "community policing" is defined under Section 163.340(23), Florida Statutes to mean a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

ANNUAL BUDGET AND APPROPRIATIONS

The Agency Board may, at its sole discretion, annually budget and appropriate funds to implement the Program. During the Agency's annual budget adoption process, the City Manager, in consultation with the Police Chief, shall present to the Agency Board a written budget proposal for the Program. The proposal shall include a level of service (number of officers, vehicles, equipment and such other necessary law enforcement expenditures) and an annual cost estimate. The annual budget and appropriations shall be based on the annual level of service and related cost estimate approved by Agency Board and agreed to by the City of Cocoa. Nothing herein shall require the Agency Board to budget and appropriate funds for the Program.

POLICE CHIEF REPORTING TO AGENCY BOARD

The Police Chief or the Police Chief's designee will be available to attend Agency Board meetings on an as needed basis to report on the development and implementation of the Program and during the annual budget and appropriation process.

POLICE PERSONNEL AND PROGRAM SERVICES

Police personnel utilized for the Program will have responsibilities as determined by the Agency Board and Police Chief. The Program is intended to be flexible based on the law enforcement needs in the

Downtown Area. However, the following is a summary of the Program components that will be developed and fine-tuned through experience:

- The Agency Board, in consultation with the Police Chief, will be responsible for defining the geographical limits of the Downtown Area for purposes of implementing the Program.
- Develop task forces to address specific problems as issues are identified or seasonal issues present themselves including, but not limited to, crime, drug and gang activities, homelessness, nightclubs and bar early morning hours and closings, noise and other nuisances, traffic enforcement, special event issues, and quality of life problems.
- Officers assigned to serve the Program shall be in addition to the current police coverage within the Downtown Area. Assigned officers shall not be used as a substitute for regular officers currently assigned to patrol the Downtown Area.
- Officers assigned to serve the Program will work specifically assigned shift details exclusively for the Downtown Area in order to build a relationship with residents and businesses within the Downtown area.
- Officers assigned to serve the Program will not be utilized for calls outside of the Downtown Area unless an emergency situation arises as determined by the Police Chief. Assigned officers will have flexibility to adjust their work schedule and tactics to address a myriad of issues they will encounter within the Downtown Area. Tactical plans will remain fluid and Assigned officers will continuously analyze the issues and problems in the Downtown Area to ensure maximum effectiveness.
- Officers assigned to serve the Program will regularly patrol on foot, bike, ATV or other approved mobility device to provide a noticeable Downtown Area presence.
- Officers will be trained and become a "specialist" in problem solving issues that are prevalent in the Downtown Area.
- Officers assigned to serve the Program will provide outreach and education to Downtown businesses and residents with regard to crime prevention and public safety.
- Officers assigned to the Program will conduct regular patrols of Riverfront Park and Lee Wenner Park.
- Officers assigned to serve the Program may be required to provide enhanced parking enforcement within the Downtown Area and code enforcement related to vessels docking at Riverfront Park pursuant to Section 14-11 of the City Code.
- Officers will provide such other non-traditional services approved by the Agency Board and Police Chief as deemed necessary to provide enhanced law enforcement services within the Downtown Area.

CITY COUNCIL DELEGATION OF AUTHORITY

The City Council hereby delegates authority to the City Manager and Police Chief to implement the operational aspects of the Program on the City of Cocoa's behalf and employ such personnel and resources as deemed reasonably necessary in furtherance of and consistent with this Program. The Agency Board is hereby empowered to implement the Program consistent with this Program.

CITY COUNCIL RESERVATION

The City Council hereby reserves the right to suspend or terminate the Program at any time.

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date:	11/25/2025
Agenda Date:	12/1/2025
Prepared By:	Charlene Neuterman, Community Services Director
Through:	Stockton Whitten, City Manager
Requested Action:	Agency approval of the 2024-2025 Accomplishments based on the Goals and Objectives set forth in the Cocoa CRA Plan Update of 2022 and required by Florida Statute 189.0694. Agency review of the 2025-2026 Goals and Objectives as established in the Cocoa CRA Plan Update 2025.

BACKGROUND:

In the 2024 Legislative session, Special District Accountability Performance Measures and Standards were created for all Special Districts in the State of Florida. Chapter 189, Section 0694 was created and states the following:

189.0694 Special districts; performance measures and standards.—

(1) Beginning October 1, 2024, or by the end of the first full fiscal year after its creation, whichever is later, each special district must establish goals and objectives for each program and activity undertaken by the district, as well as performance measures and standards to determine if the district's goals and objectives are being achieved.

(2) By December 1 of each year thereafter, each special district must publish an annual report on the district's website describing:

(a) The goals and objectives achieved by the district, as well as the performance measures and standards used by the district to make this determination.

(b) Any goals or objectives the district failed to achieve.

As part of the Cocoa CRA Plan Update of 2022, specific goals and objectives were set forth by the Agency to accomplish on an annual basis. The following goals and objectives measured in this annual report are found in the previous **Cocoa CRA Plan Update of 2022** and each goal/objective shows the accomplishments achieved by the Agency during the previous year in **2024-2025.**

Cocoa CRA 2024-2025 Goals and Objectives

Environmental Quality

- Public Infrastructure Improvements
  - Accomplishments
    - Redesign and Redevelopment of Lee Wenner Park to increase vehicle and boat trailer parking for visitors and residents to the amenities in the Cocoa Village and the waterfront area.
    - Design initiated for the Oleander West Parking area to increase parking opportunities for visitors and residents to Cocoa Village.
    - Improvements to the curb and sidewalks throughout Cocoa CRA to improve safety for visitors and residents.

        - Added flashing stop sign indicators to improve safety for pedestrians and drivers in Cocoa Village.
- Encourage private sector restoration and reconstruction of commercial/residential structures.
    - Accomplishments
        - Awarded two Commercial Façade Grants to improve the commercial and historic structures in Cocoa CRA.

Crime Prevention

- Encourage the development and support of community policing initiatives within the CRA.
    - Accomplishments
        - Continued efforts to enhance community policing within the CRA using increased law enforcement presence.

Urban Design Improvements

- Enhance downtown vibrancy and sustainability by increasing opportunities for mixed-use residential development in the CRA.
    - Accomplishments
        - Negotiation with a large developer to construct new mixed-use apartments in the CRA.
- Strengthening the identity of Cocoa Village through improved gateways, internal wayfinding, and branding downtown Cocoa.
    - Accomplishments
        - Partnering with Historic Cocoa Village Main Street to develop wayfinding and branding within the CRA.
- Improve the pedestrian walkability and livability of streets within the district, particularly the major arterials that bisect and border the CRA district such as State Road 520 and US 1.
    - Accomplishments
        - FDOT improvements to SR 520 to improve walkability.
        - Repair/replacement of damaged sidewalks to improve safety for pedestrians.
- Improve boater accessibility to Cocoa Village and improve connectivity of open spaces along the riverfront.
    - Accomplishments
        - Completed design of day slips and revetment (breakwater) project to be funded in 2025-2026.
        - Preparing the design of T-Dock to repair/replace damaged T-Dock. Applying for FIND Grant in 2026.
- Build upon the existing artistic, cultural, and historic assets of Cocoa Village by re-introducing past traditions and promoting new community events.
    - Accomplishments
        - Through partnerships with Historic Cocoa Village Main Street and the City of Cocoa, events are scheduled that promote the history and the traditions of Cocoa Village.
- Improve the appearance and image of the community by addressing derelict properties, improving controls on noxious aesthetics, and creating a more consistent appearance and quality.
    - Accomplishments
        - Through partnerships with the City of Cocoa Code Enforcement Division, the CRA has made strides to improve the appearance and quality.
        - Approval of the Noise Ordinance to streamline the process will improve quality in the CRA.

- Improve the success of business downtown by uniting merchants and creating shared standards for retailing.
    - Accomplishments
        - Through the partnership with Historic Cocoa Village Main Street, the merchants work together to create a standard for Cocoa Village that will keep visitors coming to Cocoa Village.

Heart of Cocoa

- Encourage production and development of affordable houses by the private sector in the Heart of Cocoa Neighborhood.
    - Accomplishments
        - The CRA secured the purchase of 203 Orange Street to redevelop the property into affordable housing in the Heart of Cocoa Neighborhood.

Next year the Cocoa CRA will review performance based on the new **2025-2026 Goals and Objectives** which were developed and approved by the Agency during the creation of the Cocoa CRA Plan Update of 2025. These Goals and Objectives will be utilized to score the accomplishments of the Agency after the completion of the 2025-2026 Fiscal Year. The detailed Goals and Objectives are attached with a summary below of each Goal.

1. Invest in placemaking initiatives.
2. Improve Connectivity to enhance mobility.
3. Diversify and Improve housing stock.
4. Foster sustainable economic development.
5. Strengthen the resilience of the CRA.

Staff requests approval of the 2024-2025 Accomplishments based on the Goals and Objectives set forth in the Cocoa CRA Plan Update of 2022 and required by Florida Statute 189.0694. **The relevant contents stated in this agenda item will constitute the Agency's Annual Report for the 2024-2025 year based on the goal and objectives of the prior CRA 2022 Plan, and will be placed on the Cocoa CRA web page by December 1, 2025 as required.**

PRIORITY AREA CONNECTION:

Community Outreach and Engagement
Organizational Effectiveness

BUDGETARY IMPACT:

N/A

PREVIOUS ACTION:

N/A

RECOMMENDED MOTION:

Agency approval of the 2024-2025 Accomplishments based on the Goals and

Objectives set forth in the Cocoa CRA Plan Update of 2022 and required by Florida Statute 189.0694. Agency review of the 2025-2026 Goals and Objectives as established in the Cocoa CRA Plan Update 2025.

The Florida Senate

2025 Florida Statutes

Title XIII	Chapter 189	SECTION 0694
PLANNING AND DEVELOPMENT	UNIFORM SPECIAL DISTRICT ACCOUNTABILITY ACT Entire Chapter	**Special districts; performance measures and standards.**

189.0694 Special districts; performance measures and standards.—

(1) Beginning October 1, 2024, or by the end of the first full fiscal year after its creation, whichever is later, each special district must establish goals and objectives for each program and activity undertaken by the district, as well as performance measures and standards to determine if the district's goals and objectives are being achieved.

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(b) Any goals or objectives the district failed to achieve.

History.—s. 7, ch. 2024-136.

Disclaimer: The information on this system is unverified. The journals or printed bills of the respective chambers should be consulted for official purposes.

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Acknowledgements

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GAI Consultants – Community Solutions Group (2018 Waterfront Update)
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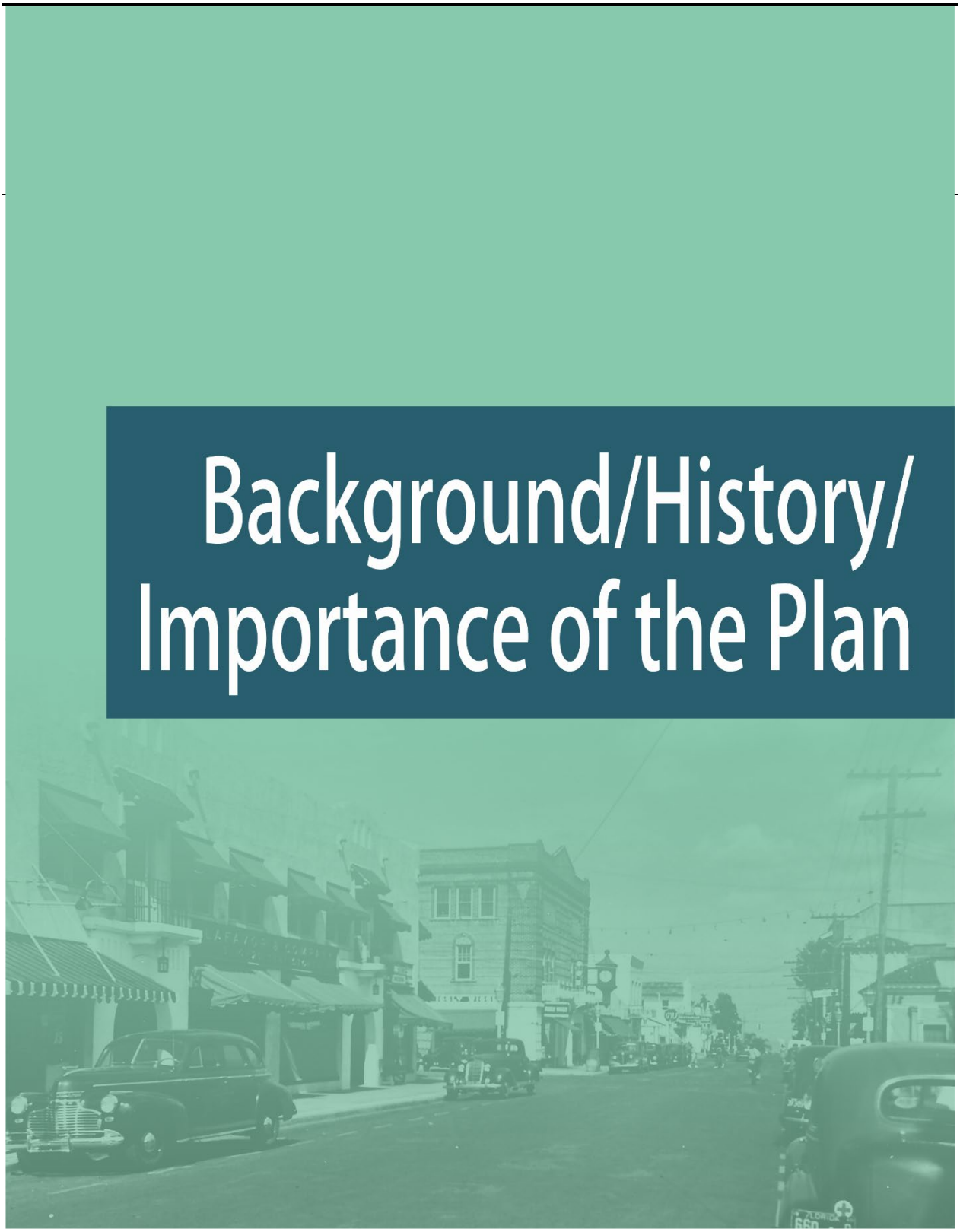
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PART I



Introduction to the Cocoa CRA Plan

This document represents the 2018 update of the Cocoa Community Redevelopment Agency's Redevelopment Plan. The Plan was originally completed and adopted in 1981 and updated in 1997. The Cocoa Community Redevelopment Agency (hereinafter referred to as the "Agency," "CRA Agency" or "CRA") was created in 1980 to guide the City in its redevelopment efforts of the City's downtown and surrounding area. The primary purpose of the Agency is to revitalize the physical and economic environment of the Community Redevelopment Area by promoting and implementing redevelopment activities that mitigate against slum and blight within the redevelopment area. The creation of the Agency allowed the Agency to utilize a financing mechanism known as Tax Increment Financing authorized by Florida Statutes upon the adoption a Redevelopment Plan to guide the sound use of these funds for redevelopment activities within the redevelopment area. The Agency's redevelopment plan, as amended over the years, has guided the expenditure of the tax increment financing monies in the redevelopment area since 1981.

By 1996, the original CRA Redevelopment Plan no longer reflected existing conditions. Plan modifications were needed for the Agency to undertake new projects due to the changing conditions within the redevelopment area and City, and the Agency's desire to undertake a variety of new programs not anticipated at the time of the original redevelopment plan was adopted. This 2018 update to the Redevelopment Plan provides the framework for programming a new series of redevelopment activities within the CRA. Since it is not possible or practical for the Community Redevelopment Agency to fund and implement all redevelopment projects in the redevelopment area, the plan sets forth a series of goals, policies and objectives, implementation steps and specific proposed projects intended to leverage or stimulate the type of public interest and private investment necessary to achieve revitalization and removal of slum and blight within the redevelopment area.

Redevelopment best practices recommend a Redevelopment Plan be evaluated and updated periodically. Plan revisions should reflect existing and changing conditions of the community redevelopment area and update to projects and reprioritization of projects. The plan, as warranted and consistent with statutory authority, may also be updated to extend the timeframe of the CRA to implement redevelopment activities, programs, and projects. This plan amendment will extend the timeframe of the CRA from 2027 to 2041 in order to afford the Agency adequate time to implement the Redevelopment Plan.

The extended time period is required, in part, because the Agency funds the implementation of the Redevelopment Plan using tax increment financing, which is dependent on increasing property values within the redevelopment area. The Great Recession and Hurricane Irma negatively impacted the redevelopment area. Since the Great Recession and Hurricane Irma, there has been a renewed interest in developing key vacant parcels within the redevelopment area by the private sector and such projects are now more viable. Additionally, the destruction caused by Hurricane Irma to public infrastructure has made it necessary to for the City and the Agency to redevelop public properties and infrastructure. The CRA believes extending the timeframe will allow the City to capitalize on the potential future increase in TIF money for purposes of supporting the public infrastructure needs of the redevelopment area and the renewed interest in redeveloping various private properties within the redevelopment area.

History of the Cocoa CRA

The City of Cocoa is a coastal community located on the western shore of the Indian River in Brevard County. The City is bordered by the City of Rockledge to the south, the Indian River on the east and unincorporated Brevard County on the north and west. Cocoa was settled in the 1860s and was known as Scrub City, Magnolia Point. Initially platted as Indian River City in 1882, Cocoa started as an agricultural area with over 20,000 citrus trees. Farmers in the area commonly produced oranges, lemons, pineapples, bananas and cane syrup. The introduction of the steamship transformed logistics and attracted related businesses such as ice plants, packing houses, and canneries. Cocoa expanded as an agricultural production hub and incorporated as a city in 1895. Henry Flagler's Florida East Coast Railway, which arrived in Cocoa in 1896, quickly replaced the steamboat as the primary mode of transport in the region. Cocoa's prosperity was evidenced by the diversity of stores, nice houses, wide sidewalks and a number of schools in the downtown core by 1905. An African-American community was formed on the west side of Florida Avenue and the railroad (known as The Heart of Cocoa) because of the area's proximity to citrus fields. Several black-owned businesses and two churches were established, serving the Heart of Cocoa residents.

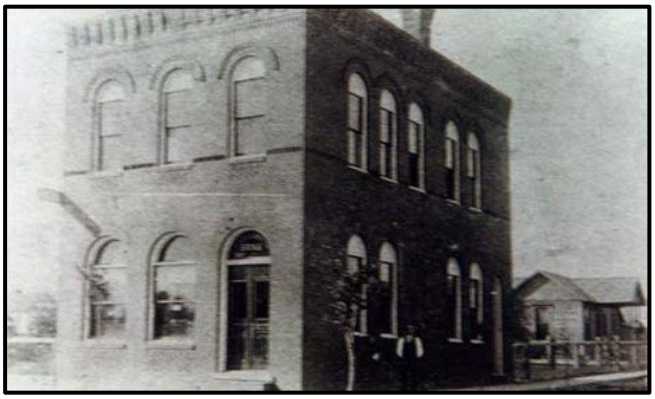




Behind all this prosperity was the city's original livelihood: citrus. Like elsewhere in the state, growers were affected by the freezes of 1894 and 1895 but they were able to bounce back to previous levels of production by the 1910s. The industry in Cocoa was so healthy that the city became the headquarters of the Florida Citrus Exchange – a prominent cooperative for the packing, shipping and marketing of local citrus. Packing houses and associated businesses lined the Indian River riverfront, and by the 1920s, Cocoa had the fifth largest number of packing houses in the state. It also had a large Orange Festival, which consisted of three days of activities, races on Cocoa Beach, and a ball at the New Indian River Hotel.

Despite the utility of the Indian River to the citrus industry, it was also a barrier to reaching Merritt Island and the Atlantic. Private boats and yacht service were the only ways to cross the river. By 1917, a 5,840 foot-long bridge spanned the River with a draw bridge that would still allow for boating activities. Once linked to Merritt Island, Cocoa residents were eager to build a road all the way to the beach, which was completed in 1923.

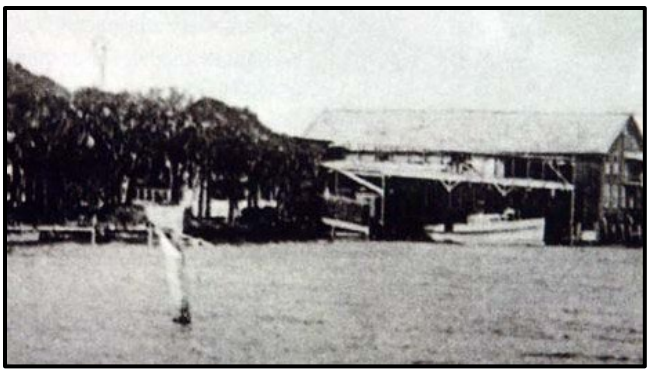
The building of the bridge and the beach road coincided neatly with the Florida's land boom of the 1920s. Because Cocoa had been "opened up" by railroad in the 1890s, it benefitted from a surge of building activity. Commercial development was concentrated around the riverfront, and the main streets of town were Brevard and Delannoy Avenues, Willard and Magnolia (now Stone) Streets, and King Street which provided direct access to the city's dock. Most of the growth was concentrated naturally because of access to the railroad and wharves; residential development occurred along the fringes of the commercial core.





In addition to the development of downtown, Cocoa became a real estate center – developing drained lands further west. Located between the St. Johns River and the railroad, the Cocoa Drainage District was created in the 1920s. The draining of these lands was possible through better technology and greater real estate pressures, but it was also enabled by the growing accessibility of owning a car. In Brevard County in 1920, there were only 749 registered cars; by 1927 there were about 6,000. This began to change the landscape in seemingly small ways at first, such as the cropping up of tourist "auto camps" and filling stations downtown.





By 1940, the population of Cocoa was 3,014 people. King Street was extended west from US 1, and Fiske Boulevard extended from Poinsett Drive (Rosa L. Jones Boulevard). More prevalent car ownership and development of areas north of the city led to Cocoa residents living outside of the downtown core and returning for work, shopping, and recreation.



In the 1950's, everything changed for Cocoa and Brevard County with the coming of the Space Program. This massive development of technology on Cape Canaveral brought thousands of skilled jobs to the area. Facilities and infrastructure were built quickly in order to meet the housing demand, without a great deal of planning. While economically, the Space program was a great boon for the county at first, the influx of so many people in a short period of time also disturbed the tight communities that had grown organically over the previous decades. Cocoa grew from 3,538 people in 1950 to 12,294 in 1960. Roads were widened to facilitate movement to and from Cape Canaveral. The car began to dominate land use planning and development and traditional industries like citrus and downtown populations declined.

The 1970's saw the reduction of funding for the Space program. A significant number of jobs were eliminated, negatively impacting the regional and local economy. The City of Cocoa was faced with high unemployment and crime by the 1980's. In response, the County sought to diversify its economy and reinvigorate its tourism market.

With the close of the Cold War and later with the end of the Space Shuttle program, the effect on Cocoa and Brevard was acute: funding for the space program decreased, jobs at Kennedy Space Center were cut, and the area was left with a landscape that was hastily constructed and designed for getting people to the coast as fast as possible.

Despite this, the City of Cocoa in some instances and especially as it relates to its downtown, fared better than others in the County. Cocoa's downtown, known as Cocoa Village, benefits from the preservation of its historic core and a relatively healthy downtown. While a handful of the these streets are doing well commercially, and the waterfront has experienced several condominium developments, the historic connection of the village to the Indian River is lacking, and many people's view of Cocoa Village is seen at 50 mph on their way to Merritt Island and Cocoa Beach.

The Great Recession set back the City and the Cocoa CRA with a significant drop in property values and a dysfunctional real estate market, non-conducive for redevelopment. Projects planned and approved were mothballed, and by the time the City began to experience the recovery around 2014, later than

surrounding jurisdictions in the County, most projects were abandoned. As redevelopment and interest in Cocoa Village was increasing, Hurricane Irma presented another challenge in September 2017, as the entire waterfront infrastructure was decimated and several streets experienced flooding. However, with these challenges the Cocoa CRA has opportunity to validate and refine its vision for the waterfront, the historic business district, and the surrounding neighborhoods.

The Cocoa riverfront within the downtown area has always been a special place in Cocoa's long history for economic and recreational reasons. In recognition of the importance of the Cocoa riverfront, on August 12, 2014, City Council adopted Ordinance No. 18-2014 for purposes of holding a referendum on whether to amend the City Charter to declare the Cocoa Riverfront Park a special scenic and recreational landmark of the City of Cocoa and to impose requirements on the City Council to safeguard the scenic vistas and recreational amenities of the Park for the benefit of the public. Cocoa voters approved the referendum during the November 2014 General Election. The CRA must honor this City Charter provision.

The park consists of multiple land conveyances that were conveyed to the City over a period of decades. They include: (1) an upland portion consisting of the Taylor Park area; (2) the upland portion generally consisting of the band shell and grass area; (3) the upland portion consisting of the Porcher House and Civic Center; and (4) a submerged portion of the Indian River generally consisting of the riverbed including the boardwalk area. Historically, since the City acquired title to the several properties constituting the park, the park has been dedicated to public use and enjoyment, as evidenced by the deed and dedication restrictions imposed on the properties at the time they were conveyed to the City.

1. **Taylor Park.** Taylor Park was conveyed to the City by Albert & Grace Taylor by deed, dated December 2, 1920. The deed states that the property shall be used solely and only as a public park and that none of the lands shall be used for commercial purposes. Further, the property shall forever be known and marked as "Taylor Park."

2. **Band Shell and Grass Area.** This area generally consists of Lot 11 and River Edge Boulevard of the Cocoa River Development. The property previously consisted of sovereign submerged lands that were filled and claimed as uplands by the State. The property was then conveyed to the City in trust by the Trustees of the Internal Improvement Fund of the State of Florida in 1956 along with other lands along the river that were filled. The deed states that Lot 11 shall be used for "public purposes only" and River Edge Boulevard shall be used for "road purposes."

3. **Porcher House and Civic Center Area.** As stated in City Ordinance No. 1404, the City acquired this property from the Estate of E.P. Porcher on May 7, 1956, and the City dedicated the property for certain purposes. The ordinance stated that this property, along with the adjacent property (aka Taylor Park), was acquired because they were "ideally adaptable to the creation thereon of a public park and grounds that will meet the needs of the City and its citizens, residents and inhabitants for such, not only for the present but for years to come." The ordinance was recorded in the Official Public Records of Brevard County and stated that the property was "hereby dedicated as a public park to be known and hereby named as Porcher Park, for municipal purposes including the erection of a band shell, shuffle board courts, bowling greens, a library building, community center building, and a city hall thereon so long as the grounds shall be open to the public for park purposes." Further, "that neither the land and property shall ever be sold or conveyed by the City of Cocoa, except and unless the sale or conveyance thereof shall first be approved by a majority of the votes cast in an election by the qualified electors of the City of Cocoa."

4. **Submerged Portion of Indian River.** This property was acquired by the City from the Trustees of the Internal Improvement Fund of the State of Florida in 1965 and 1975 and dedicated for "municipal park and recreational purposes only, under the supervision and management of the City of Cocoa." Such purposes expressly include, but are not limited to, a marina complex, concessions and associated facilities operated by the City of Cocoa or leased and under the strict regulation and control of the City of Cocoa." If the City neglects to maintain and use the property for these purposes, the State has the right to terminate the dedication.

5. **Boardwalk Area.** Prior to Hurricane Irma, the Boardwalk traversed uplands and the submerged portion dedicated to the City. Much of the boardwalk was destroyed by Hurricane Irma. The boardwalk must be rebuilt and plans are being developed to rebuild the boardwalk in a better condition than originally planned and constructed. Because the City received State FRDP grant funds to build a portion of the original Boardwalk (wood pavilion, deck and slips along Harrison Street), the portion funded by the State grant is restricted by a covenant, dated September 4, 1998, that provides that the project "shall be managed as a public outdoor recreation area for a minimum period of twenty-five years from the completion date" of the Project. The Project is required to be "open at reasonable times and shall be managed in a safe and attractive manner appropriate for public use." Rebuilding boardwalk is a major proposed redevelopment activity in this updated redevelopment plan.

6. **Lee Wenner Park.** The City and Brevard County approved an Interlocal Agreement on November 14, 2017, conveying Brevard County's portion of the park to the City as the Cocoa CRA approved Waterfront Master Plan contemplated public capital improvement to improving the waterfront by the Cocoa CRA and or City (Deed Recorded January 4, 2018). The redevelopment of Lee Wenner Park is a major proposed redevelopment activity in this updated redevelopment plan.

Authority to Undertake Community Redevelopment

This document is prepared under the direction of the Cocoa Community Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment". For the purpose of this Cocoa CRA Redevelopment Plan, the following definition taken from the Florida Statutes shall apply:

"Community Redevelopment" or "Redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such plan."

The Cocoa CRA Findings of Necessity

Pursuant to Florida Statutes, a community redevelopment area must be a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly. On July 8, 1980, the City adopted a Resolution determining a Necessity for Redevelopment of Blighted Areas. On April 14, 1981, after preparing a Blight Study, the City adopted a Resolution establishing a redevelopment area based on certain findings of necessity pursuant to Section 163.355, Florida Statutes.

The findings of necessity states that the City of Cocoa shall not exercise the community redevelopment authority conferred by this part until after the City has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the criteria described in s. 163.340(7) or (8). The resolution must state that:

(1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and

(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

The redevelopment boundaries were delineated as the area encompassing those properties that were found to qualify as slum and blighted.

Creation of the Community Redevelopment Agency

Upon a “Finding of Necessity” by the governing body and upon further finding that there is a need for a Community Redevelopment Agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as “Community Redevelopment Agency”. The agency shall be constituted as a public instrumentality, and the exercise by the agency of the powers conferred by F.S. Chapter 163, Part III shall be deemed and held to be the performance of an essential public function.

The City of Cocoa Council established the Community Redevelopment Agency on April 14, 1981, with the adoption of Ordinance No. 10-81. The organizational structure of the agency was established at that time. Pursuant to resolution of the City Council dated December 10, 1985 and April 22, 1986 and Section 163.357, Florida Statutes, the original governing board structure changed composition. The current board consists of the five (5) council persons plus two (2) additional members who are appointed by the City Council.

The Cocoa CRA Redevelopment Plan

All public redevelopment activities expressly authored by the Community Redevelopment Act and funded by tax increment financing, must be in accordance with a redevelopment plan, which has been approved by the City Council. Like the City's Comprehensive Plan, the Cocoa CRA Redevelopment Plan is an evolving document, which must be evaluated and amended on a regular basis to accurately reflect changing conditions and community objectives. This updated Cocoa CRA Redevelopment Plan is intended establish action priorities of the plan based upon a new set of priorities. These priorities were established by necessity, in the case of the negative impacts of Hurricane Irma, and by a comprehensive public strategic planning process conducted by the CRA and the City at which a substantially amount of input and ideas were provided by City citizens, businesses, property owners and other stakeholders in the redevelopment area.

The Cocoa CRA Area Boundary

The Cocoa Redevelopment Agency was established for carrying out redevelopment activities for the area defined as the Redevelopment Area in the Resolution dated April 14, 1981, which area is described as:

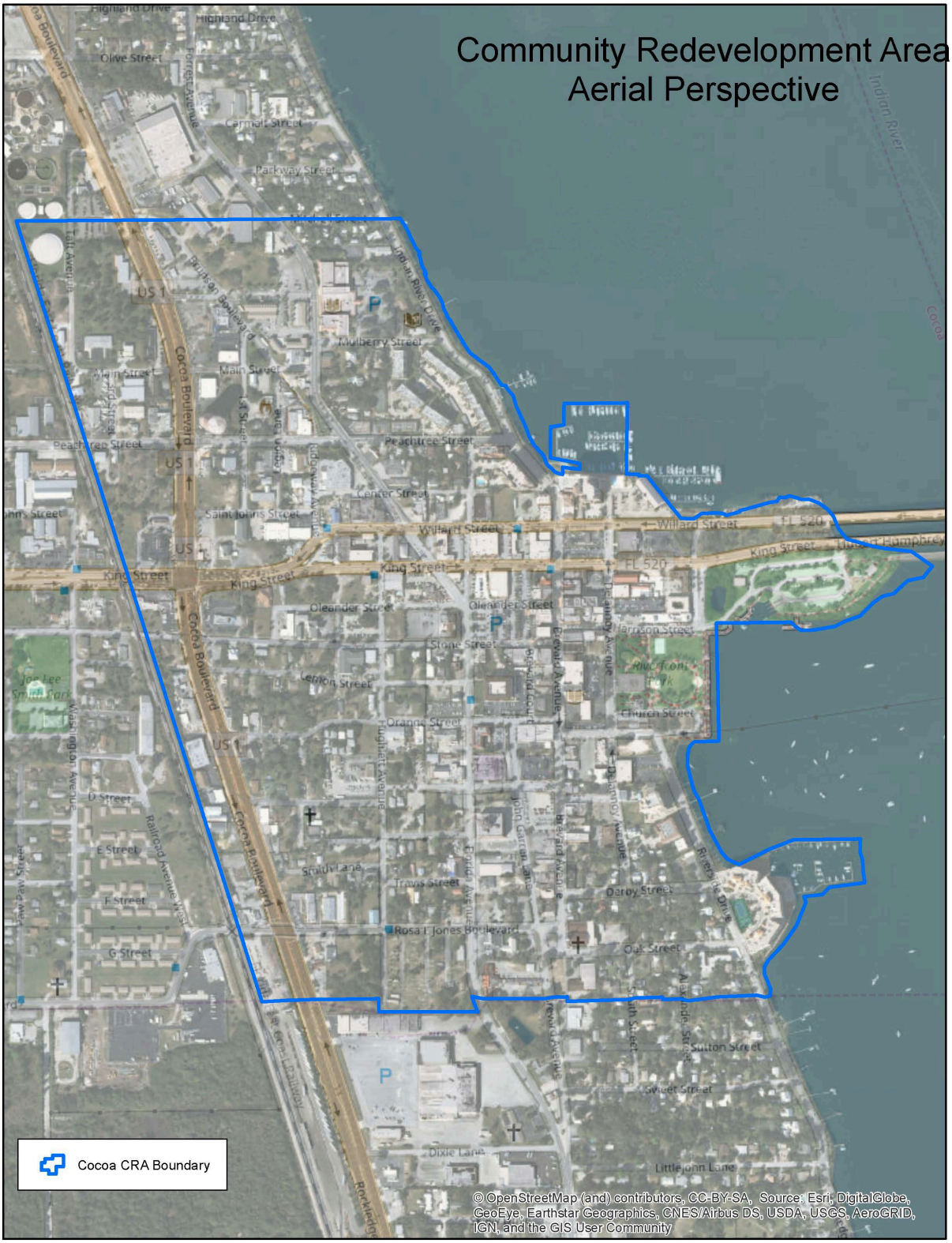
South: A straight line extending along the southern boundary of the City of Cocoa between the east and west boundaries cited herein;

East: The center line of the channel of the Indian River between the South and North boundaries cited herein;

West: The eastern edge of the Florida East Coast right-of-way between the South and North boundaries cited herein;

North: A straight line extending along the northern edge of the right-of-way of Mitchell Street between the East and West boundaries cited herein.

Cocoa CRA Area Location Map



The Cocoa CRA Area Description

The redevelopment area in Cocoa comprises of 248 ± acres or .45 square miles. The redevelopment area is only 2% of the total area of the corporate city limits (8,960 acres or 14 square miles). The CRA area contains of mix of land uses and buildings. Within the area is an estimated residential population of 1,089, the City's population is estimated to be 19,286 (2018 BEBR), representing 6% of the total population of Cocoa.

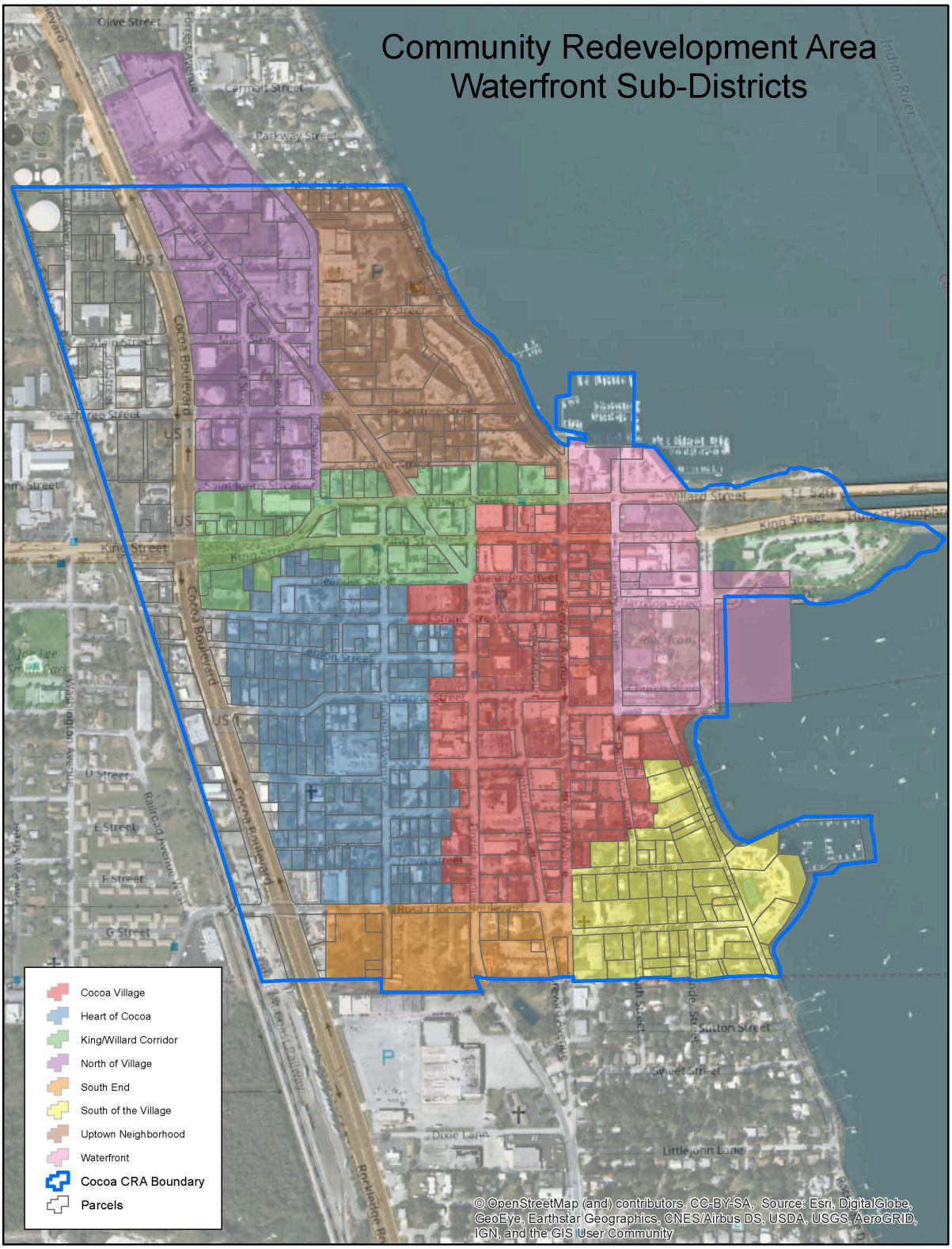
Of the 769 housing units in the Cocoa CRA, 297 are owner occupied (38.6%), 306 are renter occupied (39.8%), and 166 are vacant (21.6%). (U.S. Census Bureau, Census 2010 Summary File 1, ESRI 2018 Forecast). The redevelopment area also serves as the City's historic downtown with a myriad of unique retail shops, restaurants, bed & breakfasts, and personal service establishments. Numerous historic buildings are also located in the downtown including the Historic Cocoa Village Playhouse and Porcher House. Additionally, important community institutional buildings are located in the downtown including Cocoa City Hall, U.S. Post Office, and the Florida Historical Society. And the downtown also benefits by having complementary recreational amenities such as the Cocoa Riverfront Park, Taylor Park and Lee Wenner Park.

The 1997 Community Redevelopment Plan generally divided the redevelopment area into five areas, whereas the 2008 Waterfront Master Plan evaluated the redevelopment area more granularly and it was determined that there are nine distinct and unique sub-districts. The sub-districts of the Cocoa CRA are: **Cocoa Village; Heart of Cocoa; South of the Village; South End; King Street and Willard Street Corridor; North of the Village; Uptown Neighborhood; US1 Regional Corridor and the Waterfront.**

- **Cocoa Village** is generally bounded by Center Street on the north, Forrest Avenue and Florida Avenue on the west, Rosa L. Jones Blvd and Derby Street on the south, and the Indian River on the east.
- **The Heart of Cocoa Neighborhood** (HCN) is located immediately west of the historic Cocoa Village and although the boundaries are irregular, the boundaries are generally between several major roadways: east of Florida Avenue, South of SR 520; west of US 1; and north of Rosa L. Jones Blvd (formerly Poinsett Drive).
- **King Street and Willard Street Corridor** is generally located north of the downtown village along SR 520 east to Forrest Avenue along the northern boundary of Peachtree Street to the Indian River**.**
- **Uptown Neighborhood** is generally located north of the Corridor to US1 along the northern boundary of the CRA along Mitchell Street to the Indian River.
- **North of the Village** is generally bound between St. Johns Street as the southerly boundary, US1 on the west, Ridgeway Avenue and Forrest Avenue along the easterly boundaries, to Carmalt Street.
- **South End** is located along the southern City limits just south of Rosa L. Jones Boulevard, east of US1 to Brevard Avenue.
- **South of the Village** is located along the southern City limits with Brevard Avenue to the west, the Indian River to the east and Derby and Church streets to the north.

- **Waterfront** is part of the Central Business District and nestled along the Intracoastal Waterway on the east Indian River and Delannoy Avenue on the west, and Cocoa Village Marina to the north and Cocoa Riverfront Park and Church Street to the south.
- **US1 Corridor** runs through the western portion of the entire CRA located along US Highway 1 and extends to the Florida East Coast railroad to the west.

Cocoa CRA Sub-Districts Map



Powers of the Cocoa CRA

As Authorized by the Community Redevelopment Act, a wide variety of powers are available to the City of Cocoa to carry out redevelopment activities. Without intending to limit the powers of the CRA, the Cocoa Redevelopment Agency is vested with the following powers pursuant to Section 163.370, Florida Statutes:

(1) The CRA may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) The CRA shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
2. Demolition and removal of buildings and improvements.
3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:
1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
3. To hold, improve, clear, or prepare for redevelopment any such property.
4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
6. To enter into any contracts necessary to effectuate the purposes of this part.
7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons

pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing

authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

(m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

(n) To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To develop and implement community policing innovations.

(3) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(4) With the approval of the governing body, a community redevelopment agency may:

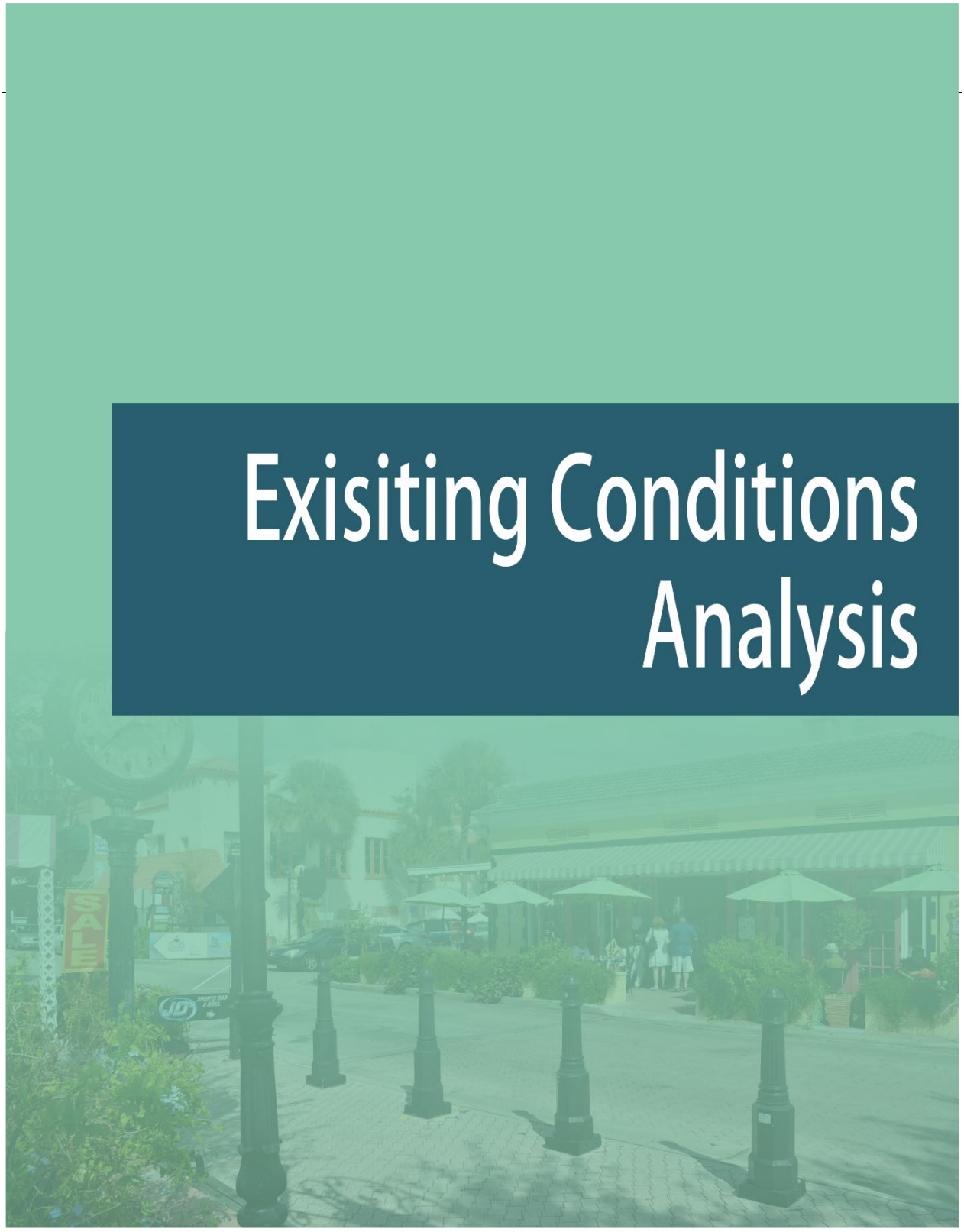
(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

Pursuant to Section 8-23 (Powers of the council) of the City Code, the following powers shall continue to vest in the City Council:

(a) The power to determine an area to be a slum or blighted area, or combination thereof, to designate such area as appropriate for a community redevelopment project, and to hold any public hearings required with respect thereto.
(b) The power to grant final approval to community redevelopment plans and modifications thereof.
(c) The power to authorize the issuance of revenue bonds as set forth in Section 163.385, Florida Statutes.
(d) The power to approve the acquisition, demolition, removal, or disposal of property as provided in Section 163.370(4), Florida Statutes, and the power to assume the responsibility to bear loss as provided in Section 163.370(4), Florida Statutes.

PART II



Land Use

Commercial

The land use patterns of the redevelopment area are a direct response to a long-term trend of commercial intrusions into traditional single-family neighborhood areas. In the beginning years of the city, commercial and industrial uses were concentrated in the downtown clustered around Brevard Avenue, Harrison Street, and Delannoy Avenue adjacent to the waterfront shipping area and packinghouse distribution rail heads. Over time, the railroads and highways were relocated west of US1. In doing so, these transportation routes cut through existing residential neighborhoods. These new roadways were rezoned to commercial and slowly over time, the residential character of the cityscape has been sliced into small neighborhoods surrounded by heavy commercial uses.

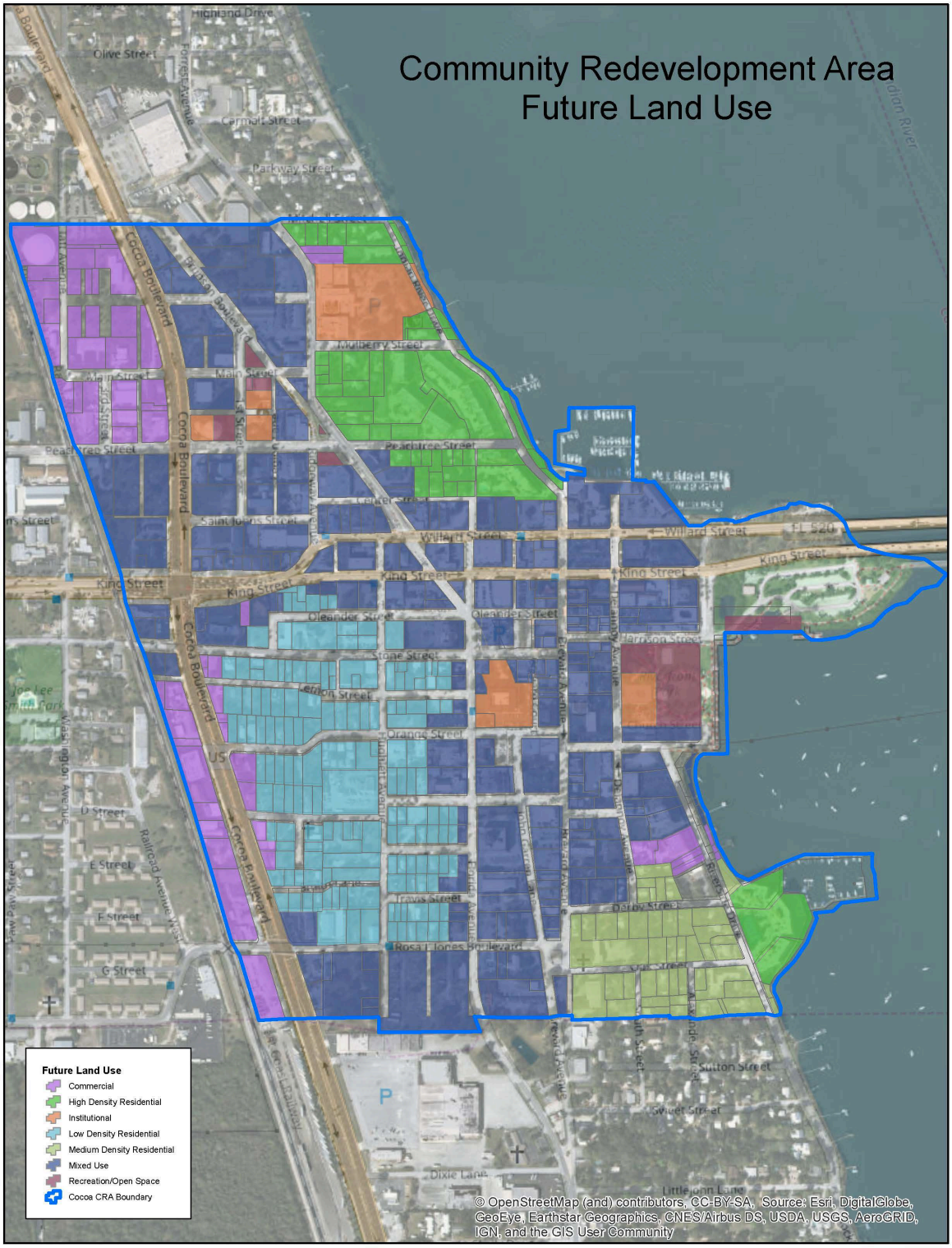
Residential

Residential uses are the second most dominant land use, with single family dwellings the most common type. Residential uses are located along the waterfront and between the water and east of Brevard Avenue, south of Church Street to Rosa L Jones Blvd; west of Florida Avenue and east of US1 from Rosa L Jones Blvd. to Stone Street; and east of US1 and west of the river north of Willard Street.

Civic – Cultural and Institutional

The remaining land uses include Cocoa City Hall, Cocoa's Civic Center, Heart of Cocoa Community Meeting Room, Florida Historical Society, churches, a fire station, water tower, electric substation, communications tower, marina, parks and waterfront esplanade.

Cocoa CRA Area
Future Land Use Map



Zoning

There are several applicable City zoning districts currently applicable to the properties located within the redevelopment area. These districts are subject to change by the City under the City's zoning powers.

C-W

The area between the railroad tracks and US 1 in the northwest is the C-W or "Wholesale Commercial District." This district is intended to apply to transportation facilities, warehousing, distribution, and wholesaling as well as other retail commercial uses.

RU-2-25

One of the two residential zones designated in the redevelopment area is the RU-2-25 district or "Multiple Family Dwelling District." The provisions of this district apply to high density residential developments which are adjacent to major commercial centers and major collector or arterial streets. This zone has resulted in the development of multi-storied residential projects on the water. There are two districts with this zoning type in the redevelopment area. The southern district contains single-family and multi-family residential uses. There are several condominium complexes and two low-rise apartment buildings. The district in the north does contain multi-story condominiums with a few single-family homes.

RU-2-10

The other residential zone designation is the RU-2-10 district. This "Low- Density Single-Family and Multi-Family Dwelling District" seeks to preserve the residential character of the area and foster mixed-use development in proximity to major collector or arterial streets. The Heart of Cocoa neighborhood was rezoned to this category in accordance with the provisions of the Federal Consent Decree.

C-C

The areas along Florida Avenue are zoned C-C to encourage multi-family, professional office, and retail commercial development. Some of this transformation is occurring. However, there are still some left over heavy commercial uses in the area that inhibit the evolution to a less intense commercial use.

C-G

There are a few parcels of land zoned C-G or "General Commercial." This zoning configuration is intended for major commercial centers serving the needs of the community and region.

C-P

The provisions of Commercial Parkway district are intended to apply to areas located adjacent to a main highway approach to the city, primarily directed along US1. The types of uses permitted and restrictions are intended to serve the needs of the motorist and provide an amenable impression of the city.

Furthermore, certain properties within the CRA area are also subject to overlay zoning regulations including:

Central Business District (CBD)

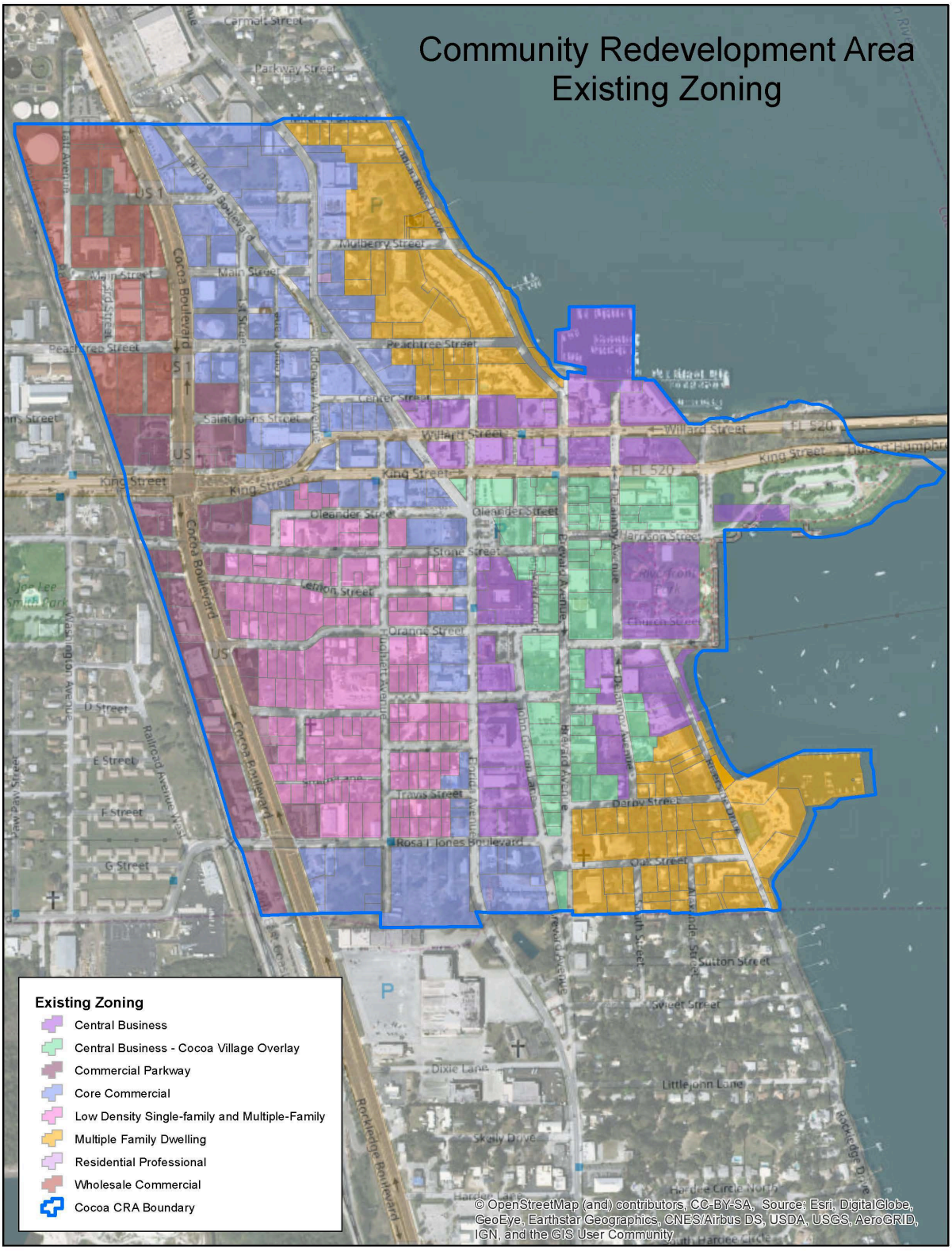
The provisions of this overlay district are intended to apply to the central commercial, professional, financial, governmental and civic core of the city as described in the comprehensive plan and which is entirely within a designated redevelopment area as defined in the Cocoa Redevelopment Agency Redevelopment Plan. The area is generally bounded by Center Street on the north, Forrest Avenue and

Florida Avenue on the west, Rosa L. Jones Drive and Derby Street on the south, and the Indian River on the east.

Cocoa Waterfront Overlay District (CWOD)

The provisions of this overlay district are intended to assist in the implementation of the Cocoa Waterfront Master Plan, November 2008, which require regulations by sub district that address design, scale and appearance of developing within the Cocoa Redevelopment Area. Further, this zoning is intended to establish urban design standards to perpetuate the positive design elements and the residential and commercial development patterns found within the Cocoa Redevelopment Area. The Cocoa Redevelopment Area is defined by recognizable geographic boundaries.

Cocoa CRA Zoning Map



Natural Features

The natural features within the redevelopment area are few since the entire area has been virtually all developed or modified by man. A description of the four existing soil types in the area best describes the condition of any features in the area. The four soil types are: Urban Land, Canaveral/Urban Land Complex, Paola/Urban Land Complex, and Pomello/Urban Land Complex. Following are their descriptions:

SOILS

Ur – Urban Land – This soil consists of soils which are usually all covered with streets, buildings, parking lots, shopping centers, and other man-made facilities. Unoccupied soils are mixtures of other types of too small an area to map separately.

Cc – Canaveral/Urban Complex – A mixture of sand and shells dredged from the river bed, then leveled and smoothed by man. Most areas are artificially drained with a water table between depths of 40 to 60 inches. Soil is poorly suited to lawn uses and ornamental plants. Most soils are covered by man-made urban uses.

Ph – Paola/Urban Land Complex – This soil is composed of 70 percent Paola fine sand, 10 percent altered Paola fine sand, and 20 to 45 percent Urban Land soil. Open areas of this soil are mostly lawns, vacant lots, and playgrounds. The water table is usually below a depth of 10 feet. The soil is poorly suited to lawn grasses and ornamental plants.

Pu – Pomello/Urban Land Complex – This soil group is composed of 45 to 60 percent Pomello sand, 20 percent altered Pomello sand, and 20 to 45 percent Urban Land Complex. Other characteristics of this soil group are similar to Paola.

PHYSIOGRAPHY

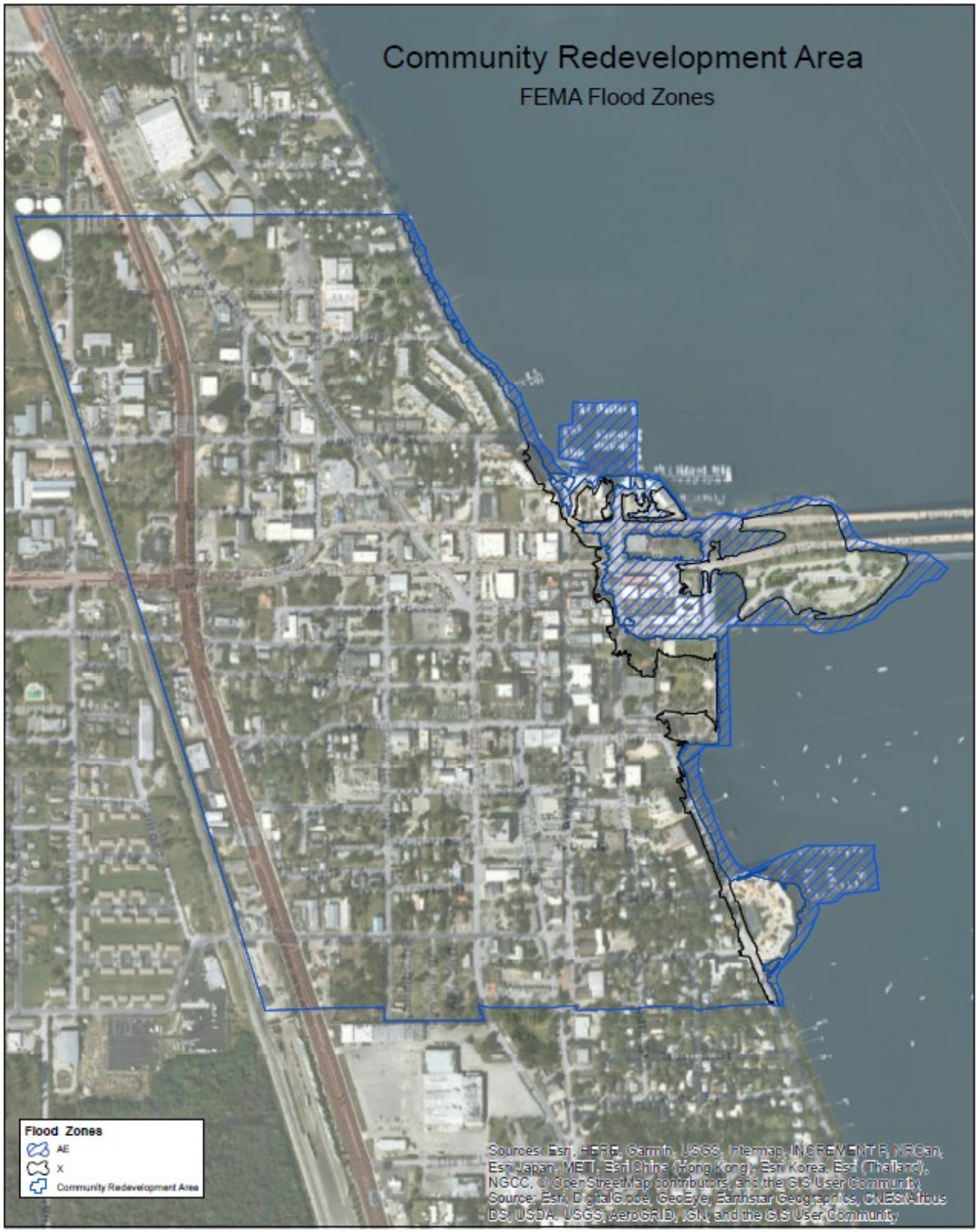
Indian River

The most prominent natural feature of the area is the Indian River, situated between the mainland and Merritt Island. Although commercial traffic on the river is scarce, the water body does provide varied recreational boating opportunities and scenic beauty.

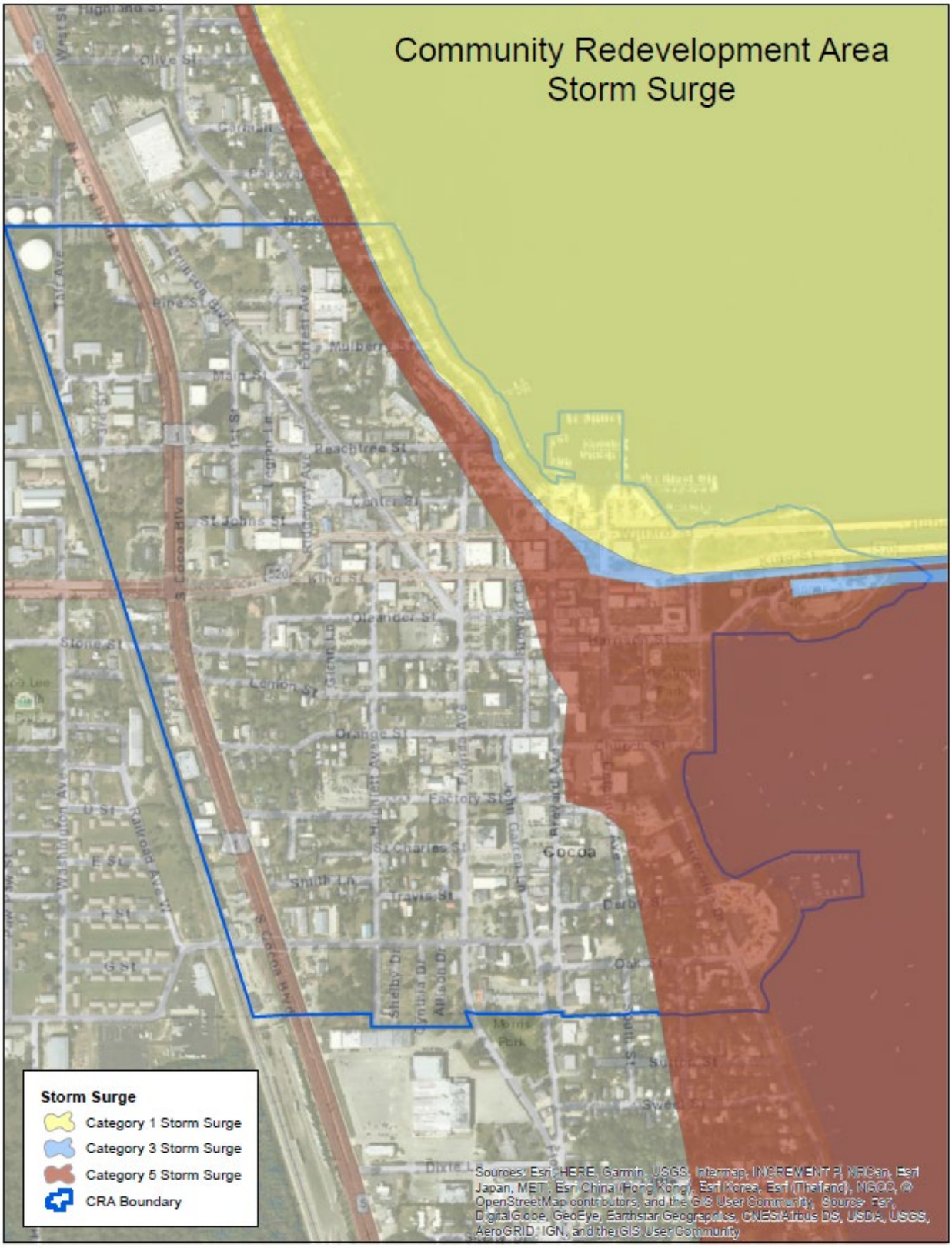
Risk of flooding from the river was slight until Fall 2017. Hurricane Irma caused prolonged flooding of streets within the City. The hurricane's destructive winds and rain caused over $3.5 million in damages to businesses along Harrison Street, Lee Wenner Park, docks, and the surrounding boardwalk area in Riverfront Park. Stormwater runoff from the hurricane and a subsequent Nor'easter rain event, resulted in prolonged street flooding.

The Flood Zone X boundary for the 500-year storm level virtually matches the shoreline of the CRA from Riverside Drive to Harrison Street and North to Indian River Drive including Oleander Pointe and Lee Wenner Park. However, the Flood Zone AE boundary for the 100-year storm level includes the area from Harrison Street north to Indian River Drive excluding portions of Whitley Bay and the SR 520 overpass as designated on the FEMA Flood Zone Map. No other flood zone areas are found within the CRA.

FEMA Flood Zone Map



CRA Storm Surge Map



Relic Dune System

The City of Cocoa, and in particular the RDA area, is situated on top of the old dune system along the Indian River. The first dune line runs down the middle of the district. This locally high linear feature was selected for the old Dixie highway alignment and railroad spur. This road alignment is now Forrest Avenue. The second dune line lies underneath the present alignment of the railroad and US 1. The early settlers utilized these local high points to site these important transportation routes. Today these high points provide excellent opportunities for long views out toward the Indian River.



Housing

Each of the nine CRA sub-districts, described previously in the Cocoa CRA Area Description, are uniquely different from each other. Of the nine sub-districts, six contain housing. The housing types varies by sub-district.

The **Cocoa Village** Sub-District provisions are intended to apply to the central commercial, professional, financial, governmental and civic core of the city. In addition to multi-family residential development the area uses are intended to permit and encourage more intensive office and commercial development, hotel and motel development, marinas and marina-related development. The district is intended to discourage uses not requiring a central location and which would create friction with or be incompatible with performance of Central Business District functions. The permitted uses and design and development standards are intended to promote high quality development compatible with a Central Business District location, not single-family housing. It is intended that "performance standards" control the permissible type, density and intensity, mix of development and design and development standards to assure and

promote the development and redevelopment of property in the Central Business District in a manner compatible with comprehensive and redevelopment plan objectives.

It is intended that high density multiple-family residential development in this area is to be promoted and encouraged, either in separate buildings or in combination with office and supporting, retail and service areas, and that such supporting uses shall be scaled and designed to serve the needs of the district. All uses and design should recognize the proximity to the areas of great natural beauty, which are historically significant to the city. High density, so long as it provides public and scenic access to these natural and historic areas, is permitted. Water views, easy access to contiguous water walks, and several key water vistas should be made available to the public. The purpose of this district is to allow for the development of fully integrated, mixed-use, pedestrian-oriented neighborhoods. Streets, pedestrian paths and bike paths should contribute to a system of fully-connected and interesting routes to all destinations.

The **Heart of Cocoa** Sub-District has been subject to a Federal Consent Decree since 1990. The original voluminous consent decree was replaced by a substantially streamlined Substitute Federal Consent Decree on January 28, 2009. The Substitute Consent Decree requires the City maintain the low-density residential character of the Heart of Cocoa; and encourages voluntary replacement of existing wholesale commercial uses with low density residential uses or low intensive neighborhood commercial uses such as mixed-use developments, while preserving existing uses as provided by law. Moreover, the Substitute Consent Decree encourages production and development of affordable houses by the private sector in the Heart of Cocoa. Consistent with the Substitute Consent Decree, the zoning is RU2-10, which allows for low-density single and multi-family residential. Allowable building types include single-family, mixed use, and neighborhood supported commercial.

In the **South of the Village** Sub-District the City acquired the former Oaks Mobile Home Park, a primarily vacant mobile home park with dilapidated and uninhabitable units, at the corner of Florida Avenue and Rosa L. Jones Blvd. The site is comprised of one main parcel and a smaller companion parcel, totaling just under 5 acres of vacant land immediately suitable for development. This residential project is expected to serve as a catalyst for additional residential development in and around the Heart of Cocoa, although the site lies just outside the boundaries of the Heart of Cocoa, on the south side of Rosa L. Jones Boulevard.

The **South End** Sub-District, located to the east and bordering the **South of the Village** Sub-District, mainly consists of single family residential, multi-family apartments/condominiums and high rise developments.

The King Street and Willard Street Corridor Sub-District consists of mainly commercial development and provides for opportunities of mixed-use and multi-family high rise developments.

The **Waterfront** Sub-District is characterized by multi-story, multi-family residential units.

Many of the lots in the Sub-Districts by themselves are inadequately sized and constrained by utility infrastructure (mainly electric), to be redeveloped as mixed-use and multi-family apartments or high rise condominiums. Thus, the need for the assemblage of land to facilitate a suitable redevelopment project yielding the highest and best use for the respective land. Additionally, and critically important, the City through its various EPA Brownfields Grants have determined several properties environmentally constrained as they are contaminated or suffer from the perception of contamination. Bisecting the heart of the Cocoa CRA is the former Flagler Rail Line, and railroad tracks are use of which contamination is commonly associated. Some properties have been confirmed to have no recognized environmental

conditions while others have been determined to be contaminated. Three properties located in the general core of Cocoa CRA were environmentally assessed and after being found to having contaminants present, were remediated through the Florida Department of Environmental Protection (FDEP) Voluntary Cleanup Tax Credit Program. Others have been found to have potential off-site environmental impacts.

Parks and Recreation

The redevelopment area contains three parks, Taylor Park, Riverfront Park and Lee Wenner Park. Taylor Park is located just south of Harrison Street and just north of the Cocoa Civic Center, Riverfront Park adjoins Taylor Park to the East and sits directly on Indian River, and Lee Wenner Park is located just south of the Hubert Humphrey Bridge on the old abandoned SR 520 right-of-way.

Taylor Park is designed mainly as a passive park. It contains 1.64 acres and is well landscaped with large shade trees and a view of the Indian River. Facilities in Taylor Park are limited to park benches and playground equipment.

Riverfront Park is an attraction to both Cocoa's citizens and visitors. The park is approximately 2.74 acres and its green park area, playgrounds, boardwalks and amphitheater, draws crowds for special events, City-sponsored celebrations and private functions. The park annually hosts more than 65 events — including one of the largest marathons in the region, The Space Coast Marathon and Half Marathon — attracting more than 135,500 visitors.

Lee Wenner Park is a waterfront-oriented park located across the street from Taylor Park and Riverfront Park. The 3.5-acre park contains four boat ramps with catwalks, a fishing dock and parking facilities for approximately 40 boat trailers and 50 passenger cars. As of 2017, it is now owned and maintained by the City. The acquisition of Lee Wenner Park by the City presents a new and exciting redevelopment opportunity for the CRA and the City. Lee Wenner Park is heavily used on weekends by boaters for recreational purposes only. The Brevard County Board of County Commissioners conveyed its portion of Lee Wenner Park with the expressed purpose to redevelop the park (see attached Agreement located in the Appendix). Through this Agreement, the CRA has committed to improving the waterfront in phases through public capital improvements and public/private partnerships.

In addition to these three public parks, there are two "key" shaped parcels of property which have no facilities but are landscaped for beautification. Each of these passive parks are rarely used for purposes other than aesthetics. One park is located at Brunson Boulevard and First Street. The other park is at the corner of Forrest Avenue and Mulberry Street.

Historical Features

As a city with a rich history, the Cocoa CRA and surrounding neighborhoods contain numerous historic structures telling the story of the early beginnings of Cocoa. Within the Cocoa CRA, seven (7) structures are listed on the County, State or National listings of historic structures. Of the 1,005 structures located in the boundaries of the Cocoa CRA, 21% were constructed prior to 1960. A large percentage of those

structures have been identified as being historically significant. They are a symbol and physical record of the city's past in regard to architectural style and unique character.

The following structures are listed on the Brevard County Historical Site registry:

- Community Women's Club (5 Rosa L. Jones Blvd.)
- SF Travis Building (300 Delannoy Ave.)
- The Historic Porcher House (430 Delannoy Ave.)
- St. Mark's Episcopal Church (2 Church St.)
- The Florida Historical Society's Library of Florida History (435 Brevard Ave.)
- Derby Street Chapel (121 Derby St.)

The following structures are displayed with Florida Historical Markers:

- St. Mark's Episcopal Church
- The Historic Porcher House
- Derby Street Chapel

The following structures are listed on the National Registry of Historic Places

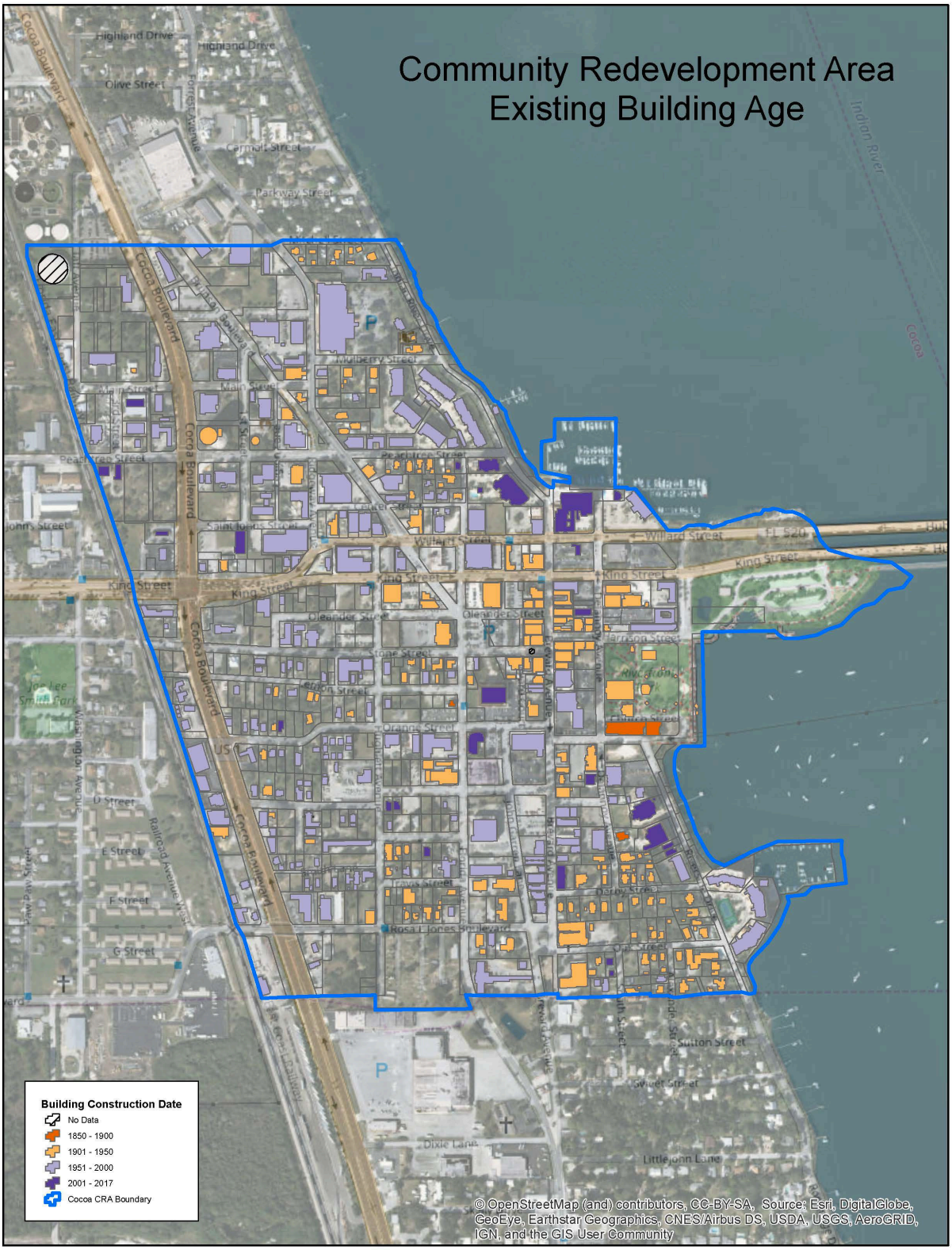
- The Aladdin Theater (Historic Cocoa Village Playhouse)
- Porcher House

The Porcher House is of particular significance to the City of Cocoa. The landmark home, built in 1916, was home to Edward and Byrnina Porcher. He was responsible for several innovations to the citrus industry and was a founder of the Indian River Orange Growers Association. This classic revival style, constructed out of local coquina rock, displays some coquina stones representing the suits of cards. These stones, placed in the front of the house, show the love that Mrs. Porcher had for the game of Bridge. In 1945, the City of Cocoa purchased the home and it became City Hall. Today, the Porcher House is used as a historic backdrop for events, especially weddings.

The Aladdin Theater, or commonly known today as The Historic Cocoa Village Playhouse, opened to the public in 1924. Of significance, the theater showed the first "talkie" movies in Brevard County. The Playhouse grew from a small movie house to a noteworthy community theater house. A multi-million dollar renovation, supported by the City of Cocoa, the Historic Cocoa Village Playhouse, with a State of Florida Cultural Facilities Grant, restored the look and feel of the original Aladdin Theater. Today, the Historic Cocoa Village Playhouse "Broadway on Brevard" brings amazing shows to Cocoa where local talent showcase their theatrical skills. Each season, the shows sell out and patrons are entertained by the talent of this high-quality community theater.

In addition, Indian River Drive (CR 515) within the City of Cocoa is a part of the Indian River Lagoon Scenic Highway Corridor, which was designated as a Florida Scenic Highway by the Florida Department of Transportation (FDOT) in 2002. The scenic highway corridor is a 156-mile loop that begins at Canaveral National Seashore on the north, encompasses the heart of the Indian River Lagoon on the mainland and barrier island and ends at the Wabasso Causeway in the south. Activities along the scenic highway are coordinated with the Corridor Management Plan that ensures the preservation, protection, maintenance and enhancement of the corridor.

Cocoa CRA Building Construction Date Map



Transportation and Traffic Circulation

A unique feature of the Redevelopment Area is that it is traversed by two (2) of the three (3) major arterials in the city, U.S. Highway 1 and SR 520. Together these two (2) arterials carry over 107,000 ADT (average daily trips) through the area. Feeding into those arterials are the two (2) major north/south streets of Florida/Forrest Avenue and Indian River/Riverside Drive. The east/west feeders are Rosa L Jones Blvd, Stone, and Peachtree Streets.

A conspicuous feature of the street layout in the area is the design of Brunson Boulevard/Forrest Avenue. This is a northwest to southeast diagonal street which runs against the normal east/west, north/south street design scheme. The reason for this is that this was the original railroad right-of-way which was eventually abandoned and converted in use to automobile travel. Along these routes at least two properties have been found to be contaminated and required remediation.

The City Hall site is located in the center of Historic Cocoa Village. It is a former brownfields site and near a dry cleaner, former major automobile dealer and service center, as well as major electric transmission stations.

Another feature to the traffic circulation pattern is the effect of SR 520/King Street. This major six-lane artery is split into two one-way directions as it passes through the redevelopment area. The high rate of traffic flow presents a challenge in developing land and building uses between the east-bound and west-bound streets. Florida Department of Transportation has plans to repave the downtown portion of SR520/King Street. City staff is in discussions with FDOT about opportunities to introduce traffic calming measures to improve pedestrian and vehicular safety in this area.

The main north/south artery through the area is US 1. This artery carries mainly “through” traffic but also some in-town traffic as well. Other than US1, the only other through north/south roadway is Florida/Forrest Avenue. The Florida/Forrest Avenue diagonal serves as a by-pass of the US 1 and 520 intersection.

The Florida Avenue Complete Streets Project addressed the needs of pedestrians, bicyclists, transit users and motorists of all ages by safely accommodating those qualities in one “complete street”. Planning for this diverse group required consideration of the following elements: sidewalk space for pedestrians; bike routes; appropriate-sized lanes for cars, trucks and emergency vehicles; on-street parking; adequate buffer for pedestrian safety; landscaping and hardscaping for pedestrian safety and ADA crosswalks along the corridor.

The intersection of Brevard Avenue, Oak Street, John Garren Lane, and Rosa L Jones Blvd culminates in a traffic wedge. Improvements are being considered to facilitate more effective vehicular and pedestrian movements as interest in the redevelopment of the southern section of Cocoa Village increases.

Parking

Parking is an essential redevelopment component for the Cocoa CRA. The CRA, is comprised largely of small business retail uses in the downtown core area, and a mix of single family residential extending from the core to the outside perimeter of the CRA, with several high-density residential properties on the waterfront. Cocoa Village has become a destination shopping and dining area and a center for leisure, events, entertainment, waterfront and civic activities, virtually attracting hundreds of thousands of visitors per year.

The increasing demand for parking was documented in the 2007 Historic Cocoa Village Parking Study. In 2017, with continued growth of the Cocoa CRA, and an estimated $20 Million of new projects on the horizon, the CRA Board felt it was prudent to engage Rich and Associates Inc. to revise the 2007 Parking Study to determine the current parking demand. The update sought to evaluate and identify existing parking supply, analyze parking demands, and evaluate potential sites for feasibility of a parking facility.

The study focused on a 45-block area; bounded by Peachtree Street to the north, the riverfront to the east, and the southern limits of the Cocoa CRA, Hughlett Avenue to the west below King St and Ridgeway Avenue to the north of King Street to Peachtree Street. An inventory of existing parking included a survey of public and private supply.

The results of the demand study determined that the 5-year projected parking need for zone one is 1,197 spaces. With 813 parking spaces in this zone, there will be a deficit of 384 spaces in zone one. Zone two has a 5-year projected parking need of 1,594 spaces. With 1,362 parking spaces in zone 2, there will be a deficit of 232 spaces. They averaged the numbers for the two zones and planned the parking garages for 308 spaces.

Parking Recommendations/Solutions

There are several options for addressing the parking situation in Cocoa Village. These range from a "Do Nothing" option since there is available parking, though it is not being used due to location, to options that include a modest increase in parking supply with added surface parking or on- street parking to a significant capital expense with a new parking garage.

1. Do Nothing Option
   The "Do Nothing" Option may severely limit the development potential in the core downtown. It will affect businesses that are currently downtown as well as how the downtown currently functions. The recommended policy changes and reallocation of parking will not increase the total parking supply or the availability of parking in the downtown. Therefore, Rich & Associates did not recommend this option.

2. Maximize On-Street Parking
   Another option is to increase on-street parking wherever possible. This approach can economically add parking spaces to help address the parking deficit, though it will not provide enough spaces to eliminate the parking deficit.

3. Provide New Surface PublicParking
   Another option is to increase parking supply through the redesign of existing surface parking lots or the creation of additional surface parking on vacant or underutilized property. Rich & Associates analyzed the potential for redesign of existing public parking areas and this will not help gain spaces. Potential sites were reviewed for the construction of new surface parking lots in the core downtown. While this was not recommended due to no viable sites being identified for additional parking or redesign within the core area, a site has since been identified as potentially attainable.

4. Work With Private Lot Owners to Create Shared Use Parking
   Work with private lot owners to establish partnerships to allow underutilized parking for public parking. Agreements could be developed to provide lot cleaning and general maintenance in exchange for public use of the parking lots.

5. Provide New Public Parking in a Parking Garage
   Unfortunately, there are no magic answers for the financing of a parking garage or any parking improvements. Where there is a parking system and a charge for on and off-street parking, revenues are generally used to pay for parking operations and improvements. In general, this requires the pooling of revenues from all parking areas and parking fines, if possible.

Funding Options for Operation Improvements and Additional Parking

Cocoa CRA should look for opportunities such as projects where a developer is going to build parking as part of their development (more than likely a parking garage) and then fund the construction of additional public parking as part of the development. This will spread some of the fixed costs over more spaces thus making the additional parking more economical.

Cities have also used a combination of general fund, fee-in-lieu payments, TIF and special assessment districts to pay the debt service and operating expenses. In some communities, the operating expenses are paid for by an assessment and the debt service from general fund and other sources. Today in general, there are few Federal or State grants for parking garages unless they are associated with a transit project.

The City could attempt to privatize the development of a parking garage. In order to be competitive in terms of funding, the project would need to be done tax exempt and leased back to the City. It is not possible at this time to amortize the debt and pay for the operating costs of a parking garage with existing parking revenues or parking revenues that could be generated in Cocoa alone.

Myra Planning and Design, LLC. has been commissioned to study current and future on-street parking within the Village. The purpose of the study, consistent with the above solutions, is to maximize existing on-street parking in Cocoa Village, and determine what would likely be the most cost effective (capital construction, maintenance) means to add additional spaces in the downtown closest to the businesses they serve.

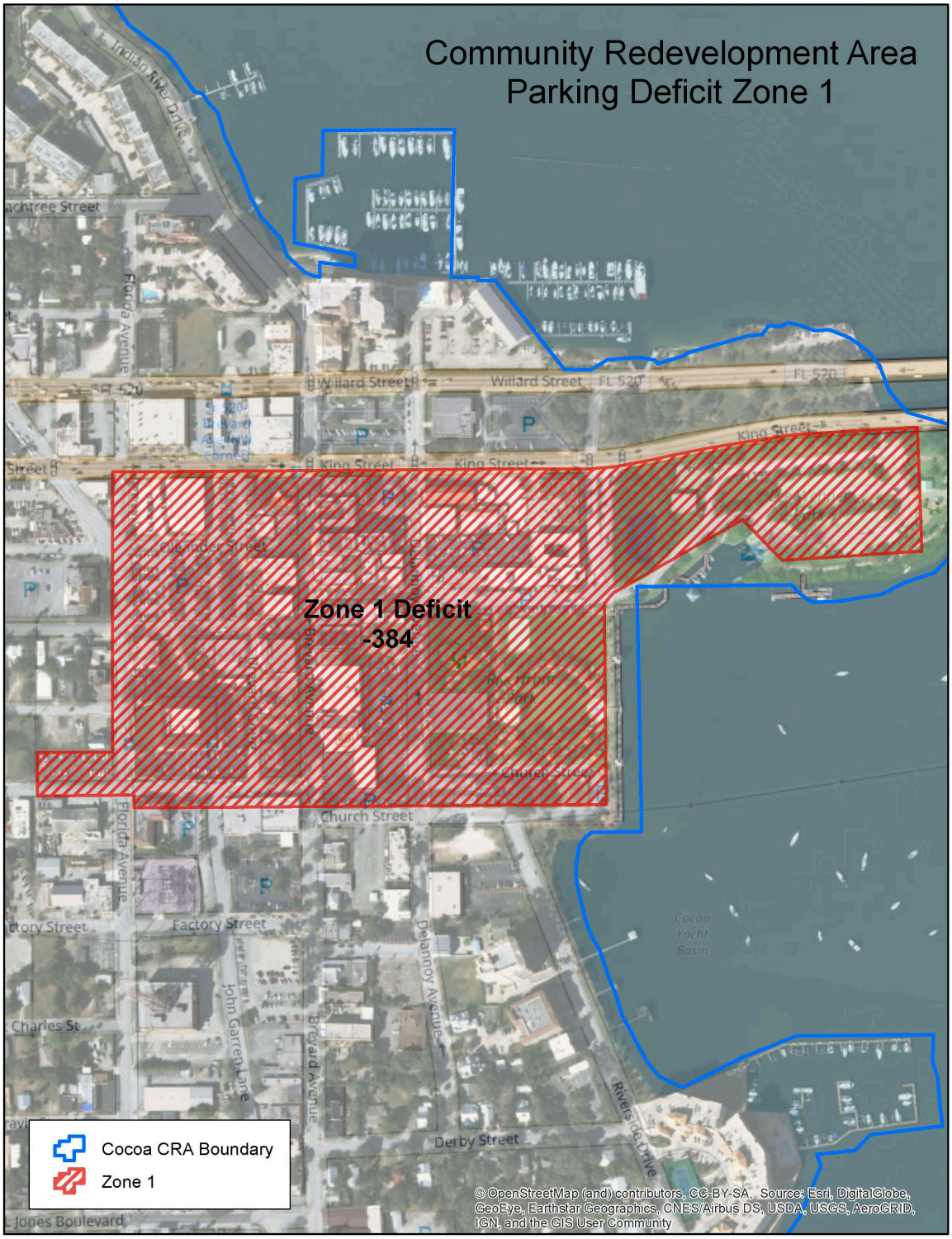
Community Redevelopment Area

Existing Parking Lots/Structures



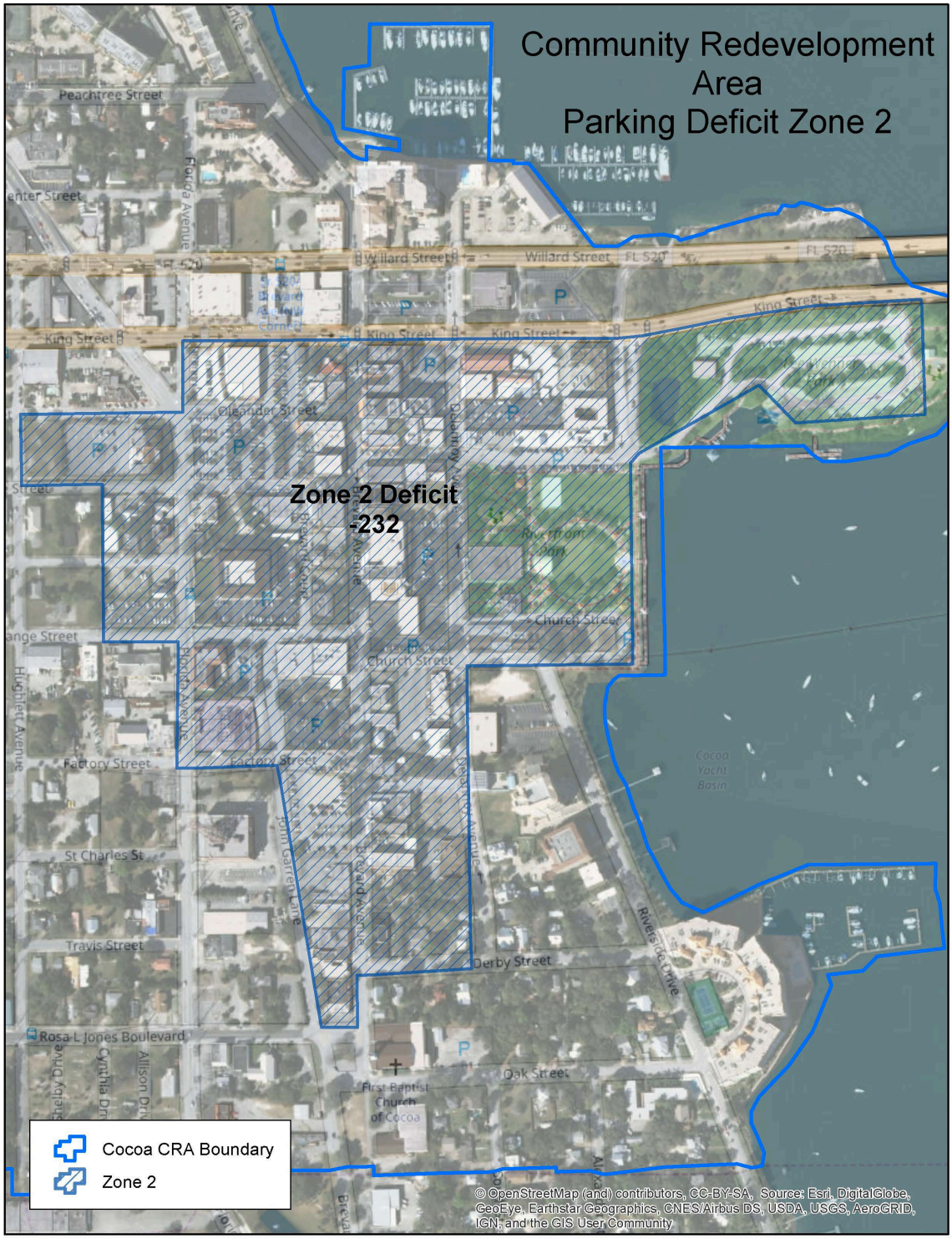
Community Redevelopment Area

Parking Deficit Zone 1



Community Redevelopment Area

Parking Deficit Zone 2



Sewer, Water, and Stormwater

There are generally no significant existing Sanitary, Potable, or Storm system issues within the Cocoa CRA. Utility capacity for infill development is not significantly constrained. A high quality reclaimed water system exists in Cocoa, which is a benefit to the sanitary sewer system load and the provision of irrigation for new development and public open spaces in the district. However, the amount and intensity of potential development in the CRA will require examination of the infrastructure system capacity on a case-by-case basis.

Water System

Since 1957, Cocoa has supplied the communities of central Brevard County with high quality water at a reasonable cost. Cocoa has accomplished this by making major investments in the water supply and treatment facilities needed to produce a sophisticated, well developed sub-regional water system. Today Cocoa provides water to over 82,000 customers (220,000+ people) in Cocoa, Rockledge, Port St. John, Merritt Island, Cape Canaveral, Cocoa Beach, Suntree/Viera, Patrick AFB and the Kennedy Space Center. Cocoa's water system includes the wellfield and raw water collection system, Wewahootee Water Treatment Plant, transmission mains, and the Dyal Water Treatment Plant (WTP). Cocoa's drinking water sources include the Floridan Aquifer, Intermediate Aquifer, Taylor Creek Reservoir, and Aquifer Storage and Recovery (ASR) wells. All of these facilities are located in east Orange County. A distribution system and storage and pumping facilities are located in Brevard County. The Dyal WTP processes about eight billion gallons per year, with peak flows reaching 30 million gallons per day (mgd) during the summer. Daily flows average 22 mgd.

Within the redevelopment boundaries, all parts of the area are adequately served with potable water. Most lines are six inches in diameter or larger and can, therefore, supply any new improvements or additions easily. Approximately 90 fire hydrants are dispersed at intervals which provide adequate water pressure and volume for fire protection needs.

Sewer System

The City of Cocoa provides sanitary sewer service to residents within the CRA. The City operates and maintains one wastewater treatment facility known as the Jerry Sellers Wastewater Reclamation Facility, which has a capacity of 4.5 million gallons per day (mgd), of which it currently operates at approximately half its capacity. Thus, sufficient sewer is available.

Stormwater

The Public Works Department Stormwater Division is responsible for maintaining the City's drainage ditches and swales, piping, inlets and retention and detention ponds. With the completion of the Florida Avenue Streetscape, the Factory Street Retention Pond and the Church Street Baffle Box, several drainage issues were corrected. There remains challenges as there is very little land available for the pre-treatment or storage of runoff prior to it entering the Indian River Lagoon. In 2016, Brevard County residents approved a ½ cent infrastructure sales tax for the purposes of funding projects that would improve the water quality of the Indian River Lagoon. Due to the elevation, the runoff from the Cocoa CRA flows towards the Indian River Lagoon. It will be very important to implement improvements that would address the water quality prior to entering the lagoon. The Florida Avenue Streetscape implemented a

PaveDrain design for its on-street parking areas between Rosa L. Jones Boulevard and King Street. This unique PaveDrain system, limits the distribution of natural water flows by managing stormwater runoff. Additionally, the PaveDrain system promotes on-site filtration and eliminates contaminants into the Indian River Lagoon. Additional drainage projects are in the early planning stages to improve water quality entering the Lagoon.

Effect on School Population

Existing school facilities within the community redevelopment area are more than adequate to serve the present and anticipated future school age population. According to the 2012-2016 ACS estimates, the number of school age children within the Cocoa CRA is 183. As the potential commercial and residential developments will not be oriented specifically toward families with school age children, there should be little or no increase in the school age population. Activities which are undertaken to redevelop and revitalize the project area, will incorporate into the design improvements needed to make the school facilities more accessible to the community by eliminating perceived hazards to the safety and wellbeing of the children and removing obstacles to the handicapped and infirmed.

Current Conditions

The waterfront has been a critical element of Cocoa's economic and cultural growth since the establishment of the city. The river and the surrounding area has been used for fishing, commercial and residential boat access, social events, leisure activities, and recreation for over 150 years. Cocoa had been in a period of decline with the concentration of public housing, closing of the Space Program, and encroachment of commercial uses into the Heart of Cocoa. Lee Wenner Park was the only active portion of the riverfront with boat ramps and docks. A road provided vehicular access along the river serving as a bypass between Merritt Island and Rockledge. The Cocoa CRA was established in 1980 to eliminate slum and blight and redevelop Downtown. The CRA has worked with the City to expand waterfront access for social and recreational use. The library was relocated north of downtown and the existing library was converted to a Civic Center. Additional park space was created with the conversion of a parking lot behind the Civic Center into green space. Water features, a playground and a pavilion were added to encourage community use. Plans were already underway to construct day slips, a T-Dock, a major riverfront walkway esplanade, viewing areas, a riverfront connector under the bridge for pedestrians and bicyclists, and a mooring field and upland facilities when Hurricane Irma brought its devastation ashore.

The importance of restoring waterfront amenities to enhance and improve the quality of life and economic vitality is a core component of the 2018 Cocoa Community Redevelopment Agency Plan Update. The 2008 Waterfront Master Plan provided an opportunity to expand upon the existing vision and inspire transformative change. The improved waterfront will connect four (4) different parks on the waterfront, creating spaces to congregate, meditate and recreate. The Waterfront Master Plan seeks to implement projects aimed at spurring economic development, transforming the social landscape, and preserving the cultural asset in utilization of the waterfront. The projects are organized in three specific areas of the CRA: 1) The Waterfront, 2) Lee Wenner Park and 3) the Downtown Riverfront Park. The plan includes

several fundamentally new ideas for Cocoa's Waterfront: diversified boating access, with increased day slips, dinghy docks and large vessel tie up via more resilient floating docks and concrete piers; a managed mooring field with support facilities, including a harbor master building, pump out and boater services; a relocated civic center to take advantage of the waterfront and diversify the use of Lee Wenner Park, to serve the CRA, the City and the Region; re-imagined promenade to include overlooks and strolling and seating experience, but not to replace the old structures over water; and opening the waterfront view to property on Delannoy Avenue by relocating the existing civic center.

While Cocoa Village, the core of downtown, continues to exude a strong sense of place and regional identity, its downtown context is fraying due to the impact of high-speed roads and its disconnection from the waterfront. The nearby neighborhoods do not have a solid connection to downtown or the waterfront because the vibrancy of Cocoa Village is limited to Brevard and Delannoy Avenues with emergence of the Florida Avenue area. This characterizes the general circumstances currently challenging the extended success of Cocoa Village, but the following describes the specific physical features observed to be major factors for the improvement of the downtown district.

Urban Form

- The basic pattern of blocks and buildings in the CRA is of a pedestrian scale, most of the district is walkable and yet convenient and accessible to motorists.
- Buildings are generally 2-4 stories in heights in core of Cocoa Village and several are of historic significance or are otherwise charming architecturally.
- The waterfront is an important community asset. Connectivity to the Village is hindered due to the lack of public streets and the presence of large private development.
- There is a good mix of commercial and office uses in the Village, but a lack of quality residential development within.

Transportation

- SR 520 is a major conduit to Merritt Island and Cocoa Beach consisting of a six-lane roadway designed with one-way pairs (King Street eastbound and Willard Street westbound) navigating through the RDA district. The current design creates a hostile barrier for pedestrians seeking to connect between Cocoa Village and the North Forrest Avenue community.
- Brevard and Delannoy Avenues operate as one-way pairs through most of the Village; channeling traffic on one-way streets is less safe for pedestrians and less attractive to shop owners who seek optimal vehicular accessibility.
- Florida Avenue is the former Dixie Highway, the historically north-south path through Cocoa. There is a burgeoning urban commercial corridor along Florida Avenue, with a new streetscape from the southern City limits to SR 520. This streetscape created additional parking, pedestrian accessibility on both sides of the road and a quaint landscaping, inviting to residents and visitors.
- Federal East Coast Railroad (FEC) is located along the western boundary of the redevelopment area. Located at the intersection of US1 and Rosa L Jones Blvd is the site of the future FEC Rail Station. This site has been identified as a potentially viable location for a future passenger rail stop.

Infrastructure

- There are generally no significant existing Potable Water Sanitary Sewer issues.
- There are challenges as there is very little land available for the pre-treatment or storage of runoff prior to it entering the Indian River Lagoon.
- A high quality reclaimed water system exists in Cocoa and is used for irrigation in several sections of the CRA.

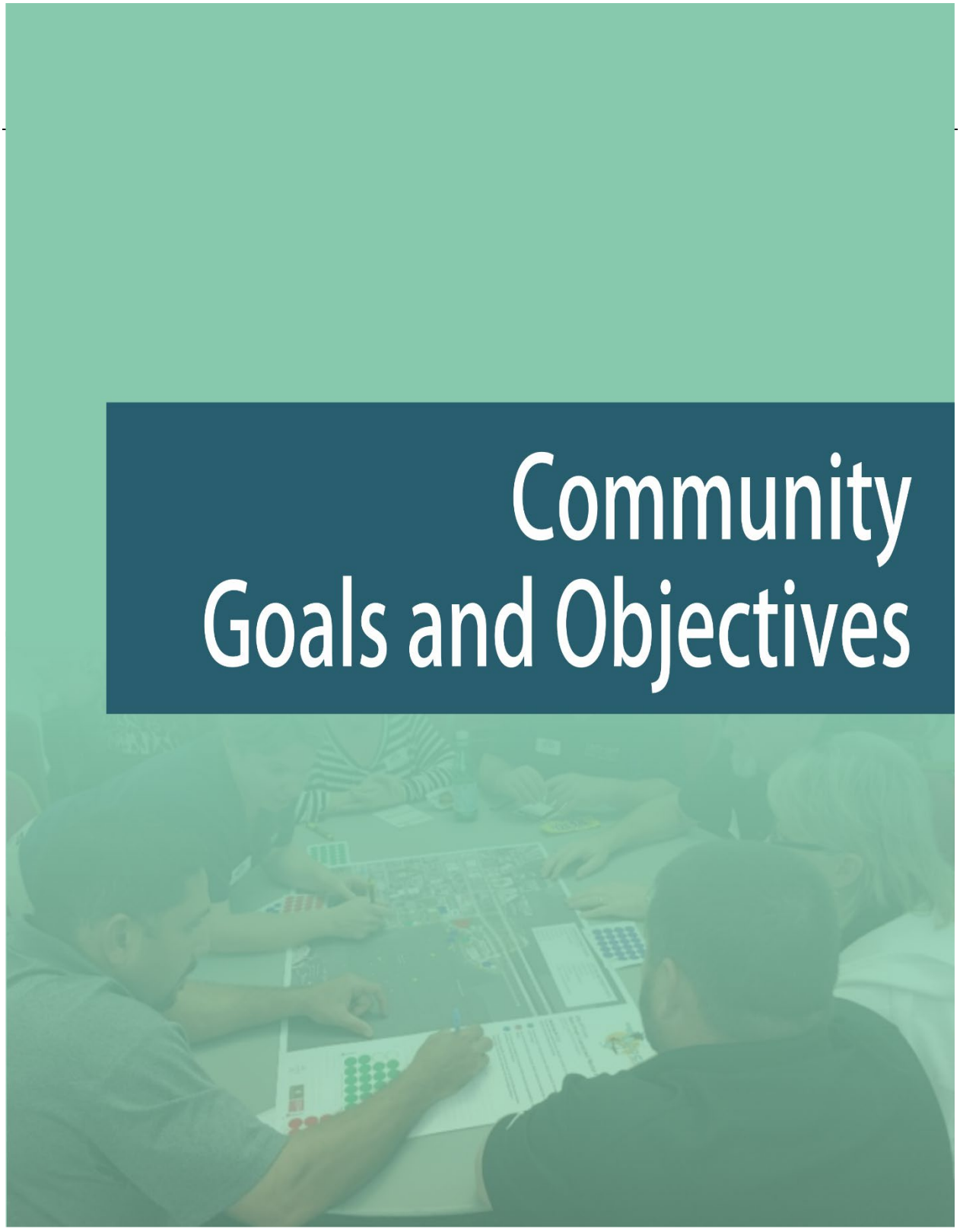
Marine Features

- Existing wooden boardwalks were destroyed by Hurricane Irma in 2017 and are in the design stage for replacement.
- Existing revetment areas are not in good condition and are part of the plan to stabilize the waterfront area from Whitley Bay in the north to the southern end of Riverfront Park.
- The bulkhead beneath SR 520 is in the planning stages of being repaired by the Florida Department of Transportation.
- The bulkhead at Riverfront Park is in fair condition and following Hurricane Irma the washed out sections were filled.
- Additional day slips, a larger T-Dock and additional improvements are part of the larger plan to revitalize the riverfront region of the CRA.
- Existing depths of the waters along the waterfront could benefit from additional dredging to improve boat draft.

CRA Vacant Parcels Map



PART III



COCOA REDEVELOPMENT AGENCY
DOWNTOWN COMMUNITY POLICING PROGRAM

SCOPE OF PROGRAM
The scope of the Cocoa Redevelopment Community Policing Program ("Program") will include additional police presence in the Cocoa Downtown Community Redevelopment Area including the Cocoa Riverfront Park and waterfront area ("Downtown Area"). The primary focus of the Program will be to ensure that residents, customers, visitors, and merchants and their employees consider Downtown Cocoa to be a safe and welcoming environment to patronize and conduct business and recreate. The intent and purpose of this Program is to proactively enhance the current level of police patrol and provide a more personal level of service by providing a direct liaison between the Agency Board/Downtown community and the Cocoa Police Department. It is expected that police officers will be assigned to permanent areas of responsibility and shift details to maximize the effectiveness of the Program. Police officers will work to proactively form partnerships with residents and businesses to jointly promote crime prevention, prevent disorder and improve public safety by addressing specific issues indigenous to the Downtown Area.

DEFINITION
The term "community policing" is defined under Section 163.340(23), Florida Statutes to mean a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

ANNUAL BUDGET AND APPROPRIATIONS
The Agency Board may, at its sole discretion, annually budget and appropriate funds to implement the Program. During the Agency's annual budget adoption process, the City Manager, in consultation with the Police Chief, shall present to the Agency Board a written budget proposal for the Program. The proposal shall include a level of service (number of officers, vehicles, equipment and such other necessary law enforcement expenditures) and an annual cost estimate. The annual budget and appropriations shall be based on the annual level of service and related cost estimate approved by Agency Board and agreed to by the City of Cocoa. Nothing herein shall require the Agency Board to budget and appropriate funds for the Program.

POLICE CHIEF REPORTING TO AGENCY BOARD
The Police Chief or the Police Chief's designee will be available to attend Agency Board meetings on an as needed basis to report on the development and implementation of the Program and during the annual budget and appropriation process.

POLICE PERSONNEL AND PROGRAM SERVICES
Police personnel utilized for the Program will have responsibilities as determined by the Agency Board and Police Chief. The Program is intended to be flexible based on the law enforcement needs in the

Downtown Area. However, the following is a summary of the Program components that will be developed and fine-tuned through experience:

- The Agency Board, in consultation with the Police Chief, will be responsible for defining the geographical limits of the Downtown Area for purposes of implementing the Program.
- Develop task forces to address specific problems as issues are identified or seasonal issues present themselves including, but not limited to, crime, drug and gang activities, homelessness, nightclubs and bar early morning hours and closings, noise and other nuisances, traffic enforcement, special event issues, and quality of life problems.
- Officers assigned to serve the Program shall be in addition to the current police coverage within the Downtown Area. Assigned officers shall not be used as a substitute for regular officers currently assigned to patrol the Downtown Area.
- Officers assigned to serve the Program will work specifically assigned shift details exclusively for the Downtown Area in order to build a relationship with residents and businesses within the Downtown area.
- Officers assigned to serve the Program will not be utilized for calls outside of the Downtown Area unless an emergency situation arises as determined by the Police Chief. Assigned officers will have flexibility to adjust their work schedule and tactics to address a myriad of issues they will encounter within the Downtown Area. Tactical plans will remain fluid and Assigned officers will continuously analyze the issues and problems in the Downtown Area to ensure maximum effectiveness.
- Officers assigned to serve the Program will regularly patrol on foot, bike, ATV or other approved mobility device to provide a noticeable Downtown Area presence.
- Officers will be trained and become a “specialist” in problem solving issues that are prevalent in the Downtown Area.
- Officers assigned to serve the Program will provide outreach and education to Downtown businesses and residents with regard to crime prevention and public safety.
- Officers assigned to the Program will conduct regular patrols of Riverfront Park and Lee Wenner Park.
- Officers assigned to serve the Program may be required to provide enhanced parking enforcement within the Downtown Area and code enforcement related to vessels docking at Riverfront Park pursuant to Section 14-11 of the City Code.
- Officers will provide such other non-traditional services approved by the Agency Board and Police Chief as deemed necessary to provide enhanced law enforcement services within the Downtown Area.

CITY COUNCIL DELEGATION OF AUTHORITY

The City Council hereby delegates authority to the City Manager and Police Chief to implement the operational aspects of the Program on the City of Cocoa’s behalf and employ such personnel and resources as deemed reasonably necessary in furtherance of and consistent with this Program. The Agency Board is hereby empowered to implement the Program consistent with this Program.

CITY COUNCIL RESERVATION

The City Council hereby reserves the right to suspend or terminate the Program at any time.

During the planning and development of the 2022 Cocoa CRA Plan Update, Staff and Agency Members discussed the Community Policing Initiatives and the Agency Members directed Staff to modify the CRA Plan and bring it back before the Agency and Council for approval.

Planning and Implementation Meetings

- July 5, 2022 – Agency Members authorized Staff to amend the Plan to include enhanced Community Policing Initiatives.
- August 1, 2022 – Agency Members approved the FY2023 Budget that includes Community Policing Initiatives.
- September 6, 2022 – Special Cocoa CRA meeting to approve draft plan
- September 7, 2022 – Regular P&Z Meeting
- September 13, 2022 – Special Cocoa CRA meeting to approve the final plan
- September 27, 2022 – City Council meeting (First Reading)
- October 11, 2022 – City Council meeting (Second Reading) – Adoption

The 2008 Cocoa Waterfront Master Plan and the 2018 Waterfront Plan Update

During the development of the 2008 Cocoa Waterfront Master Plan and 2018 Cocoa CRA Waterfront Master Plan Update, a series of public workshops were held with the citizens and merchants of the City of Cocoa to assist in the development of this redevelopment plan. After each meeting, the consultants summarized the results and incorporated them into the next phase, at which time consensus was attained. The 2008 plan was approved as the Great Recession occurred and only up until the last five years has there been a renewed interest in redevelopment. Redevelopment was occurring largely around Riverfront and Lee Wenner Parks until Hurricane Irma in September 2017 destroyed all waterside amenities. The following is a summary of the workshops and the planning activities that occurred:

2008	**WATERFRONT PLAN**
May 28	Steering Committee Kick Off Meeting
June 17	Public Kickoff Workshop
June 25	Issues & Opportunities Public Workshop Part A
June 26	Issues & Opportunities Public Workshop Part B
July 29 to 31	Design & Implementation Workshop
2017-2018	**WATERFRONT PLAN UPDATE**
December 20	Public Kickoff Workshop
January 9	CRA Board Introduction
January 10	Programming Workshop
February 26	Public Review Meeting
April 10	Presentation to CRA Board
June 12	Approved Waterfront Plan Update and Directed Staff to Draft Amendments to Cocoa CRA Community Redevelopment Plan
2018	**CRA PLAN UPDATE – WORKSHOPS/MEETINGS**
August 29	Public Workshop
September 4	Special Cocoa CRA Meeting
September 10	Special Planning & Zoning Meeting
September 18	Cocoa CRA meeting to approve plan
October 10	City Council First Reading
October 24	City Council Second Reading

BACKGROUND

With the devastation to the Cocoa Waterfront brought on by Hurricane IRMA in September 2017, the Cocoa CRA Board felt compelled to work with the public to rapidly cast a new vision for the Waterfront. The loss of waterfront access and facilities had an immediate impact on the quality of life and economic vitality of Downtown Cocoa Village. The result was a 2018 Waterfront Master Plan update study which will guide the CRA and City of Cocoa in the rebuilding of existing waterfront infrastructure, the development of new amenities, and addressing waterfront resiliency. The implemented plan will result in an important social and economic center and serve as a catalyst for redevelopment activity and business growth.

PUBLIC PARTICIPATION

There was a strong community commitment to the goals of recovery, and improving waterfront access for the future, where City Council, the CRA Board, City Management, managers, consultants, and staff were committed to the full range of activities required to make public participation work and be willing to obtain and consider public input in the creation of the Plan. Extensive efforts were made to include and to survey citizens, waterfront residents, boaters, a gambit of waterfront user groups ranging from the Coast Guard Auxiliary, to Sea Scouts, other key stakeholders, and environmental organizations, representatives of waterfront agencies that are, could or would be involved. The Planning and Engineering consulting team and City Staff diligently worked together to design a public participation strategy that helped to successfully serve the need for actively engaging public participation through setting forth meaningful, clear, successful public participation with all groups concerned. This helped to build the capacity of the community to work together constructively and deal with the immediacy of the hurricane damage, solve problems, and build a stakeholder engaged plan for the future. A clear structured planning process was designed with well-defined rules of engagement about how public participation will be conducted, what questions needed to be asked, and how the decisions would be made.

As Cocoa prepares to rebuild waterfront amenities, it was deemed important to validate and refine prior ideas for the waterfront, plan for enhanced waterfront resiliency, and continue to position the waterfront as socially and economically supportive of the adjacent properties and community at large. The downtown waterfront at Cocoa Village is a vital environmental, recreational, cultural and economic asset that should be planned in concert with the broader community and CRA vision. The goals for the update were to take a high level review of the existing plan, and validate and /or refine the current community needs, interests and opportunities associated with the waterfront facilities.

The outcome is an updated set of ideas included herein for park, waterfront and boating facilities that have been identified as specific projects that have been assigned priority and conceptual budget estimates. The Cocoa CRA is prepared to continue to reinvest in its signature downtown to expand the use of the waterfront for all residents.

Five key problem takeaways were derived from participatory public meeting sessions as follows:

- Make Lee Wenner Park feel safer;
- Enhance and Promote the Environment;
- Increase Boater Access and Day boater visitations;

- Expand Landside Activities; and
- Preserve and grow the Economic Development of the Village.

Solutions took form in an updated set of ideas for park, waterfront and boating facilities that have been identified as specific projects that have been assigned priority and conceptual budget estimates included in the CRA Projects List. The Cocoa CRA is prepared to continue to reinvest in its waterfront for all residents to expand the use of its signature downtown as follows:

- A Living Breakwater
- North Mooring Facility & Pump Out Vessel and Facilities
- T Dock with mix of Fixed and Floating Piers (400')
- Dinghy Dock, Day Slips, & New Fishing Pier
- East Lee Wenner Park Island Shoreline Stabilization
- Lee Wenner Park Civic Center
- Harbor Master Building
- Lee Wenner Park Renovation
- Taylor Park Renovation
- Promenade with Overlook Viewing Areas
- Porcher House Lawn and Garden
- Support Building for Amphitheatre
- Harrison Street Streetscape

While the projects identified in the plan, are and will be highly impactful for many years, a central overlying concern/problem was resiliency. The question is how do we construct access to the waterfront, in ways that are hurricane, and storm surge resistant, aesthetic, and environmentally sound? How do we prevent and how do we protect, newly constructed projects from being washed away in the next storm, and how would we do it in a way that enhances, the marine environment? As such, there was a strong consensus that the Plan must provide for project structures, that are based upon tested, more resilient engineering designs, and made of more durable materials.

Adopted 2008 CRA Plan



2017 Hurricane Irma Damage



Waterfront Update 2018 Study Area



THE PLANNING PROCESS



The Waterfront Master Plan Update was completed between January and April, 2018. The plan included a January 10th Programming workshop with specific exercises regarding community goals for the waterfront, as well as strengths, weaknesses and opportunities for the waterfront. The Design Team used this information, as well as other technical review, to develop a draft conceptual master plan, which was reviewed in a second public meeting on February 26th. This meeting focused on draft plan ideas, and specific exercises for community response and refinement. Over 100 attendees participated in each event. Following the public meetings, the master plan and implementation projects were refined in workshop sessions with the City/CRA staff and presented to the CRA Board and approved on April 10, 2018.

The public meetings provided the design team with hundreds of comments and ideas, each of which was documented and reviewed. A set of guiding Planning Principles were developed as a way of organizing the major topics of community input:



1. **Make Lee Wenner Park Feel Safer**
    - Homeless at Lee Wenner Park
    - Lighting, Cameras and Clear Views
    - Activity at Lee Wenner Park
    - Utilize “Crime Prevention Through Environmental Design” Principles
2. **Enhance and Promote the Environment**
    - Water quality / River Outfalls
    - Clean up the FDOT relief pond
    - Education and New Forms of Access
    - Storm Protection / Protected ‘Harbor’
    - Fishing and Views at Waters’ Edge
3. **More Access: Boats and Day Visitation**
    - Day Slips and T-Dock for Smaller Vessels
    - Mooring Field and Pump-out & Dinghy Docks
    - Kayak / Canoe Opportunities
    - Potential future large ICW Dockage
    - Cocoa Waterfront as ICW ‘Destination’
    - Harbor Master and Concession Building
4. **Expand Landside Activities**
    - Continue to Support Large Events
    - New Gathering / Small Event Spaces
    - Walking and Biking Linkages
    - Maintain Quiet / Respite Spots

- Find spot for a Dog Park
- Maintain Amphitheater and Taylor Park

5. Economic Development

- Quality waterfront enhances City
- Tourism and 'events' build business
- A new Civic Center might support community needs, create new waterfront / water-based activity and a new 'address' for downtown development.

The Waterfront Master Plan identifies specific projects and ideas based upon the Community Input, Planning Principles and post-IRMA reconstruction needs. The plan includes several fundamentally new ideas for Cocoa's Waterfront:

1) Diversified boating access, with increased day slips, dinghy docks and large vessel tie up via more resilient floating docks and concrete peers.

2) Managed mooring field with support facilities, including harbor master building, pump out and boater services.

3) Relocated civic center to take advantage of the waterfront and diversify the use of Lee Wenner Park.

4) Re-imagined promenade to include overlooks and strolling and seating experience, but not to replace the old structures over water.

5) Opening the waterfront to Delannoy Ave by relocating the existing Civic Center.

The plan includes other features and details best reviewed in the project presentation documents.



COCOA FLORIDA

City of Cocoa

Waterfront Conceptual Master Plan

April 09, 2018

LEGEND:

Waterfront Improvements

1. Living Breakwater
2. North Mooring Facility + Pump Out vessel & facilities
3. T Dock with mix of fixed and floating piers + 100' extension. Include floating piers + concrete construction
4. Dinghy Dock
5. Day Slips
6. New Fishing Pier, East Lee Wenner Island
7. Shoreline Stabilization

Lee Wenner Improvements

1. Civic Building
2. Harbor Master Building
3. Lee Wenner Park Renovation

Downtown Park Improvements

1. Taylor Park Renovation
2. Promenade
3. Overlooks
4. Porcher House Lawn + Garden
5. Support Building for Amphitheater
6. Harrison Street Streetscape

VISION AND VISUALIZATION

VISION : OPENING RIVERFRONT PARK TO COCOA VILLAGE

The community recognizes that the current Civic Center (former downtown Library) is reaching the end of its' useful life. If the Civic Center was removed, the Porcher House, Riverfront Park, Amphitheater and waterfront views would all be opened and featured to Cocoa Village in a more dramatic, accessible way. This would also create a more attractive 'address' for nearby redevelopment property in the Village, as well as expand the use of the park for all the residents of Cocoa.





VISION : NEW CIVIC CENTER AT LEE WENNER PARK

The community is interested in the possibility of locating a new Civic Center at Lee Wenner Park to gather and celebrate the waterfront in a more proximate manner than is currently possible. Further, locating this type of community use would diversify the function of the park to support a wider array of boating, recreation, and community activities – making the park more relevant, safe and useful for all the residents of Cocoa.





High, Medium, and Low Priority Projects

HIGH PRIORITY PROJECTS

A. Waterfront Projects
Dinghy Docks
T-Dock and Extension
Day Slips
New Fishing Pier, East Lee Wenner Park
Shoreline Stabilization
**The City is reconstructing the facilities through grants, etc. as they existed prior to Hurricane Irma. The CRA will fund enhancements.*

B. Historic Cocoa Village
New Civic Center
Lee Wenner Park Renovations **
***Agreement attached as an Appendix*
Promenade Reconstruction
Promenade Overlooks
Support Building for Amphitheatre
Identify Gateway Locations and Develop Wayfinding Package
6 Forrest Avenue Entrance Features
Gateways and Signage

C. Uptown District
Street and Sidewalk Improvement Program
Landscape Standards
Signage Regulations
Land Use Provisions

D. Streets
Municipal Parking/Shared Parking Facilities/ Additional On Street Parking
Street Tree Program
Streetscape Reconstruction

E. Catalyst Mixed Use Redevelopment Sites
Redevelopment of 603 Brevard Avenue
Redevelopment of 915 Florida Avenue

F. The Heart of Cocoa
Creation of Workforce Housing
Façade Grant Program
Paint Program

MEDIUM PRIORITY PROJECTS

A. Waterfront Projects
North Mooring Facility and Pump Out vessel & facilities

B. Lee Wenner Park
Harbor Master Building
Porcher House Lawn and Garden

C. State Road 520 Corridor
King Street and Willard Street Improvements-Option A
Improve Intersections at King/Brevard & Willard/Brevard Streets
Promote Vehicular Cross Access from King or Willard Streets

D. Streets
Rosa L. Jones Blvd. Traffic Circle
Two Way Street Conversion
Loading Zones in Village

E. Catalyst Mixed Use Redevelopment Sites
Bank of America Site
Suntrust Bank Site

LOW PRIORITY PROJECTS

A. Waterfront Projects
Living Breakwater

B. Park Projects
Large Vessel Docking Pier
Taylor Park Renovation
Harrison Street Streetscape

D. Uptown District
Mixed Use Residential Infill

E. The Heart of Cocoa
Catalyst Park Site

F. State Road 520 Corridor
King Street and Willard Street Improvements Option B
Two Way Access to Riveredge Dr./SR 520

Environmental Quality

The essential premise behind the Community Redevelopment Plan is to formulate a program which will enhance the overall quality of life in the CRA. Through the provision of public infrastructure improvements

and the encouragement of private sector restorations and reconstructions of commercial and residential structures, this plan shall have a positive impact upon the quality of the environment of the boundaries of the community redevelopment area. The plan will ensure that all commercial and dwelling units comply with the standards for safe, decent and sanitary human occupancy, thereby encouraging pride in the community. Furthermore, through the encouragement and creation of additional opportunities for employment, it will foster a positive economic impact on the blighted and economically disadvantage areas of the City, including the Heart of Cocoa Neighborhood.

Crime Prevention

Several portions of Chapter 163, Florida Statutes, encourage the development and support of community policing initiatives within the CRA. Community policing involves the face-to-face interaction of law enforcement officers with neighborhood residents and businesses in order to involve the community in identifying problem areas and assisting with the police effort. Crime prevention and community policing programs, such as Crime Prevention Through Environmental Design (CPTED), will become an important component of the area's civic support system. CPTED is based upon the theory that the proper design and effective use of the built environment can reduce crime, reduce the fear of crime, and improve the quality of life. Built environment implementations of CPTED seek to dissuade offenders from committing crimes by manipulating the built environment in which those crimes proceed from or occur. The three most common built environment strategies are natural surveillance, natural access control and natural territorial reinforcement. Community policing is a proven method to help increase the sense of security, possibly resulting in increased investment. Experience with community policing efforts shows that it takes a period of years for local law enforcement to establish the community bonds and contacts needed to form the foundation of community policing. The issue of safety and security in the area is considered a priority.

Urban Design Improvements

In 2008, the City of Cocoa commissioned Glatting Jackson Kercher Anglin to prepare a master plan and implementation strategy for the Cocoa RDA with particular focus on improving the activity of the waterfront and connectivity to it. Key elements of the 2008 Waterfront Masterplan, are included herein. Four general waterfront objectives were established at the outset of the project:

1. Connect the riverfront boardwalk along the river
2. Enlarge the "T-Dock" to accommodate larger vessels
3. Establish boat mooring fields adjacent to the Cocoa Village waterfront
4. Connect Cocoa Village to the river

Community Vision

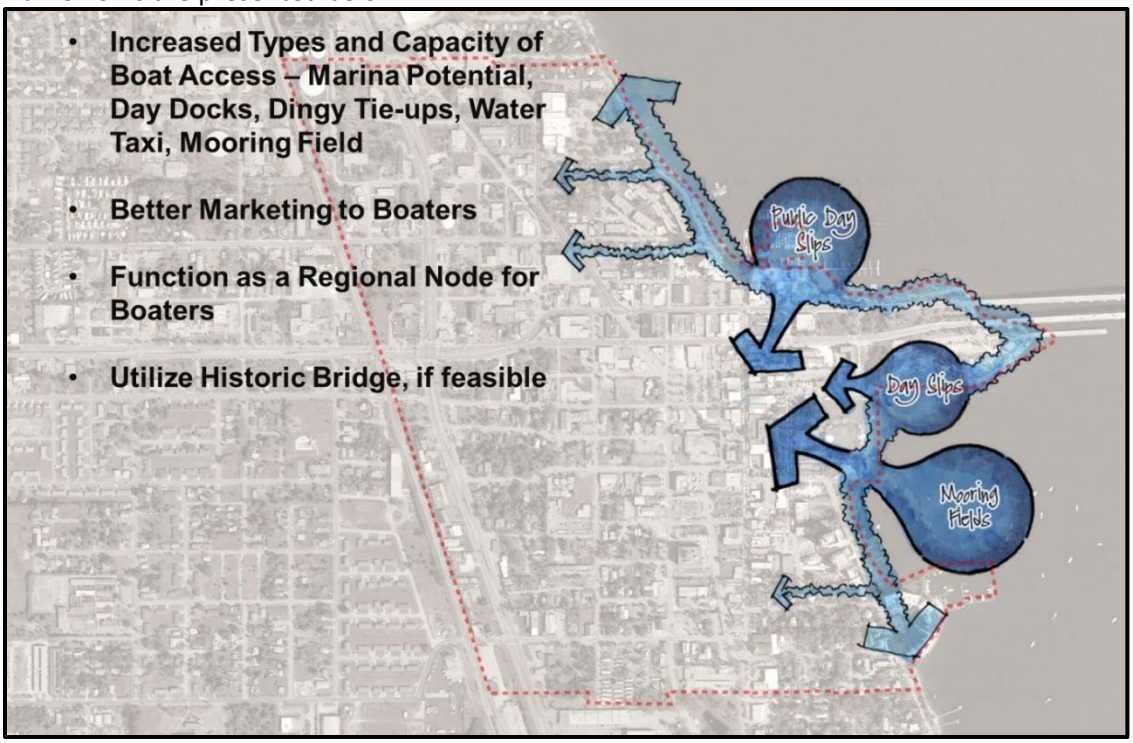
The four stated waterfront objectives became the springboard for a comprehensive discussion on urban design and redevelopment of Cocoa Village and its context. As a result of community input during the

early stages of the project, the following objectives broadened the study to include the balance of the Cocoa RDA District and articulated the community's vision for the future:

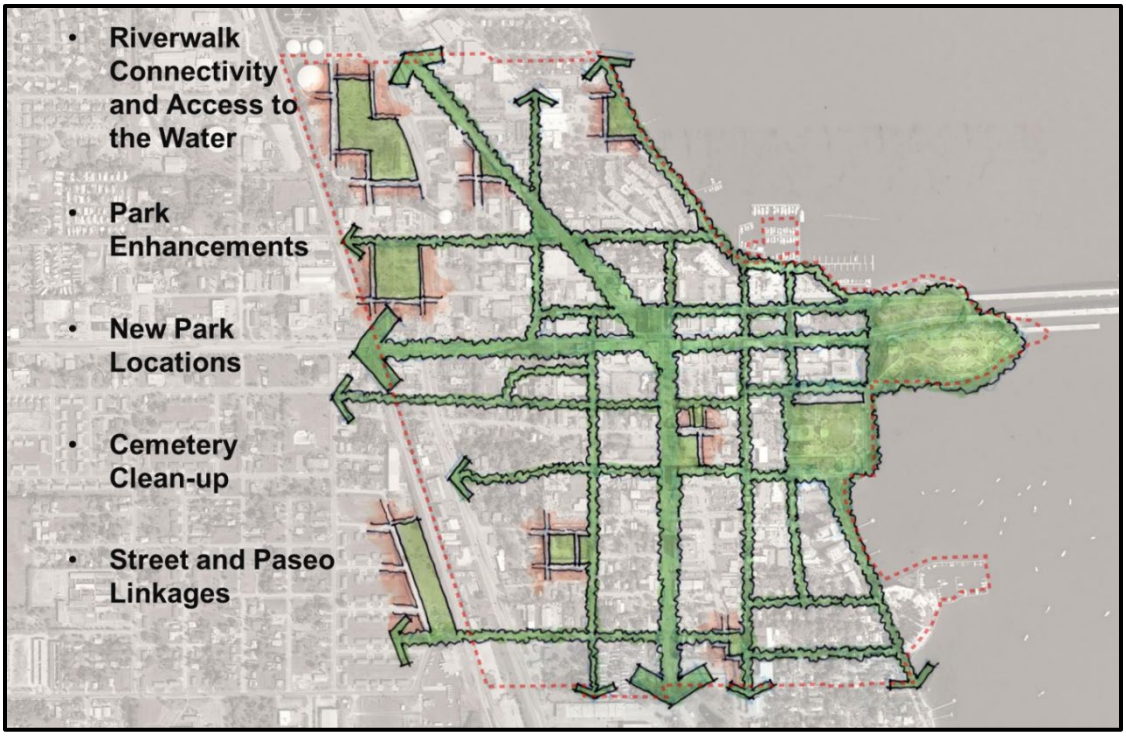
1. Enhance downtown vibrancy and sustainability by increasing opportunities for mixed-use residential development in the RDA.
2. Strengthen the identity of Cocoa Village through improved gateways, internal wayfinding, and branding downtown Cocoa.
3. Improve pedestrian walkability and livability of streets within the district, particularly the major arterials that bisect and border the RDA district such as State Road 520 and US 1.
4. Improve boater accessibility to Cocoa Village and improve connectivity of open spaces along the riverfront.
5. Build upon the existing artistic, cultural, and historic assets of Cocoa Village by re-introducing past traditions and promoting new community events.
6. Improve the appearance and image of the community by addressing derelict properties, improving controls on noxious aesthetics, and creating a more consistent appearance and quality.
7. Improve the success of business downtown by uniting merchants and creating shared standards of retailing.

Planning Principles and Design Frameworks

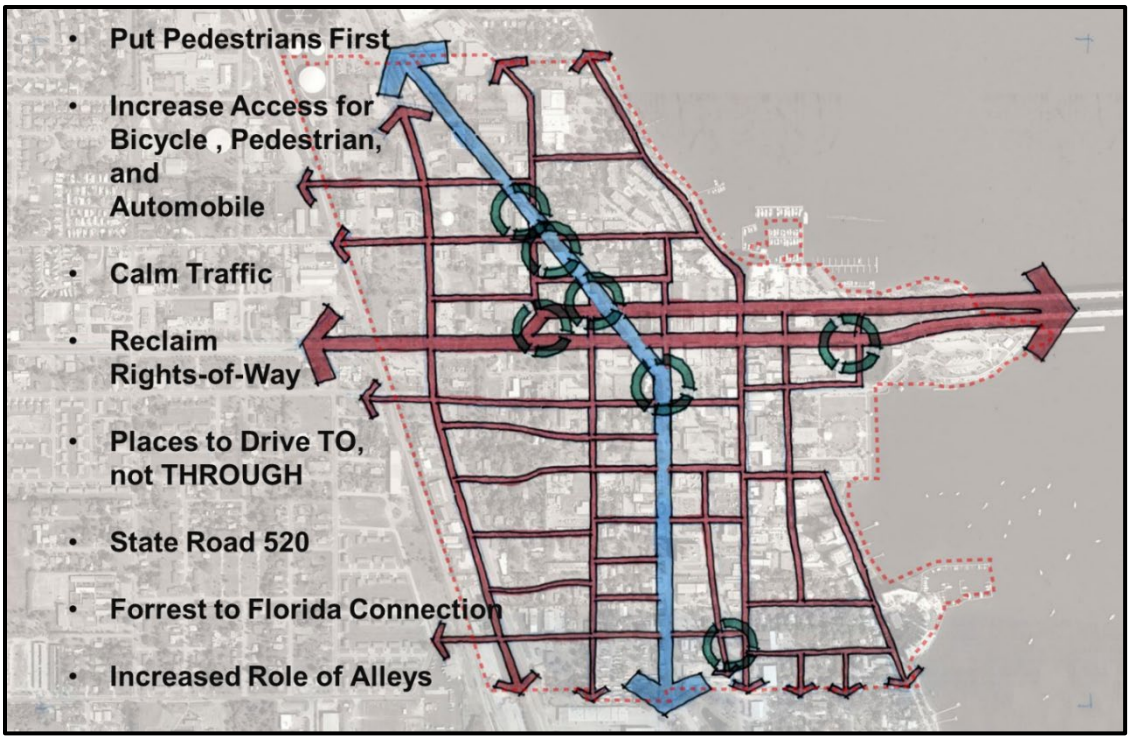
As part of the Public Issues and Opportunities Workshop, the community stakeholders established the following six (6) frameworks to improve the local and regional allure of the Cocoa Village waterfront and downtown vicinity by enhancing pedestrian connectivity, boater access, public identity, and diversity of development within the Cocoa CRA. Glatting Jackson and the steering committee developed the following Design Framework to lead design recommendations and proposed improvements. Each of the frameworks are presented below:



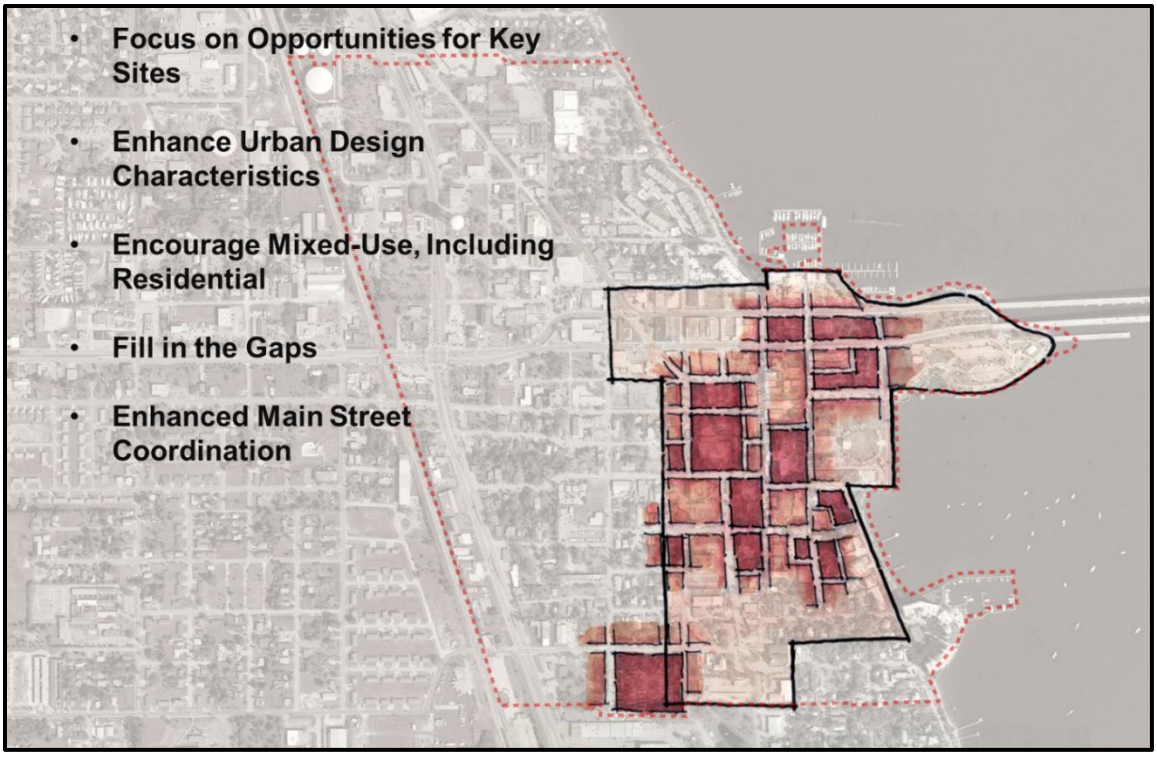
Framework II - *Enhance and Connect Open Space*



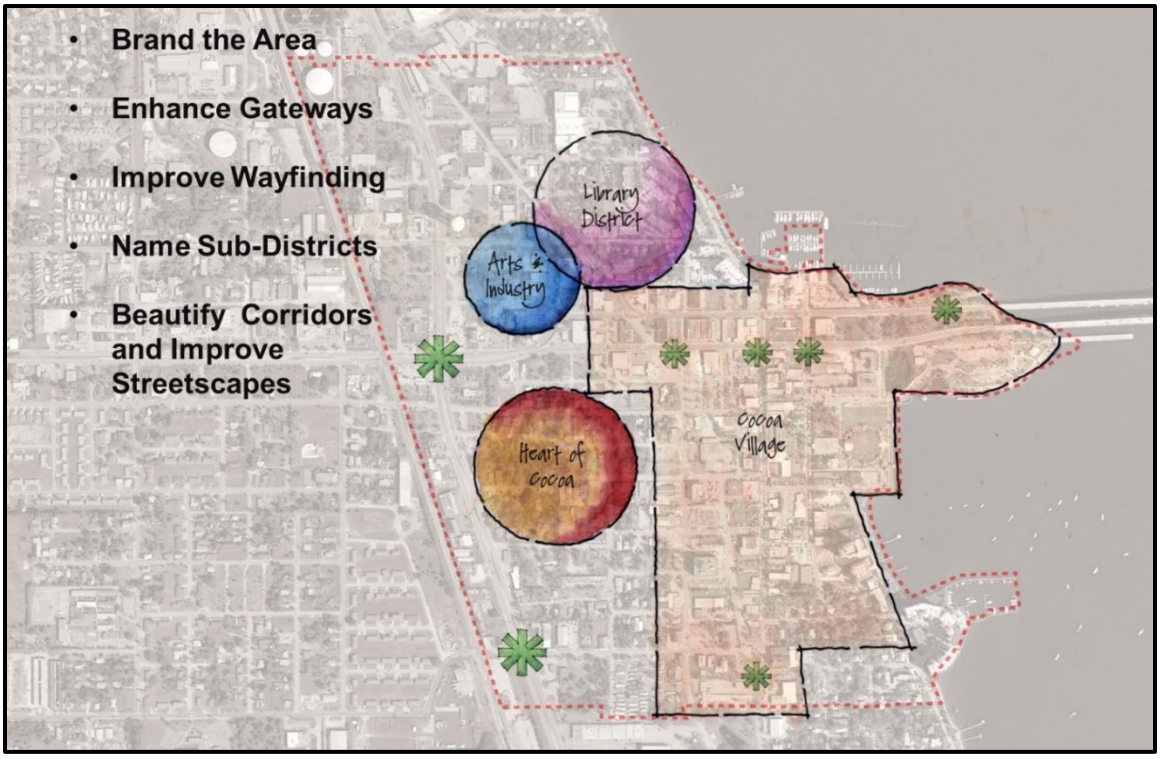
Framework III - *Livable Approach to Streets and Traffic*



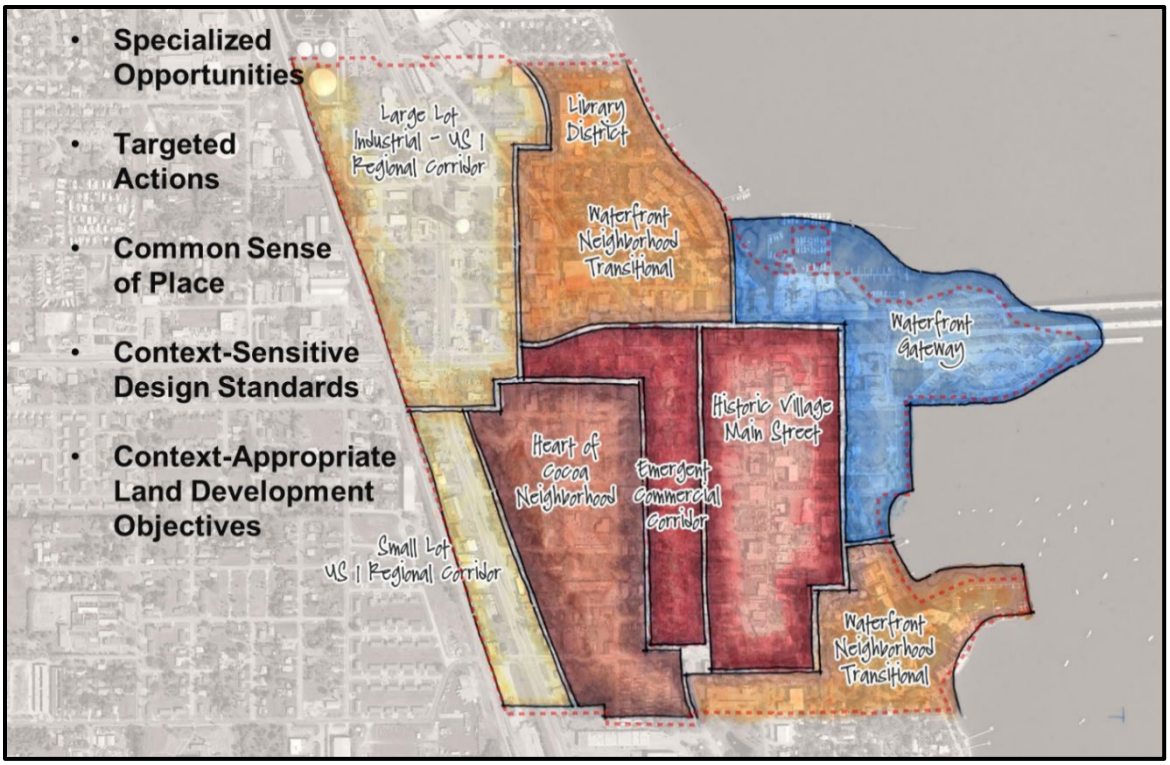
Framework IV - *Expand Main Street District-Wide*



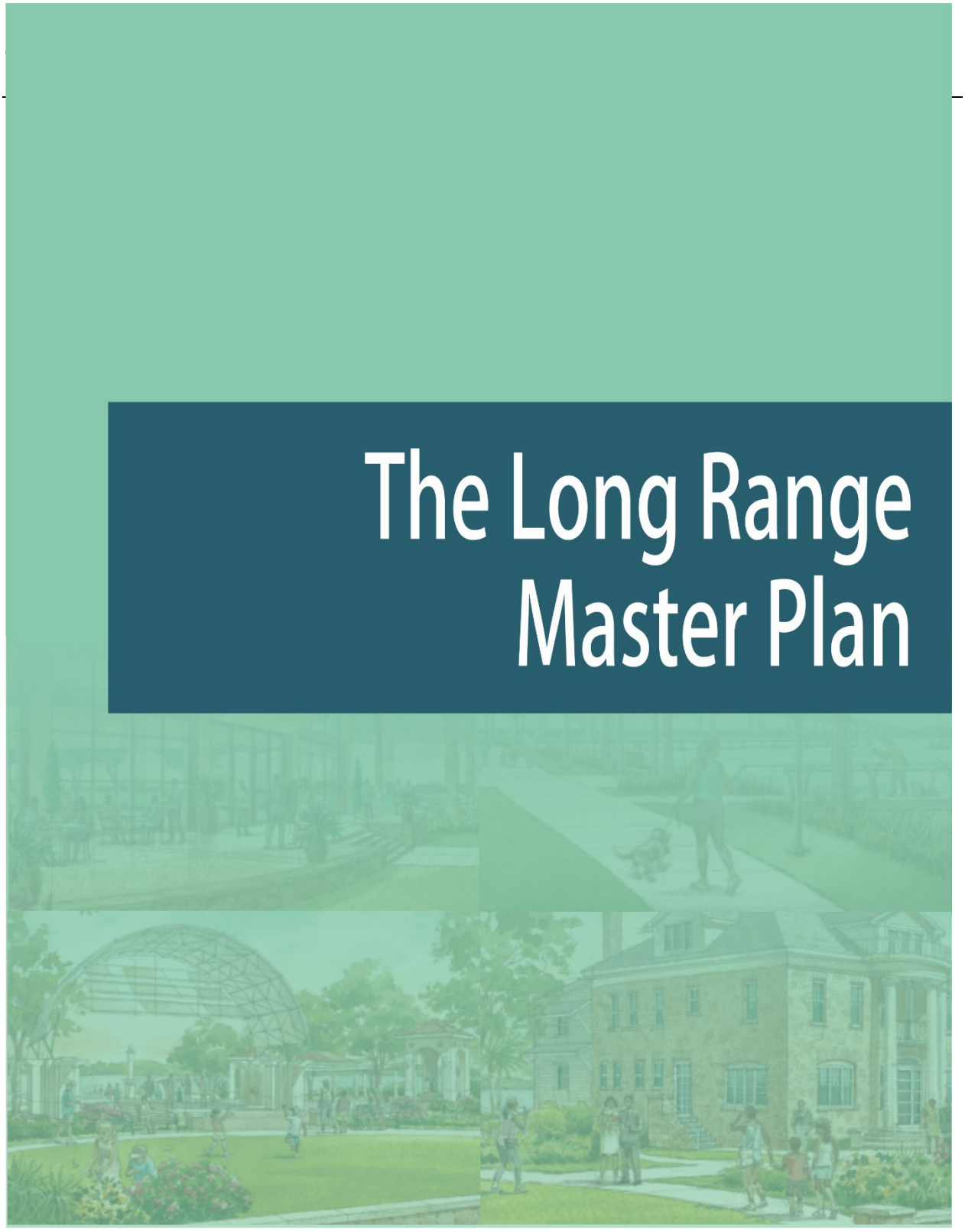
Framework V - *Enhance the Village Arts Image*



Framework VI - *Enhance the Sub-Districts*



PART IV



Long Range Land Use Concept Plan

OVERVIEW

The Long-Range Master Land Use Plan was developed as a guideline for promoting the sound development and redevelopment of the properties in the Cocoa Redevelopment Area. The plan should be updated and revised based upon changes in the economy, public concerns, and private development proposals. The plan seeks to translate economic development strategies into a physical form with minimal impact to natural and cultural resources. The significant aspects of the plan are listed below.

- The plan locates where the major economic base land uses (industrial / office / commercial) should be in order to best attract prospective businesses, and at the same time be well integrated into the desired future transportation and land-use patterns.

- The plan locates and plans for a transportation system that can accommodate the future growth patterns without costly retro-fit and renovation widening projects.

- The plan allocates areas of residential densities that: work with the loading of future roadway networks; are compatible with the existing community structures of each area; are respectful and compatible with adjacent land-uses; minimizes commuting distances and reinforces future public transportation options, offers a diverse range of housing opportunities for all income ranges and lifestyles.

- The plan locates commercial sites based upon expected market demands and reasonable residential service areas.

- The plan provides for the location and size of parcels of land to be set aside for schools, parks, and other community services. This eliminates the costly and awkward approach of having to retrofit these essential amenities later.

- The plan provides a tool for the RDA to promote economic development by showing prospective corporate entities locations of parcels that have been set aside for their purpose, thereby reducing the developers risk and permitting hurdles when coming to the community.

- The plan provides a holistic means for the RDA to guide the approvals of new developments based upon an agreed upon strategy.

- The plan allows the RDA to make capital improvements projections based upon known future public project needs, demands, and proposed locations.

COCOA VILLAGE

While already a strong center of the community, the Village requires improved visual and physical accessibility and a strategic plan for revitalizing under-utilized private properties. The major initiatives recommended include a focus on public infrastructure and private development incentives. Enhancement to wayfinding and signage is desired along the periphery of Cocoa Village. Currently, there are minimal signs and gateways elements that announce the entry points into the Village. Identification of key gateway locations on the periphery of the Village, acquisition of easements from property owners and gateway architecture and development of a signage/wayfinding package are recommended. In addition, conversion of one-way streets to two-way and streetscape improvement for aging streets are recommended. Significant redevelopment opportunities exist at several sites in the Village, including Bank of America, the former City Hall and Sun Trust Bank sites.

The Cocoa Village historic commercial area could be visually and spatially one of the finest in the state of Florida. Clearly, this asset needs to be stabilized economically and preserved and enhanced visually in order to maintain it as the thematic heart and soul of the City. The historic character of this part of the City should always set the tone for the quality of life draw for the City's future growth and development. The CRA needs to continue with the remarkable strides it has made over the past few years to maintain the character of the area.

From a land use standpoint, the redevelopment strategy for this area should be to encourage the in-fill of vacant buildings and sites with new retail commercial businesses that are compatible with the historic boutique specialty shops that already exist in the area. The architecture of these buildings should be historic Cocoa in nature and be built on the ROW with new setbacks; similar to the older historic buildings. An effort should be made to encourage the occupancy of the second floor space with residential and office uses. This goal should be encouraged for both existing as well as new in-fill buildings.

The CRA needs to continue to promote the village as an activity center and provide assistance to the existing businesses in the area of marketing, product venues and display, façade renovations, etc. An on-going recruitment program needs to be in place to continually bring in "specialty or boutique" retailers into the downtown. The synergy that is developed by creating a concentration of quality, one-of-a-kind merchandisers into the village will help everyone.

The properties between Florida Avenue and Brevard Avenue are situated on top of the old dune formation along the river. This local high point was utilized for the old railroad spur and the old Dixie Highway Alignment due to its high and dry condition. This same condition of high elevation also makes it ideal for the future location of multi-story buildings. Multi-storied buildings would have magnificent views toward the water looking out over the village below. As the market continues to become receptive and attractive, these sites should eventually be redeveloped into mixed-use office buildings or residential condominiums. In either case, they should have retail space on the ground level to be oriented toward either Brevard Avenue or Florida Avenue. These existing sites are currently occupied by the telephone and power company. These are uses that are extremely difficult to relocate.

In addition to relocating utility companies, as previously mentioned overhead utilities, managing stormwater, inadequate lot sizes, and several properties determined to be environmentally constrained

as they are contaminated or suffer from the perception of contamination, all pose challenges to redevelopment. For these reasons, this is a long range proposal.

Gateways and Signage

Along the periphery of Cocoa Village, enhancement to wayfinding and signage is desired. Currently, there are minimal signs and gateways elements that announce the entry points into the Village. The CRA should identify key gateway locations on the periphery of the Village and acquire easements from property owners and design gateway architecture and develop a signage/wayfinding package.

Streets

Two major ideas that precipitated from the Design Workshop were conversion of one-way streets to two- way and streetscape improvement for aging streets. Recommended programs and capital projects include:



1 Existing one-way condition on Brevard Ave. Motorists use two lanes as one; rarely is the second lane utilized for thru traffic

- Two-Way Street Conversion: Initiate a transportation study for two-way conversion of one-way streets: Brevard Ave., Delannoy Ave., Oleander St., River Edge Blvd., and Brevard Court, including the overall traffic network for the entire Village.



2 Potential Cocoa Village designated loading zones showing loading/unloading point and service area (yellow halo)

- Traffic Circle: Redesign Rosa L. Jones Boulevard Traffic Circle as a true square with a gateway park.
- Two-Way Access to River Edge Blvd./SR 520: Study the feasibility of a traffic signal and two-way access to/from River Edge Boulevard to east and west bound SR 520.
- Streetscape Reconstruction: Initiate streetscape reconstruction projects for Brevard Ave. and Delannoy Ave. – refurbishing the corridor of Rosa L. Jones Boulevard.
- Street Tree Program: Consider a Village-wide street tree program for installing new and replacing failing trees.
- Loading Zones in the Village: Designated loading zones on alleys and side streets for deliveries during peak hours to relieve retail streets from congestion by large trucks. Explore the possibility of adding ride-sharing sites to the loading zones.

Catalyst Mixed-Use Development Sites

As the real estate market continues to express interest in the Cocoa CRA, assessing the existing building occupancy in Cocoa Village and determining which sites are best positioned to redevelop as market conditions improve is recommended. There are several key development sites that are currently under-utilized due to outdated land use or building design and the following suggestions resulted:

- 603 Brevard Avenue (former City Hall site): Study site development options and potential public/private development venture on the former City Hall site at the corner of Factory Street and Brevard Avenue.

- 430 Brevard Avenue (former Bank of America site): Determine status of potential time frame for redevelopment of the property and utilize former development studies as the basis for attracting developers to consider the parcel at the corner of Church Street and Brevard Avenue.

- 100 Delannoy Avenue (former branch office of SunTrust Bank): SunTrust consolidated and redeveloped its branch office on its former drive-thru site and sold the former branch office site. Work with the current property owners to determine highest and best use for the site.

HEART OF COCOA

The Heart of Cocoa neighborhood (HCN) has tremendous historical significance to the City of Cocoa especially the African-American community. The City and the CRA have made a substantial financial investments in the HCN and has adopted policies and programs in furtherance of the Federal Consent Decree. The City has taken enforcement action against property owners and tenants when such actions are warranted to preserve the residential and historical character of the HCN. Private investment in the HCN has not been as significant as projected. New private and public investment projects have recently materialized on properties adjacent to and near the HCN. City staff is optimistic the proposed redevelopment projects will serve as the catalyst for future private investment within the HCN. The City and CRA continue to affirmatively embrace and enforce the provisions of the Substitute Consent Decree as it serves as the instrument to maintain the residential and historical character of the HCN.

The Substitute Consent Decree

Due to a previous federal lawsuit in which the City and CRA were defendants, the Heart of Cocoa area is a subject to an original federal consent decree which was substituted with a revised Substitute Consent Decree. The Substitute Consent Decree was prepared approved by the Federal District Court on January 28, 2009. The City and the CRA are parties to the Substitute Consent Decree, and the terms and conditions of the Substitute Consent Decree is binding upon the City and CRA. The Substitute Consent Decree entirely replaced the original Federal Consent Decree and rendering the original Consent Decree obsolete. Critical provision of the Substitute Consent Decree which will preserve and enhance the residential character of the Heart of Cocoa neighborhood, as well as facilitate redevelopment include:

1. Zoning. The City will maintain the low-density residential character of the HCN; encourage voluntary replacement of existing wholesale commercial uses with low density residential uses or low intensive neighborhood commercial uses such as mixed-use developments, while preserving existing uses as provided by law. Further, the City will encourage production and development of affordable houses by the private sector in the HCN.

2. CRA's Redevelopment Plan. The City and CRA will generally support a variety of housing initiatives in the HCN. For example, through the CRA's Redevelopment Plan, the CRA and City shall continue to support applications for Section 8 housing certificates, vouchers, and other rental housing

programs. The City will support programs for improving rental housing, infill housing, new construction of affordable housing to low and low to moderate income persons in the HCN. The City will make affirmative efforts to promote the use of rental assistance in conjunction with rental rehabilitation units to members of the plaintiffs' class who are low income renters and to take other appropriate measures. The City and CRA shall continue to support the development of new single-family residences in the HCN for low and low to moderate income families and to support. The City and the CRA may also enhance the residential character of neighborhood amenities within the HCN by supporting appropriate neighborhood commercial uses within the HCN and along the outermost perimeter of the HCN and adjacent to Florida Avenue, US Highway 1, or Rosa L. Jones Blvd.

3.

Redevelopment Goals and Objectives

In pursuit of accomplishing substantial improvements in the CRA, the following goals and objectives were established based on community input and approval. They provide the framework and general guidelines needed to direct decision making that will enable redevelopment activities that are consistent with the primary intentions of the community.

REDEVELOPMENT ADMINISTRATION

Goal I

Utilize the administrative and financial mechanisms necessary to achieve the goals and objectives of the Cocoa Redevelopment Plan as amended.

Objectives

1. The CRA should provide funding for staff and operational support for agency activities while concentrating tax increment revenues for funding capital improvements and other programs as approved in the Redevelopment Plan as amended and to leverage those revenues through grants, loans, or other financial mechanisms to expedite the completion of projects.

2. Enable the CRA to oversee the redevelopment planning process and to develop the appropriate strategies and policies necessary to implement the plan.

3. Promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the CRA using the talents of existing civic and merchant organizations and committees.

4. Utilize the above civic talents in conjunction with the Cocoa Main Street Program and Historic Cocoa Village Association to initiate desirable special events activities, to develop and implement sound marketing and promotion strategies and undertake public space improvement projects.

5. Ensure the provision of suitable public information services concerning all aspects of the redevelopment program through all forms of media, as well as neighborhood, merchant, and civic organization meetings.

6. Ensure the public of an on-going community communication process whereby the community is able to be involved in the development of new CRA policies and initiatives through public workshops and regular CRA board meetings.

REDEVELOPMENT POLICY

Goal II

Eliminate slum and blight conditions, which constitute an economic and social liability as defined by Florida Statute 163, in the redevelopment area.

Objectives

1. Eliminate dilapidated and unsafe structures through the continuation of the City's Demolition Program, where it is deemed appropriate.

2. Encourage the repair of existing substandard structures through enforcement of the City's Codes and the provision of financial incentives for rehabilitation and facade improvements, if possible.

3. Eliminate unsanitary and unsightly outside storage conditions through proactive code enforcement and revisions to the City's Zoning Codes.

4. Eliminate nonconforming uses that detract from the character of the community hindering investment opportunities through negotiation, acquisition, exchange, transfer of development rights, zoning changes or any other available means assuming the property owner voluntarily consents.

5. In cooperation with property owners, encourage the consolidation of nonconforming parcels of land into parcels of adequate size to accommodate new construction encouraging stable growth in those areas deemed appropriate.

6. Through successful implementation of projects and programs as described in the Redevelopment Plan, as amended, increase the tax base to generate additional revenue for the CRA.

Goal III

Prevent the future occurrence of slum and blight.

Objectives

1. As warranted, work with the Planning & Zoning staff, Planning and Zoning Board, and the City Council to revise the zoning classifications and the land development regulations within the redevelopment district based on the adopted overlay district to encourage a high degree of design and development standards for new construction and rehabilitation. Ensure that new development consists of appropriate land uses that will stabilize and enhance the overall quality of life of the area in order to achieve the desires and interests of its residents and property owners.

2. Work with the City's Community Services Department to formulate economic development strategies for the district that will ensure future economic stability and incorporate those strategies in this plan.

3. Create programs for development, rehabilitation, financial or other economic incentives to facilitate new investment in the redevelopment district thereby increasing the tax base.

Goal IV

Encourage the acquisition, demolition, and reuse of those properties, which, by virtue of their location, condition, or value no longer function at their highest potential economic use and are currently depressing the value and viability of the uses in the near vicinity to them.

Objectives

1. Identify and cooperate with those property owners within areas designated for potential redevelopment projects to encourage their willingness to participate in those projects in a way that best benefits their personal interests as well as the public good.

2. Encourage partnerships among the property owners, the private sector and the public sector in order to implement proposed redevelopment projects which will achieve public goals.

3. Facilitate redevelopment transitions by developing appropriate relocation plans sensitive to the needs of those whose properties will undergo reuse activities.

4. Work creatively to provide incentives for private sector participation in redevelopment projects and programs, such as a Facade Grant Program.

ECONOMIC DEVELOPMENT

Goal V

Maintain the unique and positive character of the sub-districts while promoting economic vitality of each.

Objectives

1. Establish public/private partnerships for redeveloping sites.

2. Improve the investment image of the CRA and utilize selected public actions to stimulate private investment.

3. Make the redevelopment area competitive with major activity centers in Brevard County while maintaining its unique character.

4. Expand the economic base of the district retaining existing jobs while creating new diverse employment opportunities.

5. Create investment opportunities which will increase the tax base thereby generating additional revenues to finance actions which support CRA goals.

6. Encourage the development of businesses in the area that are competitive in the region and encourage consumers to "buy local".

Goal VI

Market the CRA as a major destination point in the Central Florida Region.

Objectives

1. Promote the CRA as the center of the City's unique economic activities and market its assets.

2. Work to ensure sufficient funding for marketing that may include national campaigns as well as local and regional promotional efforts.

3. Maximize marketing opportunities in conjunction with other promotional organizations such as the Tourism Development Council and Historic Cocoa Village Association.

4. Project the image of the redevelopment area as a safe and exciting place to go while encouraging both business and family-oriented patronage.

5. Promote the redevelopment area as a unique center of activities that include a full range of commercial, office, institutional, community, residential, and neighborhood service facilities as well as the Cocoa Village Playhouse, arts and entertainment.

FUTURE LAND USE

Goal VII

Establish a land use pattern that reflects the CRA as a total community of diversified interests and activities while promoting compatibility and harmonious land-use relationships.

Objectives

1. Promote and locate strategic land use activities of regional importance, such as museums, within the CRA to attract visitors to the area and capture additional market opportunities, while reinforcing the unique character of the CRA.

2. Develop land uses and patterns that compliment and strengthen existing activity centers such as the waterfront and Cocoa Village providing linkages between those areas and proposed redevelopment projects.

3. Formulate future land use strategies on the premise of sound market analysis and demographic research.

Goal VIII

Encourage innovation in land planning and site development techniques.

Objectives

1. Work with the City and Planning and Zoning Board to include Mixed Use Developments within the Cocoa Overlay District, where appropriate.

2. Work with the City and Planning and Zoning Staff in the development of performance standards to be used within the CRA which will provide incentives and/or bonuses for developer proposals that provide for creative design and amenities.

3. Achieve the on-site mixing of residential and commercial uses in appropriate locations as determined by the community.

4. The CRA will promote mixed-use development patterns in new projects to provide greater diversity of use in close proximity of one another to promote reduced dependence on automobiles, and increased use of pedestrian and bicycle travel.

Goal IX

Provide aesthetic improvements and way-finding measures to increase the sense of community identity.

Objectives

1. Sign regulations should address the size, type, location, and amount of signage for the purpose of minimizing visual clutter, enhancing community character, and maximizing the flow of clear information to pedestrian and automotive traffic.

2. Develop sign regulations and standard design guidelines for store frontages and establish programs that provide incentives for voluntary compliance with new construction and retrofitting of existing signs and structures, where financially feasible.

3. When undertaking streetscape improvements, new private construction, and building rehabilitation, place utility lines underground where it is financially feasible to improve visual qualities.

4. Utilize a variety of beautification techniques to provide comfortable, pleasing, and healthful work, leisure, residential, and shopping environments.

5. Develop urban site design, landscape design, and architectural design guidelines for new and redevelopment projects.

6. Prepare landscaping, streetscaping, and lighting plans for public spaces to strengthen the historic character of the CRA and encourage the use of these features when negotiating private sector development plans.

Goal X

Make the protection of the historic character of the CRA a priority in all development activities.

Objectives

1. Encourage the retention and preservation of landmarks and historically significant structures.

2. Encourage the continued identification, analysis, and preservation of the CRA's historical resources.

3. Make property owners and investors aware of the tax inducements available as an incentive for restoring historical buildings for practical use.

TRANSPORTATION

Goal XI

Create a safe efficient traffic circulation system which provides sufficient access by all modes of transportation between activity centers within the CRA and the balance of the community.

Objectives

1. Assess existing traffic patterns and pursue any automotive transportation improvements, which may include vacating right of ways, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures which will increase traffic capacity and traveling convenience.

2. Create a parking system to support existing activities as well as increased demands as new development occurs in the CRA taking into consideration quantity, location, and design of such facilities.

3. Minimize the impacts of increased traffic and activity levels in residential areas.

4. Provide adequate loading and unloading zones for goods with minimum disruption of through-traffic.

5. Work with area wide mass transit providers including SCAT, taxi services, real time sharing, other modes of transit, and shuttles to encourage the expansion of an efficient mass transportation system.

6. Create a safe, secure, appealing, and efficient pedestrian system linking all major activity centers, parking facilities, and other interchange points.

7. Encourage pedestrian and bicycle pathways through the CRA appropriately designed and separated from auto circulation for safety purposes to be used as positive tools to improve the areas environment through the use of landscaping and other visual treatments.

8. Take advantage of the waterfront in pursuit of less conventional modes of transportation such as dingy docks, day slips and a T-Dock.

9. Support the redevelopment of the former FEC Railway passenger station site at US 1 and Rosa Jones Blvd. to a possible All Aboard Florida Brightline Tier 2 Station.

Goal XII

The CRA shall support the development of parking strategies to support the transportation goals.

Objectives

1. The CRA shall encourage the City to seek a public-private partnership to help establish a multi-use, multi-level parking facility, if needed, to reduce traffic congestion and increase pedestrian safety, reduce the amount of surface parking lots and increase green space within the Central Business District.

HOUSING

Goal XIII

Encourage and promote the provision of decent, safe, and sanitary housing to meet the needs of the present and future population of the CRA.

Objectives

1. Identify and encourage areas where private interests can develop housing and the necessary support infrastructure in the CRA.

2. The CRA shall continue to utilize local government partnerships with the private sector in order to improve the efficiency and expand the capacity of the housing delivery system.

3. The City shall promote mixed-use developments that include provisions for a wide variety of housing types and price ranges.

4. Encourage and incentivize home ownership opportunities, especially within the Heart of Cocoa.

5. Housing designated as historically significant by virtue of architecture, social significance, or ethnic heritage will continue to be identified and continue to be preserved and protected, and if possible, maintained for residential uses.

PUBLIC FACILITIES AND SERVICES

Goal XIV

Provide necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the CRA.

Objectives

1. Work with all appropriate government and private utilities to ensure the provision of adequate services including electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.

2. Work with the City's solid waste service provider to improve garbage and recyclable pick-up and removal within the redevelopment area, increasing the level of service, providing convenient locations for disposal and increased services during special events.

3. Strategically locate well designed public restrooms that retain the historical architectural features throughout the redevelopment area providing sufficient stalls for daily use as well as during special events.

4. Encourage the stabilization of neighborhoods within the CRA and maintain the quality of existing neighborhoods, by upgrading the supporting infrastructure and facilities, including paved public road access; stormwater management facilities and flood protection; wastewater disposal facilities; potable water facilities; solid waste collection service; electric utility service; and by protecting natural and historic resources.

COASTAL

Goal XV

The natural resources of the City's CRA coastal planning area shall be preserved, protected or enhanced to provide the highest possible water quality, habitat for fish and wildlife and use for public recreation.

Objectives

1. The CRA shall preserve and protect the environmental quality of estuarine environments by limiting specific impacts and cumulative impacts of development or redevelopment.

2. The CRA shall continue to promote appropriate land uses along the Indian River Lagoon consistent with the public need, while protecting natural resources.

3. The use of public funds for infrastructure improvements which subsidize increased development in the Coastal High-Hazard Area (CHHA) will be restricted to those projects which restore or enhance natural resources and/or part of the Cocoa CRA Plan.

4. The CRA shall continue to coordinate with other coastal cities and Brevard County to investigate and implement equitable measures to promote the provision or funding of public access ways to the Indian River Lagoon by new development.

5. The CRA shall cooperate with and assist St. John's River Water Management District (SJRWMD) and the Department of Environmental Protection (DEP) to continue to protect or restore the aquatic vegetation including, but not limited to, aquatic weed control, restoration or creation of aquatic grass beds or shoreline restoration. In addition, the CRA will protect the diversity of submerged and emergent aquatic vegetation and fish species as well as the quality of fresh water (estuarine), found in the Indian River within the zone between the Cocoa shoreline and the lntracoastal Waterway.

6. The CRA shall not encourage or promote shoreline development activities that would destroy or degrade the function of estuarine shoreline or deep water habitat.

RECREATION AND OPEN SPACE

Goal XVI

Establish parks, recreation, open space, and beautification efforts to create an identifiable character for the redevelopment area which will reflect a pleasant appealing atmosphere for working, shopping, touring, and residing in the district.

Objectives

1. Expand park and recreational opportunities as a means to leverage private sector development plans when deemed appropriate.

2. Seek parks, waterfront and open space grant funding when possible to leverage tax increment revenues to accomplish stated goals.

3. The CRA shall provide inter-connectivity between recreational facilities and the surrounding community.

Policy Objectives & Plan Strategies

ECONOMIC STRATEGIES

CRA/Merchant Associations/Tourist Development Council

- City and regional area should be strategically marketed with an emphasis on the Cocoa Village theme to increase visitation to the Village.

- Encourage marketing of village waterfront residential area as a quality waterside retirement and second home opportunity area.

- Promotion of regions quality outdoor recreational activities and affordability of quality retirement residential opportunities.

- Market Historic Cocoa Village as a destination to live, work and play.

- Build on legacy of historic waterfront shipping center for the citrus industry; special events, etc.

- Promote activities and sponsor events that benefit and enhance the tourism industry.

- Attract key niche market retailers, both local and regional, to the downtown area; then recapture local residents back to CBD.

- Encourage existing merchants to change their merchandizing approach to create the specialty market niche. Strive for after 5:30 pm nightlife mix.

- Work with existing retailers in joint venture marketing.

- Work to increase quality and quantity of major downtown special events, such as, HCVA Art & Craft Fairs, Mardi Gras, Holiday Festivals, Space Coast Marathon, 5K Runs, Movies in the Park, KBB Trash Bash, and HCVA Car Show.

CRA Staff

- Grants and subsidies should be sought to implement improvements to sub-standard housing within the Heart of Cocoa Neighborhood.

- Prepare grants feasibility study for public infrastructure public projects; streetscapes, park enhancements, and potentially a police sub-station within the CRA.

- Research bond or other financing mechanisms for feasibility of major public facility projects.

- Form public/private development agreements to assemble properties and develop key private business activity centers.

- Develop strategies to rehabilitate and create new living opportunities in the CRA area.

LAND USE PLANNING AND URBAN DESIGN STRATEGIES

City Planning Staff

- Achieve a mix of mutually supportive land uses in a compatible and functionally related arrangement in the downtown area to bring new shoppers to the area.

- Create a waterfront mixed-use center, which reinforces existing activity centers downtown and provides an attractive combination of building masses and open spaces.

- Screen and buffer conflicting large commercial uses close to commercial and residential.

- Utilize existing vacant land as an opportunity for redevelopment, assemble land for redevelopment purposes.

- Residential development, both multi-family and medium to high density should be encouraged in the downtown and low density in the Heart of Cocoa Neighborhood, where appropriate.

- Implement neighborhood planning, especially in the Heart of Cocoa Neighborhood.

- Prepare a corridor plan and guidelines for State Road 520 which addresses land uses, land development regulations, landscape codes, and architectural guidelines.

- Create peripheral City entrance treatments with signage and graphic theme on all direction approaches.

- Working with merchants and merchant associations, seek the reduction of confusion and visual clutter through the control of the size, placement, and related aspects of signage. Implement landscaping and signage codes and storefront guidelines.

- Develop corridor entryway designs within the CRA.

- Prepare a Capital Improvement Program master plan with phasing identified for implementation.

- Continue to proactively enforce City Codes, through the Chapter 6 Property Maintenance Code and the Building/Fire Code.

- Preparation of long-term parking strategies to accommodate existing and long-range development needs in downtown area.

- **GOVERNMENTAL / ADMINISTRATIVE / PRIVATE SECTOR STRATEGIES**

  The implementation of the plan for the community redevelopment areas surrounding downtown Cocoa will require the coordinated efforts of the City, the CRA, and local business organizations. These efforts will be coupled with the employment of various organizational, legal, funding, and promotional techniques to successfully implement the plan.

  While leadership is a highly-intangible quality, it is the single most important factor for successful implementation of the plan for downtown Cocoa. This leadership must come from both the public and private sectors. Some projects will require considerably more leadership, effort, and collaboration than others because of their difficulty and/or importance to the overall revitalization program. Participation in a particular project will depend upon necessary powers and resources which must be brought to bear on the project for its successful implementation. Key leadership roles must be played by both the City and the Community Redevelopment Agency.

  City Council and City Manager

  - Provide commitment of public policy for CRA revitalization.

  - Buy-in to redevelopment mission.

  - Assist in implementation of scheduled projects.

  - Commit to making the necessary basic public system improvements to the pedestrian and vehicular circulation systems by working with FDOT to upgrade SR520.

- Provide leadership and support for administrating public development controls and incentives to promote high quality private development; this will include zoning requirements and incentives and coordinated capital improvement programs.

- Continue to promote community revitalization as a fundamental economic development goal and strategy.

Community Redevelopment Agency

The Community Redevelopment Agency's primary leadership role will involve:

- Pursue redevelopment projects, activities and programs consistent with the Redevelopment Plan whether said projects, activities and programs are expressly set forth in the Redevelopment Plan or not so long as the redevelopment activities are consistent with the goals, policies, objectives and strategies set forth in the Redevelopment Plan and do not conflict with the Redevelopment Plan.

- Active and persuasive advocacy and initiation of downtown improvements within the redevelopment plan.

- Leverage its tax increment revenues and seek out grants to undertake community redevelopment activities consistent with the community redevelopment plan.

- Being the critical interface between the public sector and the private sector.

- Providing, on a day-to-day basis, the necessary continuity of effort and momentum to keep the revitalization program moving toward its goal.

- Promoting downtown revitalization and informing the community of its progress.

- Ensuring implementation of scheduled projects.

- Ensure adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.

- 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 City deems necessary to effectuate the purposes of F.S. 163.362.

- Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the CRA.

Private Sector

- Essential private sector leadership must come from the Community Redevelopment Agency, local banks, real estate, and development entrepreneurs within the community.

- A unified downtown merchant's advertising program, coordinated storefront and signage improvements, downtown promotional activities and festivities and a shopper's parking guide.

- The leadership role of local banks will involve providing financing for private developments. A consortium will be established to provide a revolving loan pool at below market interest rates for certain downtown improvements.

- Private real estate and development leadership must provide necessary entrepreneurial vision and initiative that will create profitable enterprises and an attractive redevelopment of downtown.

COORDINATION BETWEEN COUNCIL / CRA / PRIVATE SECTOR

To have a strong redevelopment program, it is a must to first establish lines of communication between all sectors and facets of the community. The Community Redevelopment Plan starts that relationship, but does not fully develop their roles. First, each of the CRA members must take on a specific area of responsibility which will become one piece of the puzzle in which the redevelopment plan will be implemented. Second, the CRA members must act in a leadership role for each committee to retain their focus. The CRA Chairman will be a member of all committees, as well as the liaison to the City Council on all matters regarding the redevelopment plan. The City Council must support the CRAs activities and provide a strong framework in which the CRA is able to carry out the redevelopment plan. Conflicting agendas between organizations will not assist in the redevelopment process to positively affect Cocoa. The key is communication and working together.

Capital Improvements Plan

COCOA CRA PROJECTS IMPLEMENTATION PLAN

The proposed Cocoa Redevelopment Plan, as amended, contains major projects consisting of public, private, and joint public/private efforts that will take at the entire duration of the CRA for completion. It is critical that the CRA incorporates a sound project implementation strategy when identifying priorities to accomplish the most effective results in terms of addressing the community's needs, while stimulating private sector involvement to obtain a favorable return on the public sector's financial investment. The following implementation strategy sets forth recommendations concerning project priorities, funding sources, and preliminary courses of action for each of the projects. To streamline the process and simplify the presentation, project priorities have been reduced to the ensuing three categories.

- **High Priority Projects:** Those that should be implemented immediately and should be completed within one to three years.
- **Medium Priority Projects:** Those to be completed within three to seven years.
- **Low Priority Projects:** Those that will take seven to 10 or more years.

While these recommendations set the standard for departure from program planning to implementation, it is important that the program is flexible enough to take advantage of unforeseen opportunities such as

private sector development initiatives or newly created government programs and funding sources, which may provide additional leverage for tax increment financing. Project numbers coincide with the base map.

The Cost of Redevelopment

The following table contains an estimate of total public costs to the City, the County, the CRA, and other agencies of the City of Cocoa for redevelopment projects/programs and for capital improvements with the Community Redevelopment Area. Cost projections for on-going long term programs are given for a five-year time period only and will be amended accordingly as this plan is continually updated.

Other CRA Projects, Activities and Programs

Although the Redevelopment Plan proposes major projects, this Plan does not identify all CRA redevelopment projects, activities and programs that can be pursued by the CRA in accordance with the powers vested in the CRA by law. The CRA must remain flexible to address new redevelopment projects, activities and programs as opportunities arise. Therefore, this Redevelopment Plan is not intended to limit or prohibit the CRA from performing other redevelopment projects, activities and programs not expressly set forth in this Redevelopment Plan, provided such projects, activities and programs are consistent with the redevelopment goals, policies, objectives and strategies set forth in this Redevelopment Plan, and the powers vested in the CRA by law. Expenditures by the CRA for such projects, activities and programs are permissible to effectuate the implementation of this Redevelopment Plan.

COCOA CRA CAPITAL IMPROVEMENTS PLAN
PRIORITY + BUDGETING FIGURES

Item No.	Recommendation	Priority	Timing	Magnitude Cost	Description + Implementation Details	Possible Funding Sources
A	**WATERFRONT PROJECTS**					
1	**Living Breakwater**			$4,500,000.00	Fund $100,000 for a feasibility analysis. 6 Islands (10-15 ft x 200 lf ea)	FEMA, FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency	Low	7-10 Years	**$6,345,000.00**	**TOTAL: 10% Design + 10% Permitting + 21% Inflation based on 5+ years**	
2	**North Mooring Facility + Pump Out vessel & facilities**			$200,000.00	ISS to work w/ATM on approximate cost of Mooring + Pump Out. City has existing info and prepositioning with Agencies. Need to start with re-initiating feasibility. Assumed 20 mooring stations, include sewage pumpout and water taxi landing.	Investigate feasibility of a mooring field fronting the bulkhead of Riverside Park, (consider public/private partnership for subsidizing construction)
3	**Submerged Land Lease Query**				Submerged Land Lease Query	
	Total w Design / Eng, Permit & Contingency	Medium	3-5 years	**$288,000.00**	**TOTAL: 15% Design + 15% Permitting + 14% Inflation based on 3-5 years**	
4	T Dock with mix of fixed and floating piers + 100' extension. Include floating piers + concrete construction				Assumes floating concrete w/aluminum gangways	FEMA, FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
				$670,000.00		
	Total w Design / Eng, Permit & Contingency	High	1-2 years	**$804,000.00**	**TOTAL: 10% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
5	**Dinghy Dock**	High	1-2 years	**$108,000.00**	Assumes fixed concrete dock. Wood = $56k. Aluminum = $74k	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency			**$147,960.00**	**TOTAL: 20% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
6	**Day Slips**	High	1-2 Years	$315,000.00	City/CRA has identified a budget and needs to modify the permit because the prior stucture is gone. Assume fixed concrete piers. Wood = $164k. Aluminum = $214k	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$415,800.00**	**TOTAL: 15% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
7	**New Fishing Pier, East Lee Wenner**			$225,000.00	Assumes 1500 sf. Assumes fixed concrete. Wood = $117k. Aluminum = $153k	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$308,250.00**	**TOTAL: 20% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
8	**Shoreline Stabilization**			$700,000.00	Number will vary dependent extent of stabilization. Costs from recent CPA project.	FEMA, FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$819,000.00**	**TOTAL: 10% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
	SUBTOTAL Waterfront Projects			**$9,128,010.00**		

COCOA CRA CAPITAL IMPROVEMENTS PLAN
PRIORITY + BUDGETING FIGURES

Item No.	Recommendation	Priority	Timing	Magnitude Cost	Description + Implementation Details	Possible Funding Sources
B	**Lee Wenner Park**					
1	**New Civic Center**			$4,200,000.00	Begin by funding feasibility study - need Geotech (added $10-$20/sf for pilings)	CRA Reserves, Cocoa Reserves, and Financing
				$75,000.00	Market Assessment + Feasibility of New Facility	
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$5,199,000.00**	**TOTAL: 10% Design + 5% Permitting + 7% Inflation based on 1-2 years**	
2	**Harbor Master Building**	Medium	1-2 Years	$800,000.00	Linked to the Mooring Field and completion of other dock, etc. Begin by funding feasibility / design/engineering	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Total w Design / Eng, Permit & Contingency			**$1,480,000.00**	**TOTAL: 10% Design + 5% Permitting + 7% Inflation based on 1-2 years**	
3	**Lee Wenner Park Renovation**			$700,000.00	Parking, Utilities, Striping, Paving, Stormwater, Trails, Landscape & Irrigation	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing
	Design & Engineering			$175,000.00	15% Design + 10% Permitting	
				$49,000.00	7% Contingency	
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$924,000.00**	**TOTAL: 15% Design + 10% Permitting + 7% Inflation based on 1-2 years**	
4	**Large Vessell Docking Pier**	Low	7-10 years		Retrofit the former drawbridge causeway with a lower deck to function as a pierfor docking larger overnight passenger vessels	FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
	SUBTOTAL Lee Wenner Projects			**$7,603,000.00**		
C	**Downtown Park**					
					Future - Playground Renovation, Picnic Pavilions, Surfacing, Landscape & Irrigation, Gateway	CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
1	**Taylor Park Renovation**			$250,000.00		
	Total w Design / Eng, Permit & Contingency	Low	5-7 years	**$335,000.00**	**TOTAL: 15% Design + 5% Permitting + 21% Inflation based on 5+ years**	
2	**Promenade Reconstruction**			$400,000.00	FEMA + FIND reimbursement funding is available. Up to $1.7M is avail for Tdock, Dayslips and boardwalk. Demo, Paving, Swings, Landscape & Irrigation, Gateway (25'x600' = 15,000 sf x $25/SF)	FEMA FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
	Total w Design / Eng, Permit & Contingency	High	1-2 Years, Start Now	**$556,000.00**	**TOTAL: 20% Design + 5% Permitting + 7% Inflation based on 1-2 years**	
3	**Promenade Overlooks**			$100,000.00	Demo, Decking, Railing, Site Furnishings	FEMA FIND, FWC, CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
	Total w Design / Eng, Permit & Contingency	High	1-2 Years	**$134,000.00**	**TOTAL: 15% Design + 5% Permitting + 7% Inflation based on 1-2 years**	

COCOA CRA CAPITAL IMPROVEMENTS PLAN
PRIORITY + BUDGETING FIGURES

Item No.	Recommendation	Priority	Timing	Magnitude Cost	Description + Implementation Details	Possible Funding Sources
					After Civic Center Development, Demo Civic Center($12-$15/sf)	CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
4	**Porcher House Lawn & Garden**	Medium	3-5 Years	$350,000.00	Garden Pathways, Landscape & Irrigation	
	Total w Design / Eng, Permit & Contingency			**$469,000.00**	**TOTAL: 15% Design + 5% Permitting + 14% Inflation based on 3-5 years**	
5	**Support Building for Amphitheatre**	High	1-2 Years	$360,000.00	Catering Kitchen, Green Room, Restrooms	CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
	Total w Design / Eng, Permit & Contingency			**$482,400.00**	**TOTAL: 15% Design + 5% Permitting + 7% Inflation based on 1-2 years**	
6	**Harrison Street Streetscape**	Low	5-7 Years	$850,000.00	Streetscape Project is in design phase	
	Total w Design / Eng, Permit & Contingency			**$1,088,000.00**	**TOTAL: 5% Design + 2% Permitting + 21% Inflation based on 5+ years The approved updated Waterfront Master Plan identifies this project. This project will enhance the walkability and safety of pedestrian, bicyclists and automobiles as well as much needed Stormwater management.**	**The Capital Cost is the portion being funded by the Cocoa CRA TIF. Split between the Utility Fund, Stormwater Fund and the Cocoa CRA (110) Fund.**
	SUBTOTAL Downtown Park Projects			**$3,064,400.00**		
	GRAND TOTAL all Waterfront Projects			**$19,795,410.00**		
C	**Overall Cocoa CRA**					
	Evaluate Site Design Standards	High	1-2 Years	**$ 100,000**	Determine if current site design standards for each district in the Cocoa CRA are providing the desired form of development and urban design quality envisioned by the community. Develop a regulating plan and standards for site development.	CRA Reserves, Cocoa Reserves, and Financing, and other Grants.
	Total Overall Cocoa CRA Projects			**$ 100,000**	See Overall Cocoa CRA recommendations	
D	**US Highway One Corridor**					
1	Evaluate Site Design Standards				Evaluate adequacy of current Site Design Standards; include the US1 corridor in overall RDA evaluation of Site Design Standards	
	(See Overall Cocoa CRA Recommendations)	High	1-2 Years	Fee Included Above		
E	**Uptown District**					
	Industrial and Commercial Property				Initiate a street and sidewalk improvement program	
1	Street and Sidewalk Improvement Program	High	1-2 Years	$200,000		
2	Landscape Standards	High	1-2 Years	$50,000	Enforce landscape standards for industrial & commercial uses	
	Signage Regulations	High	1-2 Years	**N/A**	Enforce Signage Standards Consider provision for mixed-use buildings/projects (small office and retail). Support flex industrial building formats provided that site design standards are adopted	
	Land Use Plan Provisions	High	1-2 Years	**N/A**		
	TOTAL Uptown District Projects			**$250,000.00**		

COCOA CRA CAPITAL IMPROVEMENTS PLAN
PRIORITY + BUDGETING FIGURES

Item No.	Recommendation	Priority	Timing	Magnitude Cost	Description + Implementation Details	Possible Funding Sources
F	**The Heart of Cocoa**					
	Workforce Housing and Community Development					
1	Comprehensive Investment Strategy			**N/A**	Consider a comprehensive investment strategy for residential enhancement and community development	
	Public Parks and Infrastructure					
2	Catalyst Park Site	Low	5-7 Years	**$950,000**	Acquire land for a public park and small residential development at the corner of Hughlett Avenue and Factory Street	
	Total Heart of Cocoa CRA Projects			**$950,000**		
G	**Waterfront Neighborhood Infill Development**					
1	Single Family Infill			**N/A**	Support continued redevelopment of single-family homes and renovation of historic residences and Incentivize townhome infill development with appropriate site design standards	
2	Multi-Family Infill			**N/A**		
	Total Waterfront Neighborhood Infill Projects			**$0.00**		
H	**South of Cocoa Village**					
1	Residential Infill Node			$75,000	Residential Infill Node Consider a residential redevelopment opportunity on the vacant/underutilized land south of Rosa L. Jones Blvd. between Florida Avenue and US-1 (mobile home site); acquire property or partner with private developer to purchase or develop the land	
2	Major Mixed Use Node (Rockledge/Cocoa City Line)			$100,000	Consider a consolidated planning/development effort with the City of Rockledge relative to the immediately abutting property known as the Sears Town Site (existing power center on US-1); prepare an RFP for development proposals	
	Total South of Cocoa Village Projects			**$175,000.00**		
I	**State Road 520 Corridor**					
1	King Street and Willard Street Improvements Option A	Medium	3-5 Years	$975,000	Add palm trees to King and Willard Street and improve existing sidewalks;	**FDOT Project** - CRA initiated a preliminary study of the SR520 corridor, of which SCTPO/FDOT subsequently conducted a more detailed corridor study. Staff will continue to work with FDOT/SCTPO on accelerating funding, certain improvements may require CRA financial participation.
2	King Street and Willard Street Improvements Option B	Low	5-7 Years	$8,550,000	Reduce travel lane widths, widen sidewalks, and install shade trees	
3	Improve Intersections at King/Brevard & Willard/Brevard Streets	Medium	3-5 Years	$1,600,000	Improve intersections at King/Brevard and Willard/Brevard to reduce pedestrian crossing distance and increase intersection visibility (highly visible pavement treatment and clear sightlines) -	
4	Promote Vehicular Cross Access from King or Willard Streets	Medium	3-5 Years	**N/A**	Promote vehicular cross access between businesses that front King or Willard Street	
	Total State Road 520 Corridor Projects (Option A)* **			**$ 2,575,000**		
	Total State Road 520 Corridor Projects (Option B)			**$ 10,150,000**		

COCOA CRA CAPITAL IMPROVEMENTS PLAN
PRIORITY + BUDGETING FIGURES

Item No.	Recommendation	Priority	Timing	Magnitude Cost	Description + Implementation Details	Possible Funding Sources
J	**Cocoa Village**					
	Gateways and Signage				Provide clear directions and gateways into the district along the downtown perimeter and within the Village.	**The CRA allocated $100,000 towards the design of the wayfinding project which was completed in FY 2015.**
1	Identify Gateway Locations and Develop Wayfinding Package	High	1-2 Years			
2	6 Forrest Avenue Entrance Feature	High	1-2 Years	$260,000	Develop and install a gateway entry feature at 6 Forrest Avenue to signify entry into Historic Cocoa Village.	
3	Gateways and Signage	High	1-2 Years	$490,000	The Cocoa CRA approved the Waterfront Masterplan, which included funding a Gateway Entry Feature, and funding implementation of the Wayfinding Plan. Total Waterfront Plan costs estimates were $750,000 at that time.	The Cocoa CRA will apply for any grant funding available for signage and use TIF revenues as needed to fund the project.
	Total Gateways and Signage			**$750,000**		
K	**Streets**					
1	Rosa L. Jones Traffic Circle	Medium	3-5 Years	$1,500,000	Rebuild Rosa L. Jones Blvd. Traffic Circle as a true square with a gateway park	
2	Two Way Street Conversion	Medium	3-5 Years	$2,000,000	Study the feasibility of a traffic signal and two-way access to/from River Edge Blvd. to east and west bound SR 520	
3	Underpass beneath SR 520			$360,000	Currently under construction is a pedestrian connector underpassing Hubert Humphrey Bridge from Lee Wenner Park.	
6	Municipal Parking/Shared Parking Facilities/ On Street Parking	High	1-2 Years	$2,360,000	The construction of new on-street parking spaces within the existing street right of way in Downtown Cocoa Village. Other alternatives included partnering with private developers for provision of public parking spaces.	The Cocoa CRA will apply for any grant funding available for signage and use TIF revenues as needed to fund the project.Cocoa CRA/City General Fund
7	Street Tree Program	High	1-2 Years	$250,000	Consider a Village-wide street tree program for installing new and replacing failing trees	
8	Streetscape Reconstruction	High	1-2 Years	$750,000	Initiate streetscape reconstruction projects for Brevard and Delannoy, refurbishing the corridors	
	Total Streets			**$7,220,000.00**		
L	***Catalyst Mixed Use Redevelopment Sites***					
1	Former City Hall Site	High	1-2 Years	**N/A**	Currently in post RFP Development Agreement Stage to construct for a mixed use hotel/retail project	Private Sector Project Finacning or P3 Project
2	Bank of America Site	Medium	3-5 Years	**N/A**	Availability of site for development is becoming less constrained and should be pursued for mixed use zoning compliant multi-story development	Private Sector Project Finacning or P3 Project
3	Suntrust Bank Site	Medium	3-5 Years	**N/A**	Continue to support the study of the existing Oleander municipal parking lot as a future site for a parking garage with ground-floor commercial space	Private Sector Project Finacning or P3 Project
	GRAND TOTAL ALL PROJECTS			**$31,815,410.00**		

Sources of Redevelopment Funding and Financing

The following section provides a general review of potential sources of funding for redevelopment programs. In general, a variety of financing options are presently available to the Community Redevelopment Agency and the City of Cocoa. Among these are the following:

Tax Increment Revenues

Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act. This increment, which is to be determined annually, is equal to 95% of the difference between: the amount of ad valorem taxes levied each year by each applicable taxing authority on taxable real property within the Community Redevelopment Area, and the amount of ad valorem taxes that would have been produced by the current millage rates prior to establishing the Redevelopment Trust Fund. Both of these amounts are exclusive of debt service millage of the taxing authorities.

The ability of the Community Redevelopment Agency to utilize this funding method requires two key actions:

- *The establishment of a redevelopment trust fund as required by FS 163.387 as the repository for increment tax for increment tax funds, and;*
- *The provision, by ordinance of the City, for funding of the redevelopment trust fund for the duration of the Community Redevelopment Plan.*

Redevelopment Revenue Bonds

The provisions of FS 163.385 allow the City of Cocoa or Community Redevelopment Agency to issue "Revenue Bonds" to finance redevelopment actions, with the security for such bonds being based on the "anticipated assessed valuation" of the completed Community Redevelopment Area, the "tax increment", is used to finance the long term bond debt. Prior to the issuance of long term revenue bonds, the City or Community Redevelopment Agency may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to amortize a bond issue.

Direct Borrowing from the Commercial Lenders

The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the CRA will generally attempt to attain the lowest available interest rate.

Special Assessment Districts

The City of Cocoa could also establish special assessment districts for the purpose of funding various neighborhood improvements within an area or for the construction of a particular project.

Business Improvement Districts

A business improvement district (BID) is a form of Special Assessment District, where areas are defined within which businesses or property owners pay an additional tax or fee in order to fund improvements

within the district's boundaries. Grant funds acquired by the city for special programs and/or incentives such as tax abatements can be made available to assist businesses or to recruit new business. BIDs may go by other names, such as business improvement area (BIA), business revitalization zone (BRZ), community improvement district (CID), special services area (SSA), or special improvement district (SID).

Florida Inland Navigation District (FIND)

The Florida Inland Navigation District (FIND) is a special State taxing district for the continued management and maintenance of the Atlantic Intracoastal Waterway (ICW), commonly referred to as M-95 marine highway. FIND grants funds for Waterway related projects that are be located on natural, navigable waterways within the District. Eligible waterway related projects include navigation channel dredging, mooring fields, channel markers, navigation signs or buoys, boat ramps, docking facilities, fishing & viewing piers, waterfront boardwalks, inlet management, environmental education, law enforcement equipment, boating safety programs, beach re-nourishment, dredge material management, environmental mitigation, and shoreline stabilization. The City/CRA has received funding through FIND for the engineering, permitting, and construction of day slips, T docks, riverfront connector, and emergency reconstruction.

Florida Fish and Wildlife Conservation (FWC)

FWC has grant programs to enhance boating access and other boating-related activities from the Florida Boating Improvement Program (FBIP), funding for transient tie-up facilities for boats 26' or longer from the Boating Infrastructure Grant Program (BigP), assistance for removal of derelict vessels from the Derelict Vessels Removal Grant Program and other boating-related grant programs.

Other Marine related Grant Programs

Grant programs to fund aids to navigation, and other projects to enhance recreational boating in Florida as follows:

- Related Grant Programs External Website
- Clean Marina Program - DEP
- Coastal Partnership Initiative
- Florida Communities Trust - DEP
- Florida Recreation Development Assistance Program - DEP
- Greenways and Trails - DEP
- Stan Mayfield Working Waterfronts Program
- Waterfronts Florida Program - DEO
- Clean Vessel Act Grants – DEP

Federal Emergency Management Agency (FEMA)

For reconstruction purposes only, FEMA may provide disaster assistance to communities, whose public infrastructure has been damaged or destroyed as a result of a federally-declared disaster, and whose losses are not covered by insurance. It is meant to help with critical expenses that cannot be covered in other ways.

The New Markets Tax Credit
The New Markets Tax Credit program, or NMTC, attracts investment for real estate projects, community facilities, and operating businesses. New Markets Tax Credits are federal income tax credits used to encourage private investment in low-income communities around the United States, and may or may not be available in certain portions of the CRA.

Federal and State Housing Grants
Annually, the City receives Community Development Block Grant (CDBG) HOME Investment Partnership Program (HOME) and State Housing Initiatives Partnership (SHIP) Program funds. HOME and SHIP funds are restricted to housing repair or replacement and homeownership assistance. CDBG funds are committed to demolition of substandard housing units, housing rehab assistance, and public service agencies within the City, however most of the funds are expended within the City's low income target area, which includes much of the CRA. Over 80% of the total funds expended have been for the benefit of low and moderate income of residents.

Land Sales / Leases
The resale or leasing of such land to private developers can provide another source of income within the Community Redevelopment Area.

Contributions and Grants
Voluntary contributions by private companies, foundations and individuals are a potential source of income to the Community Redevelopment Agency under provisions of FS 163. Although such contributions may only account for a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits.

Safe Neighborhoods Act – Chapter 163.502 FS
Neighborhood Improvement Districts created pursuant to the Act may request a planning grant from the state's Safe Neighborhood Trust Fund on a 100% matching basis. The district may also authorize to levy an ad valorem tax of up to two mills annually on real and personal property.

Revenue Projections

The accompanying table provides a twenty-three (23) year projection of tax increment based revenues into the Redevelopment Trust Fund. This Fund is the depository for all TIF revenues generated within the Community Redevelopment Area. Based on estimates of the current property valuations, millage rates and assuming a conservative annual increase of 1.75% in tax increment value, it is estimated, not including new construction, that the total tax increment revenue will reach approximately $1.4 million over the next five (5) years. New construction and private redevelopment projects will enhance taxable values that could generate up to $3 million by the year 2041. This estimate is believed to be conservative since it does not include revenues specifically generated by the redevelopment projects described in this plan. These projects will increase the total tax increment as they are completed and entered on the tax rolls.

The CRA continues to expand its redevelopment efforts into the surrounding community. Starting with just a few projects, the CRA has increased its activities to include over two dozen projects and programs. It must be noted, however, that this increased commitment is not without costs. Consequently, the CRA's overall program has outgrown the limited funding provided by TIF revenues. To continue its redevelopment effort and provide adequate funding for its various projects and programs, the agency must now turn to long-term borrowing, public-private partnerships, and possibly public-public-private partnerships. As previously mentioned, leveraging TIF revenues with grant opportunities will lower capital contributions on the CRA and avail those resources to facilitate private capital investment. Since property values will inevitably increase as a result of its activities, this method of financing the CRA redevelopment effort can also be looked upon as an investment in future TIF revenues.

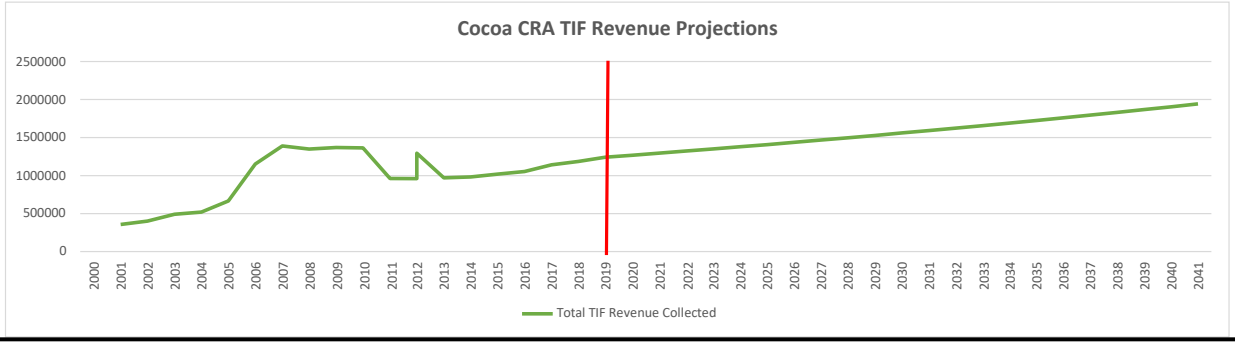
Tax Increment Revenue Projections - Cocoa CRA

Fiscal Year	CRA Taxable Value	Less Base Value (1981)	Total Taxable Value Subject to TIF (Tax Increment)	Total TIF Revenue	TIF Collectible Percentage	Total TIF Revenue Collected	Brevard County General Fund	District IV Rec	City of Cocoa
2000		$ 26,410,420			95%		0.00417810	0.00063640	0.00413210
2001	$ 68,902,380	$ 26,410,420	$ 42,491,960	$ 376,432	95%	$ 357,610.42	0.00410420	0.00062260	0.00413210
2002	$ 71,970,090	$ 26,410,420	$ 45,559,670	$ 422,621	95%	$ 401,489.58	0.00423030	0.00063910	0.00440680
2003	$ 81,250,510	$ 26,410,420	$ 54,840,090	$ 516,731	95%	$ 490,894.21	0.00449500	0.00052070	0.00440680
2004	$ 86,860,600	$ 26,410,420	$ 60,450,180	$ 545,579	95%	$ 518,300.24	0.00443440	0.00006207	0.00452880
2005	$ 102,144,720	$ 26,410,420	$ 75,734,300	$ 700,421	95%	$ 665,400.05	0.00412780	0.00059180	0.00452880
2006	$ 162,015,780	$ 26,410,420	$ 135,605,360	$ 1,211,864	95%	$ 1,151,271.20	0.00362490	0.00050920	0.00480260
2007	$ 191,600,060	$ 26,410,420	$ 165,189,640	$ 1,463,052	95%	$ 1,389,899.02	0.00385580	0.00043050	0.00457050
2008	$ 192,812,760	$ 26,410,420	$ 166,402,340	$ 1,419,046	95%	$ 1,348,093.58	0.00364400	0.00039470	0.00448910
2009	$ 179,097,160	$ 26,410,420	$ 152,686,740	$ 1,441,638	95%	$ 1,369,555.78	0.00371930	0.00037250	0.00535000
2010	$ 157,482,170	$ 26,410,420	$ 131,071,750	$ 1,436,179	95%	$ 1,364,370.41	0.00490630	0.00046960	0.00558130
2011	$ 131,306,380	$ 26,410,420	$ 104,895,960	$ 1,012,257	95%	$ 961,643.68	0.00427170	0.00041220	0.00496620
2012	$ 118,552,750	$ 26,410,420	$ 92,142,330	$ 1,009,622	95%	$ 959,140.84	0.00490630	0.00046960	0.00558130
2013	$ 116,259,430	$ 26,410,420	$ 89,849,010	$ 1,020,415	95%	$ 969,394.45	0.00490630	0.00046960	0.00598110
2014	$ 118,193,900	$ 26,410,420	$ 91,783,480	$ 1,033,822	95%	$ 982,130.50	0.00482390	0.00045870	0.00598110
2015	$ 122,092,370	$ 26,410,420	$ 95,681,950	$ 1,072,681	95%	$ 1,019,046.73	0.00468140	0.00055050	0.00597900
2016	$ 125,796,180	$ 26,410,420	$ 99,385,760	$ 1,108,827	95%	$ 1,053,385.69	0.00454970	0.00062810	0.00597900
2017	$ 135,052,692	$ 26,410,420	$ 108,642,272	$ 1,201,812	95%	$ 1,141,721.09	0.00436310	0.00072000	0.00597900
2018	$ 141,518,117	$ 26,410,420	$ 115,107,697	$ 1,248,389	95%	$ 1,185,969.57	0.00415500	0.00071140	0.00597900
2019	$ 149,354,167	$ 26,410,420	$ 122,943,747	$ 1,307,630	95%	$ 1,242,248.21	0.00394560	0.00071140	0.00597900
2020	$ 151,967,865	$ 26,410,420	$ 125,557,445	$ 1,335,429	95%	$ 1,268,657.53	0.00394560	0.00071140	0.00597900
2012	$ 154,627,303	$ 26,410,420	$ 128,216,883	$ 1,363,715	95%	$ 1,295,529.02	0.00394560	0.00071140	0.00597900
2022	$ 157,333,280	$ 26,410,420	$ 130,922,860	$ 1,392,496	95%	$ 1,322,870.77	0.00394560	0.00071140	0.00597900
2023	$ 160,086,613	$ 26,410,420	$ 133,676,193	$ 1,421,780	95%	$ 1,350,690.99	0.00394560	0.00071140	0.00597900
2024	$ 162,888,128	$ 26,410,420	$ 136,477,708	$ 1,451,577	95%	$ 1,378,998.06	0.00394560	0.00071140	0.00597900
2025	$ 165,738,671	$ 26,410,420	$ 139,328,251	$ 1,481,895	95%	$ 1,407,800.51	0.00394560	0.00071140	0.00597900
2026	$ 168,639,097	$ 26,410,420	$ 142,228,677	$ 1,512,744	95%	$ 1,437,107.00	0.00394560	0.00071140	0.00597900
2027	$ 171,590,282	$ 26,410,420	$ 145,179,862	$ 1,544,133	95%	$ 1,466,926.36	0.00394560	0.00071140	0.00597900
2028	$ 174,593,112	$ 26,410,420	$ 148,182,692	$ 1,576,071	95%	$ 1,497,267.55	0.00394560	0.00071140	0.00597900
2029	$ 177,648,491	$ 26,410,420	$ 151,238,071	$ 1,608,568	95%	$ 1,528,139.72	0.00394560	0.00071140	0.00597900
2030	$ 180,757,340	$ 26,410,420	$ 154,346,920	$ 1,641,634	95%	$ 1,559,552.15	0.00394560	0.00071140	0.00597900
2031	$ 183,920,593	$ 26,410,420	$ 157,510,173	$ 1,675,278	95%	$ 1,591,514.29	0.00394560	0.00071140	0.00597900
2032	$ 187,139,203	$ 26,410,420	$ 160,728,783	$ 1,709,511	95%	$ 1,624,035.77	0.00394560	0.00071140	0.00597900
2033	$ 190,414,140	$ 26,410,420	$ 164,003,720	$ 1,744,344	95%	$ 1,657,126.38	0.00394560	0.00071140	0.00597900
2034	$ 193,746,387	$ 26,410,420	$ 167,335,967	$ 1,779,785	95%	$ 1,690,796.08	0.00394560	0.00071140	0.00597900
2035	$ 197,136,949	$ 26,410,420	$ 170,726,529	$ 1,815,847	95%	$ 1,725,054.99	0.00394560	0.00071140	0.00597900
2036	$ 200,586,845	$ 26,410,420	$ 174,176,425	$ 1,852,540	95%	$ 1,759,913.44	0.00394560	0.00071140	0.00597900
2037	$ 204,097,115	$ 26,410,420	$ 177,686,695	$ 1,889,876	95%	$ 1,795,381.91	0.00394560	0.00071140	0.00597900
2038	$ 207,668,815	$ 26,410,420	$ 181,258,395	$ 1,927,864	95%	$ 1,831,471.07	0.00394560	0.00071140	0.00597900
2039	$ 211,303,019	$ 26,410,420	$ 184,892,599	$ 1,966,518	95%	$ 1,868,191.80	0.00394560	0.00071140	0.00597900
2040	$ 215,000,822	$ 26,410,420	$ 188,590,402	$ 2,005,848	95%	$ 1,905,555.14	0.00394560	0.00071140	0.00597900
2041	$ 218,763,336	$ 26,410,420	$ 192,352,916	$ 2,045,866	95%	$ 1,943,572.34	0.00394560	0.00071140	0.00597900

Note:

1.75% Projected Increment Increase post 2019

Assumed Millage Rates remain at current rate (2019-2041)



Five Year Redevelopment Program and Funding Allocations

This section of the Community Redevelopment Plan provides a ten-year funding program for the Planning, Redevelopment, and Community Improvement programs and projects which are identified within the Plan.

The accompanying table lists estimated project-specific net funding allocations for each CRA project. This table is for planning purposes only and is not a guarantee of expenditure of funds on a given project. Actual project allocations will be determined annually through the budget process. As priorities change, projects are deleted or new projects or programs are created, this table will be amended. It is intended that this process occur at least once annually, after adoption of the budget.

PROJECT COSTS AND TIMELINE

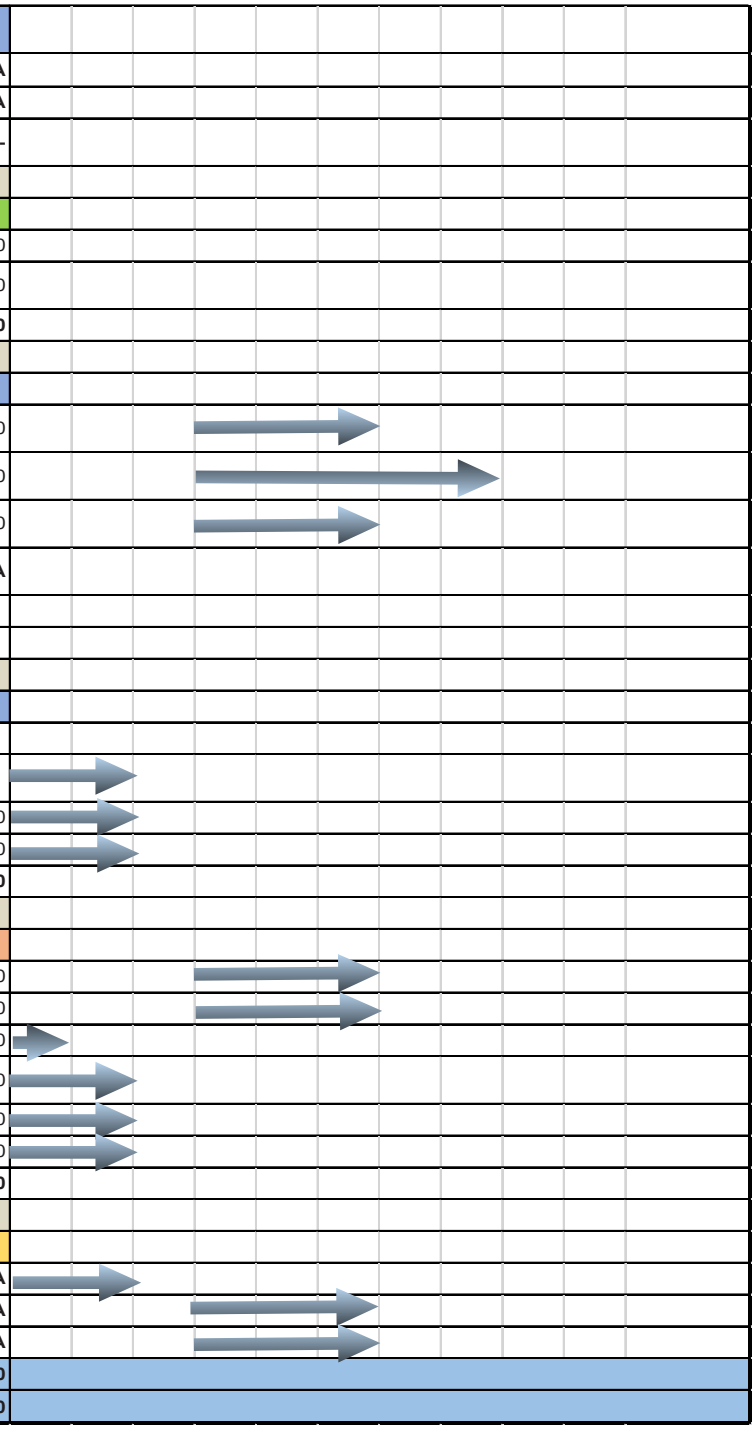
Item No.	Project Name	Project Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Beyond
A	**WATERFRONT PROJECTS**												
A1	**Living Breakwater**	$ 4,500,000								→	→	→	→
	Total w Design / Eng, Permit & Contingency	**$ 6,345,000**											
A2	**North Mooring Facility + Pump Out vessel & facilities**	$ 200,000				→	→	→					
A3	**Submerged Land Lease Query**												
	Total w Design / Eng, Permit & Contingency	**$ 288,000**											
A4	T Dock w ith mix of fixed and floating piers + 250' extension. Include floating piers + concrete construction	$ 670,000	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 804,000**											
A5	**Dinghy Dock**	**$ 108,000**	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 147,960**											
A6	**Day Slips**	$ 315,000	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 415,800**											
A7	**New Fishing Pier, East Lee Wenner**	$ 225,000	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 308,250**											
A8	**Shoreline Stabilization**	$ 700,000	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 819,000**											
	SUBTOTAL Waterfront Projects	**$ 9,128,010**											
B	**Lee Wenner Park**												
B1	**New Civic Center**	$ 4,200,000	→	→									
		$ 75,000											
	Total w Design / Eng, Permit & Contingency	**$ 5,199,000**											
B2	**Harbor Master Building**	$ 800,000	→	→									
	Total w Design / Eng, Permit & Contingency	**$ 1,480,000**											
B3	**Lee Wenner Park Renovation**	$ 700,000	→	→									
	Design & Engineering	$ 175,000											
	Total w Design / Eng, Permit & Contingency	$ 49,000											
		$ 924,000											
B4	**Large Vessell Docking Pier**									→	→	→	→
	SUBTOTAL Lee Wenner Projects	**$ 7,603,000**											
C	**Downtown Park**												
C1	**Taylor Park Renovation**	$ 250,000						→	→				
	Total w Design / Eng, Permit & Contingency	**$ 335,000**											

PROJECT COSTS AND TIMELINE continued

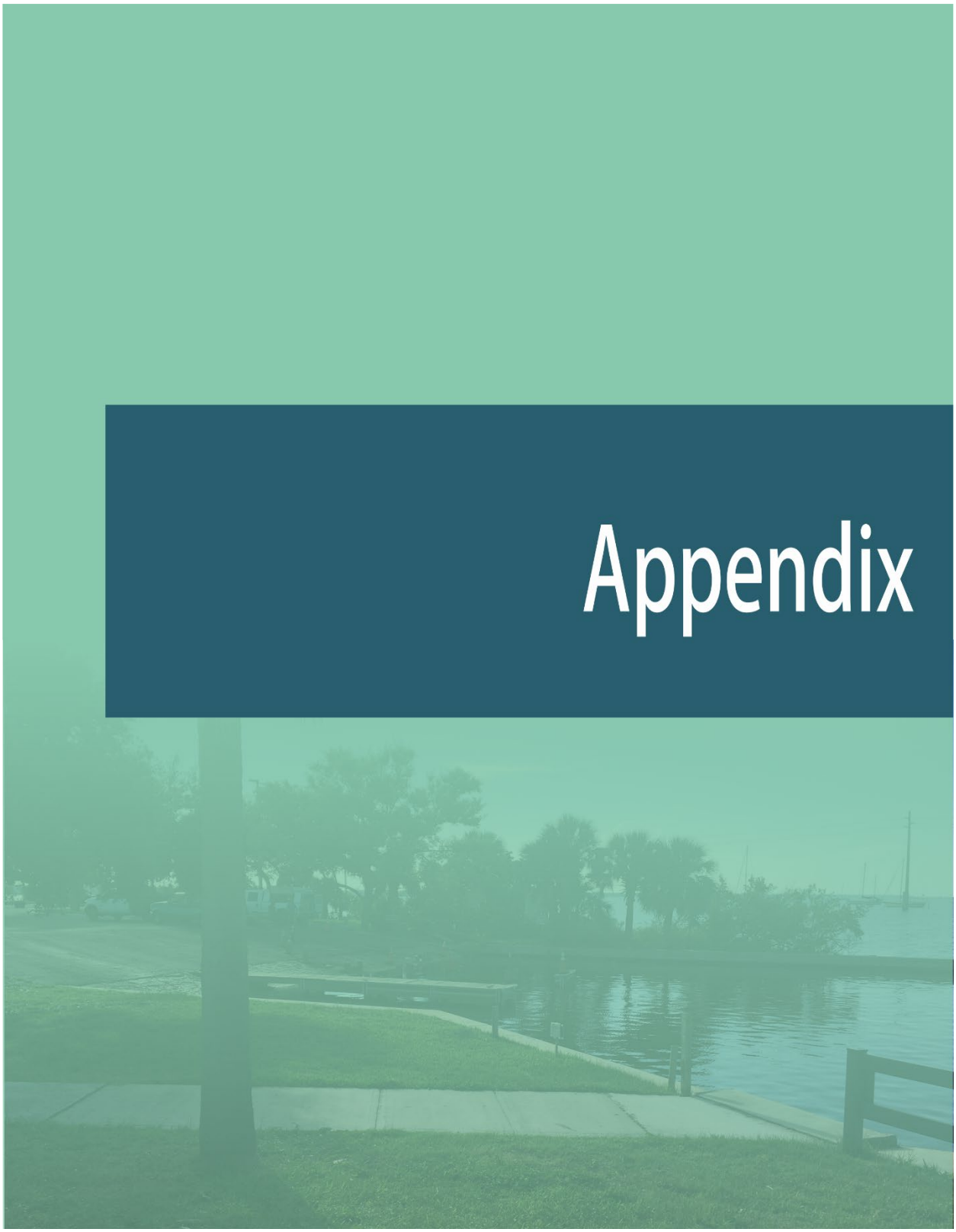
C2	**Promenade Reconstruction**	$	400,000
	Total w Design / Eng, Permit & Contingency	**$**	**556,000**
C3	**Promenade Overlooks**	$	100,000
	Total w Design / Eng, Permit & Contingency	**$**	**134,000**
C4	**Porcher House Lawn & Garden**	$	350,000
	Total w Design / Eng, Permit & Contingency	**$**	**469,000**
C5	**Support Building for Amphitheatre**	$	360,000
	Total w Design / Eng, Permit & Contingency	**$**	**482,400**
C6	**Harrison Street Streetscape**	$	850,000
	Total w Design / Eng, Permit & Contingency	**$**	**1,088,000**
	SUBTOTAL Downtown Park Projects	**$**	**3,064,400**
	GRAND TOTAL all Waterfront Projects	**$**	**19,795,410**
D	**Overall Cocoa CRA**		
D1	Evaluate Site Design Standards	**$**	**100,000**
	Total Overall Cocoa CRA Projects	**$**	**100,000**
	US Highway One Corridor		
D2	Evaluate Site Design Standards		
	(See Overall Cocoa Recommendations)	Fee Included Above	
E	**Uptown District**		
	Industrial and Commercial Property		
E1	Street and Sidew alk Improvement Program	$	200,000
E2	Landscape Standards	$	50,000
E3	Signage Regulations		**N/A**
E4	Land Use Plan Provisions		**N/A**
	Uptown Residential Opportunity		
	TOTAL Uptown District Projects	**$**	**250,000**
F	**The Heart of Cocoa**		
	Workforce Housing and Community Development		
F1	Comprehensive Investment Strategy		**N/A**
	Public Parks and Infrastructure		
F2	Catalyst Park Site	**$**	**950,000**
	Total Heart of Cocoa CRA Projects	**$**	**950,000**

PROJECT COSTS AND TIMELINE continued

G	**Waterfront Neighborhood Infill Development**		
1	Single Family Infill		**N/A**
2	Multi-Family Infill		**N/A**
	Total Waterfront Neighborhood Infill Projects	**$**	**-**
H	**South of Cocoa Village**		
H1	Residential Infill Node	$	75,000
H2	Major Mixed Use Node (Rockledge/Cocoa City Line)	$	100,000
	Total South of Cocoa Village Projects	**$**	**175,000**
I	**State Road 520 Corridor**		
I 1	King Street and Willard Street Improvements Option A	$	975,000
I 2	King Street and Willard Street Improvements Option B	$	8,550,000
I 3	Improve Intersections at King/Brevard & Willard/Brevard Streets	$	1,600,000
I 4	Promote Vehicular Cross Access from King or Willard Streets		**N/A**
	Total SR520 Corridor Projects-Option A	**$**	**2,575,000**
	Total SR520 Corridor Projects-Option B	**$**	**10,150,000**
J	**Cocoa Village**		
	Gateways and Signage		
J1	Identify Gateway Locations and Develop Wayfinding Package		
J2	6 Forrest Avenue Entrance Feature	$	260,000
J3	Gateways and Signage	$	490,000
	Total Gateways and Signage	**$**	**750,000**
K	**Streets**		
K1	Rosa L. Jones Traffic Circle	$	1,500,000
K2	Two Way Street Conversion	$	2,000,000
K4	Underpass beneath SR 520	$	360,000
K6	Municipal Parking/Shared Parking Facilities/ On Street Parking	$	2,360,000
K7	Street Tree Program	$	250,000
K8	Streetscape Reconstruction	$	750,000
	Total Streets	**$**	**7,220,000**
L	***Catalyst Mixed Use Redevelopment Sites***		
L1	Former City Hall Site		**N/A**
L2	Bank of America Site		**N/A**
L3	Suntrust Bank Site		**N/A**
	GRAND TOTAL ALL PROJECTS Option A	**$**	**31,815,410**
	GRAND TOTAL ALL PROJECTS Option B	**$**	**39,390,410**



APPENDIX



CFN 2018002912, OR BK 8063 PAGE 1885.
Recorded 01/04/2018 at 04:43 PM, Scott Ellis, Clerk of Courts, Brevard County
Doc D: $0.70 # Pgs:20

Prepared by:
Office of the County Attorney
2725 Judge Fran Jamieson Way
Building C- Suite 308
Viera, Florida 32940

COUNTY DEED

THIS INDENTURE, made this 25 day of July, 2017 between the BOARD OF COUNTY COMMISSIONERS OF BREVARD COUNTY, FLORIDA, a political subdivision of the State of Florida, whose address is 2725 Judge Fran Jamieson Way, Viera, Florida, 32940, party of the first part, and CITY OF COCOA, a Florida Municipal Corporation, party of the second part,

WITNESSETH: that the said party of the first part, for and in consideration of the sum of $10.00 to it in hand paid by the party to the second part, receipt whereof is hereby acknowledged, has granted, bargained and sold to the party of the second part, its successors and assigns forever, the land described in Exhibit "A", (the "Property"), said Exhibit is attached hereto and made a part of this Deed, said land lying and being in Brevard County, Florida, and commonly referred to as Lee Wenner Park.

However, the party of the first part reserves a perpetual nonexclusive access and maintenance easement on, over and through the entirety of the Property as depicted in Exhibit "B1", for the purpose of accessing, installing, maintaining and/or repairing the pier as depicted in Exhibit "B2", and all necessary appurtenances thereto.

The Property is to be used solely for providing municipal, recreational, and related activities. Any user fees required by the City must be applied uniformly with no differential in amount charged to the public. In the event this Property is not used or ceases to be used for the stated purpose and under the stated conditions, or in the event the party of the second part fails to comply with the Interlocal Agreement between the County and City dated 7/25/17 attached hereto as Exhibit "C" and made a part hereof, then all right title and interest in the Property shall revert to the party of the first part which shall thereafter have the right to reenter and repossess the Property conveyed herein. The foregoing shall be deemed to be a restrictive covenant which shall be deemed to be a covenant running with the land.

IN WITNESS WHEREOF the said party of the first part has caused these presents to be executed in its name by its Board of County Commissioners acting by the Chair of said board, the day and year aforesaid

ATTEST:

Scott Ellis, Clerk of Court

BOARD OF COUNTY COMMISSIONERS OF BREVARD COUNTY, FLORIDA

By: _____
Curt Smith, Chairman
As approved by the Board 7/25/17.

"EXHIBIT A"

LEE WENNER PARK

Official Records Book 2930, Page 2376:

A parcel of filled land adjacent to and East of Section 33, Township 24 South, Range 36 East, Brevard County, Florida, being more particularly described as follows: Begin at the intersection of the North line of the State of Florida Board of Trustees of the Internal Improvement Trust Fund Dedication No. 25177 (2328-05) and the Easterly right of way line of Riveredge Boulevard as shown on the Cocoa River Development according to the plat thereof recorded in Plat Book 11 at Page 75 of the Public Records of Brevard County, Florida and run N00°56'32"W along said Easterly right of way line for 118.56 feet to the Point of Curvature of a circular curve to the right having a radius of 49.80 feet; thence run Northeasterly along the arc of said curve and said Easterly right of way line through a central angle of 50°24'50" for 43.82 feet to the North line of the parcel released by the State of Florida Department of Transportation recorded in Official Records Book 2549 at Page 2910 of the Public Records of Brevard County, Florida; thence run N89°18'48"E along the north line of said release parcel for 120.15 feet; thence run N79°08'43"E along said North line for 244.45 feet; thence run N86°55'19"E along said North line for 347.14 feet; thence run N03°04'41"W along said North line for 32.00 feet; thence run N86°55'19"E along North line for 305.71 feet to the safe upland line of the Indian River; thence meander said safe upland line the following courses; S31°33'01"E for 28.55 feet; S04°05'19"W for 1.34 feet; S04°05'19"W for 17.13 feet; S04°05'19"W for 14.29 feet; S04°16'18"W for 2.84 feet; S04°16'18"W for 25.14 feet; S42°11'59"W for 31.14 feet; S38°39'28"W for 76.67 feet; S39°43'35"W for 83.66 feet; S44 24'03W for 9.08 feet to the North line of said I.I.T.F. Dedication; thence run S86°55'19"W along said North line for 315.15 feet to the Point of Curvature of a circular curve to the right having a radius of 23,113.13 feet; thence run Westerly along the arc of said curve through a central angle of 01°04'00" for 430.25 feet to the Point of Tangency of said curve; thence run S89°18'48"W for 162.99 feet to the Point of Beginning, said parcel contains 4.49 acres, more or less.

And

Together with those lands described in Official Records Book 2309, Page 1265, Official Records Book 1082, Page 312, and Official Records Book 1174, Page 506.

"EXHIBIT B1"

LEE WENNER PARK

ORB 2930, Page 2376:

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And

Together with those lands described in Official Records Book 2309, Page 1265, Official Records Book 1082, Page 312, Official Records Book 1174, Page 506, and Official Records Book 832, Page 946.

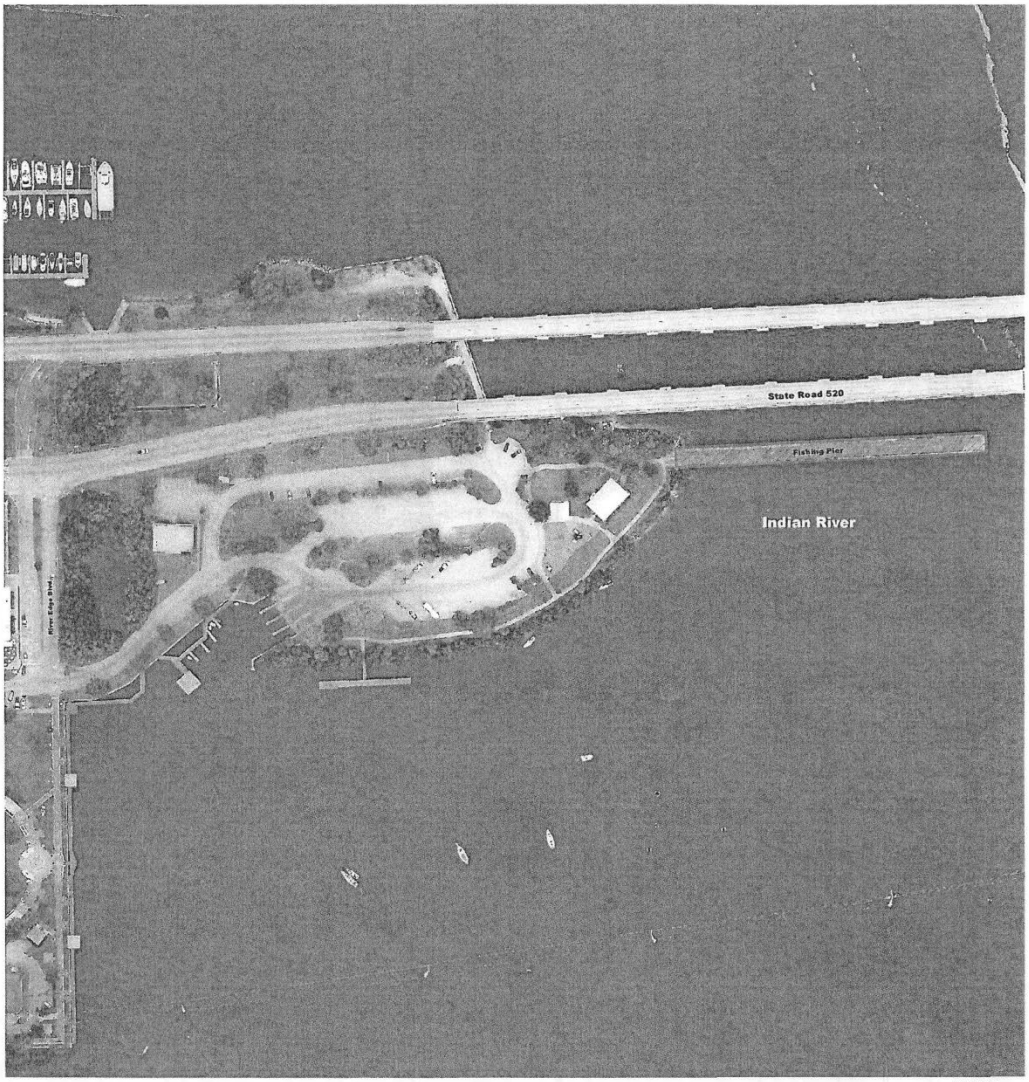
And

Together with those lands described in Dedication No. 25177 (2328-05) from the State of Florida Board of Trustees of the Internal Improvement Trust Fund.

"EXHIBIT B2"

Lee Wenner Park

300 River Edge Boulevard
Cocoa, FL 32922



2016 Aerial

Brevard County Parks and Recreation

2725 Judge Fran Jamieson Way
Viera, FL 32940

0 50 100 200 Feet

DISCLAIMER: This map is intended for display purposes only and is not intented for any legal representation.

Deed Recorded 1/4/18

4

Prepared by and Return to:

Anthony A. Garganese
City Attorney of Cocoa
Garganese, Weiss & D'Agresta, P.A.
P.O. Box 2873
Orlando, FL 32802-2873
(407) 425-9566

INTERLOCAL AGREEMENT
BETWEEN
BREVARD COUNTY AND THE CITY OF COCOA

(Transfer of Lee Wenner Park)

THIS INTERLOCAL AGREEMENT ("Agreement") is entered into this 25th **day of** July**, 2017, by and between BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS, a political subdivision of the State of Florida, whose address is 2725 Judge Fran Jamieson Way, Viera, Florida 32940, (hereafter referred to as the "County") and the CITY OF COCOA, a Florida municipal corporation, whose address is 65 Stone Street, Cocoa, Florida 33922, (hereafter referred to as the "City").**

WITNESSETH:

WHEREAS, the County and the City desire to continue to cooperate and coordinate the provision of recreational services and facilities within the jurisdictional limits of the city of Cocoa in an efficient and economical manner; and

WHEREAS, the County and the City have common power to provide recreational services and facilities for the benefit of the public; and

WHEREAS, the County currently owns a portion of and maintains all of Lee Wenner Park (inclusive of the boat launch facility); and

WHEREAS, the City currently owns and maintains the Cocoa Riverfront Park (inclusive of the riverfront boardwalk facilities), which has been designated by the citizens of Cocoa as a special scenic and recreational landmark of the City of Cocoa by City Charter; and

WHEREAS, Lee Wenner Park and the Cocoa Riverfront Park are located within the City of Cocoa Downtown Village Area ("Cocoa Village") which is an important area for tourism, redevelopment and special events; and

WHEREAS, Lee Wenner Park and the Cocoa Riverfront Park are also generally connected by the aforesaid riverfront boardwalk and therefore share common attributes and characteristics that are recognized by the public; and

WHEREAS, because of the close proximity of Lee Wenner Park and Cocoa Riverfront Park and their common attributes and characteristics, the County and the City recognize that it may be more efficient and economical for the City to own, manage and improve Lee Wenner Park, especially when it comes to managing the many special events that occur in the Cocoa Village area and the demands of local tourism and recreational needs; and

WHEREAS, the City and the County also recognize that Lee Wenner Park and Cocoa Riverfront Park are located within the redevelopment area of the Cocoa Community Development Agency ("Agency") and that the Agency has adopted a "Cocoa Waterfront Master Plan" under which the City and the Agency have developed a strategic vision for the Cocoa waterfront (including Lee Wenner Park and Cocoa Riverfront Park) and have commitued to improving the waterfront in phases through public capital improvements and public/private partnerships to the extent feasible; and

WHEREAS, in furtherance of this recognition, the County and the City are agreeable to transferring ownership, maintenance and functional responsibility of Lee Wenner Park and the

buildings, structures, and facilities thereon to the City under the terms and conditions of this Agreement; and

WHEREAS, the County shall continue to own, maintain, and be responsible for the pier located at Lee Wenner Park; and

WHEREAS, this Agreement is authorized pursuant to the provisions of Chapters 125, 163, and 166, Florida Statutes and other applicable law; and

WHEREAS, the parties hereto have determined that this Agreement is in furtherance of the community health, safety and welfare and the public interest;

NOW THEREFORE, in consideration of the premises herein, the parties hereby agree as follows:

Section 1. **Recitals.** The above recitals are deemed true and correct and are hereby incorporated herein by this reference.

Section 2. **Purpose.** The purpose of this Agreement is for the County to assign and transfer to the City ownership over and full functional responsibility for a portion of Lee Wenner Park owned by the County, more particularly and legally described in **"EXHIBIT A."** ("Lee Wenner Park").

Section 3. **Transfer of Responsibility.** Within thirty (30) days of the date this Agreement is approved and fully executed by both parties ("effective date"), the County shall deliver a deed in accordance with Section 125.411, Florida Statutes, conveying its interest in Lee Wenner Park and all buildings, structures, and facilities thereon to the City. The County deed conveying Lee Wenner Park to the City shall contain a restrictive covenant running with the land prohibiting any use other than for municipal and recreational purposes, as defined herein, and associated uses directly related thereto, including the requirement of uniform user fees. The City is

expected to provide the same, or a better, level of service at Lee Wenner Park. Said County deed is attached herein as "EXHIBIT B." The County will continue to own, maintain, and be responsible for the pier, more particularly described in "EXHIBIT C." ("Pier"). The County shall retain an access and maintenance easement over a portion of Lee Wenner Park for accessing and maintaining the Pier. Said easement is more particularly and legally described in "EXHIBIT D."

If at any point the County desires to convey the Pier, the County shall notify the City in writing of the County's intent to convey the Pier. The City shall provide written notification to the County of its intent to exercise its right of first refusal within thirty (30) days of receipt of the County's notice. In the event the City fails to exercise the right of first refusal, this provision shall expire and the right of first refusal shall not bind the other purchaser. Nothing herein shall require that the County maintain, reconstruct, or repair the Pier.

The City shall be responsible for the cost to record the deeds and this Agreement in the public records of Brevard County, Florida. Upon conveyance, the City shall have ownership of, plenary authority over and full responsibility for the functional operation and maintenance of Lee Wenner Park. All of the COUNTY's rights, responsibilities, liabilities, duties and obligations as to Lee Wenner Park shall be transferred to and assumed by the CITY and said park shall be deemed City property, with the exception that the County shall be responsible for providing the City with an annual financial contribution for the future maintenance of Lee Wenner Park pursuant to Section 6 of this Agreement.

Section 4. Covenant to Maintain For Municipal and Recreational Purposes. Upon conveyance of Lee Wenner Park to the City, the City agrees to maintain the subject property for municipal and recreational purposes. Both parties agree that the definition of municipal purpose shall include the development of small commercial use to support waterfront or marine-related

activities but does not include the development of hotels and/or full service restaurants. Other non-recreational uses not permitted herein may be permitted upon the written consent of the Brevard County Board of County Commissioners. In event Lee Wenner Park is not used or ceases to be used for the stated purposes herein, then all right, title and interest Lee Wenner Park shall revert to the County which shall thereafter have the right to reenter and repossess Lee Wenner Park. In the event Lee Wenner Park reverts to the County, the City shall ensure that Lee Wenner Park is returned to the County in same condition or better, normal wear and tear excepted. The City agrees to make the use of Lee Wenner Park available to all County residents and visitors with no differential in fees.

Section 5. Additional Terms.

(a) The parties agree there shall be no metered parking at Lee Wenner Park and that, during normal hours of operation, parking shall be provided to the public free of charge.

(b) The parties agree that the name of the park shall remain Lee Wenner Park. The City shall not change the name of the park without the prior written consent of the Brevard County Board of County Commissioners.

Section 6. County's Annual Maintenance Contribution. The County agrees to provide, for a period of five years, an annual financial contribution to the City to be used exclusively by the City for the future maintenance and operation of Lee Wenner Park. Said contribution shall be made each fiscal year commencing on October 1, 2017 and each anniversary thereafter. The annual payment shall be due no later than November 1 of each fiscal year. The annual payment amount shall be as follows:

(a) For a period of five (5) years commencing on October 1, 2017, the payment amount shall be $60,000.00. The total amount of financial contribution to be provided to the City for the

maintenance and operation of Lee Wenner Park is $300,000.00. At the end of the referenced period of five (5) years the County shall have no further obligation of providing financial contributions to the City for the maintenance and operation of Lee Wenner Park.

Section 7. Implementation and Other Documents. To the extent that the County Attorney and City Attorney determine that additional documents are required to be prepared and executed in order to effectuate the conveyance of Lee Wenner Park, the County Manager and City Manager are authorized to prepare or have prepared said documents and execute the same. Further, the parties agree to cooperate and execute such other instruments and documents as may be required to effectuate this Agreement.

Section 8. Employee Status. Persons employed by the CITY in the performance of services and functions pursuant to this Agreement shall not be deemed to be the employees or agents of the County, nor shall they have any claims to pensions, worker's compensation, unemployment compensation, civil service or other employee rights or privileges granted to the County's officers and employees either by operation of law or by the County. Persons employed by the County in the performance of services and functions pursuant to this Agreement shall not be deemed to be the employees or agents of the City, nor shall they have any claims to pensions, worker's compensation, unemployment compensation, civil service or other employee rights or privileges granted to the City's officers and employees either by operation of law or by the City.

Section 9. Indemnification. Neither party to this Agreement, its officers, employees or agents shall be deemed to assume any liability for the acts, omissions or negligence of the other party, its officers, employee or agents, except as provided by this Agreement.

Section 10. Notices.

(a) Whenever either party desires to give notice to the other party, notice shall be sent

to:

For the COUNTY:

County Manager
2725 Judge Fran Jamieson Way
Viera, Florida 32940
Telephone: (321) 633-2001

For the CITY:

City Manager
65 Stone Street
Cocoa, Florida 32922
Telephone: (321) 433-8660

(b) Either of parties may change, by written notice as provided herein, the addresses or persons for receipt of notices. Each such notice shall be deemed delivered on the date delivered if by personal delivery or on the date of transmission if by facsimile, or on the date upon which the return receipt is signed or delivery is refused or notice is designated by the postal authorities as not deliverable, as the case may be, if mailed or date of delivery by overnight delivery services as evidenced by a service receipt.

Section 11. Counterparts. This Agreement may be executed in any number of counterparts each of which, when executed and delivered, shall be an original, but all counterparts shall together constitute one and the same instrument.

Section 12. Entire Agreement. This Agreement constitutes the entire agreement of the parties with respect to the subject matter hereof, and neither this Agreement nor any portion of it may be altered, modified, waived, deleted or amended except by a written instrument equal in dignity herewith and executed by the parties to be bound thereby. This Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter of this Agreement.

Section 13. **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the successors in interest, transferees and assigns of the parties.

Section 14. **Public Records.** The parties shall allow public access to all documents, papers, letters or other materials subject to the provisions of Chapter 119, Florida Statutes, which have been made or received in conjunction with this Agreement.

Section 15. **Conflict of Interest.** Both parties agree that they will not commit any act in the performance of its obligations pursuant to this Agreement that would create a conflict of interest, as defined by Chapter 112, Florida Statutes.

Section 16. **Attorney's Fees.** In the event of any legal action to enforce the terms of this Agreement, each party shall bear its own attorney's fee and cost.

Section 17. **Governing Law.** This Agreement shall be deemed to have been executed and entered into within the State of Florida and this Agreement, and any dispute arising hereunder, shall be governed, interpreted and construed according to the laws of the State of Florida.

Section 18. **Venue.** Venue for any legal action brought by any party to this Agreement to interpret, construe or enforce this Agreement shall be in a court of competent jurisdiction in and for Brevard County, Florida, and any trial shall be non-jury.

Section 19. **Effective Date.** This Agreement shall take effect on the date that it is executed by both parties hereto and recorded in the Official Records of Brevard County, Florida by either the City or County.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the date first written.

ATTEST:

Carie Shealy, City Clerk

CITY:

CITY OF COCOA, FLORIDA:

By: _____
Henry U. Parrish, III, Mayor

As authorized for execution by the City of Cocoa City Council at its 11/14, 2017 regular meeting.

ATTEST:

SCOTT ELLIS, Clerk of Court

Reviewed for legal form and content:

(Assistant) County Attorney

COUNTY:

BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS:

By: _____
Curt Smith, Chairman

Date: July 25, 2017

As authorized by the Board of County Commissioners at its regular meeting on 7/25/17, 2017.

"EXHIBIT A"

LEE WENNER PARK

Official Records Book 2996, Page 2876:

A parcel of filled land adjacent to and East of Section 33, Township 24 South, Range 36 East, Brevard County, Florida, being more particularly described as follows: Begin at the intersection of the North line of the State of Florida Board of Trustees of the Internal Improvement Trust Fund Dedication No. 25177 (2328-05) and the Easterly right of way line of Riveredge Boulevard as shown on the Cocoa River Development according to the plat thereof recorded in Plat Book 11 at Page 75 of the Public Records of Brevard County, Florida and run N00°56'32"W along said Easterly right of way line for 118.56 feet to the Point of Curvature of a circular curve to the right having a radius of 49.80 feet; thence run Northeasterly along the arc of said curve and said Easterly right of way line through a central angle of 50°24'50" for 43.82 feet to the North line of the parcel released by the State of Florida Department of Transportation recorded in Official Records Book 2549 at Page 2910 of the Public Records of Brevard County, Florida; thence run N89°18'48"E along the north line of said release parcel for 120.15 feet; thence run N79°08'43"E along said North line for 244.45 feet; thence run N86°55'19"E along said North line for 347.14 feet; thence run N03°04'41"W along said North line for 32.80 feet; thence run N86°55'19"E along North line for 305.71 feet to the safe upland line of the Indian River; thence meander said safe upland line the following courses; S31°33'01"E for 28.55 feet; S04°05'19"W for 1.34 feet; S04°05'19"W for 17.13 feet; S04°05'19"W for 14.29 feet; S04°16'18"W for 2.84 feet; S04°16'18"W for 25.14 feet; S42°11'59"W for 31.14 feet; S38°39'28"W for 76.67 feet; S39°43'35"W for 83.66 feet; S44 24'03W for 9.08 feet to the North line of said I.I.T.F. Dedication; thence run S86°55'19"W along said North line for 315.15 feet to the Point of Curvature of a circular curve to the right having a radius of 23,113.13 feet; thence run Westerly along the arc of said curve through a central angle of 01°04'00" for 430.25 feet to the Point of Tangency of said curve; thence run S89°18'48"W for 162.99 feet to the Point of Beginning, said parcel contains 4.49 acres, more or less.

And

Together with those lands described in Official Records Book 2309, Page 1265, Official Records Book 1082, Page 312, and Official Records Book 1174, Page 506.

"EXHIBIT B"

Prepared by:
Office of the County Attorney
2725 Judge Fran Jamieson Way
Building C- Suite 308
Viera, Florida 32940

COUNTY DEED

THIS INDENTURE, made this 25 day of July, 2017 between the BOARD OF COUNTY COMMISSIONERS OF BREVARD COUNTY, FLORIDA, a political subdivision of the State of Florida, whose address is 2725 Judge Fran Jamieson Way, Viera, Florida, 32940, party of the first part, and CITY OF COCOA, a Florida Municipal Corporation, party of the second part,

WITNESSETH: that the said party of the first part, for and in consideration of the sum of $10.00 to it in hand paid by the party to the second part, receipt whereof is hereby acknowledged, has granted, bargained and sold to the party of the second part, its successors and assigns forever, the land described in Exhibit "A", (the "Property"), said Exhibit is attached hereto and made a part of this Deed, said land lying and being in Brevard County, Florida, and commonly referred to as Lee Wenner Park.

However, the party of the first part reserves a perpetual nonexclusive access and maintenance easement on, over and through the entirety of the Property as depicted in Exhibit "B1", for the purpose of accessing, installing, maintaining and/or repairing the pier as depicted in Exhibit "B2", and all necessary appurtenances thereto.

The Property is to be used solely for providing municipal, recreational, and related activities. Any user fees required by the City must be applied uniformly with no differential in amount charged to the public. In the event this Property is not used or ceases to be used for the stated purpose and under the stated conditions, or in the event the party of the second part fails to comply with the Interlocal Agreement between the County and City dated [illegible] attached hereto as Exhibit "C" and made a part hereof, then all right title and interest in the Property shall revert to the party of the first part which shall thereafter have the right to reenter and repossess the Property conveyed herein. The foregoing shall be deemed to be a restrictive covenant which shall be deemed to be a covenant running with the land.

IN WITNESS WHEREOF the said party of the first part has caused these presents to be executed in its name by its Board of County Commissioners acting by the Chair of said board, the day and year aforesaid.

ATTEST:
Scott Ellis, Clerk of Court

BOARD OF COUNTY COMMISSIONERS OF
BREVARD COUNTY, FLORIDA
By:
Curt Smith, Chairman
As approved by the Board 7/25/17.

INTERLOCAL AGREEMENT
BREVARD COUNTY/CITY OF COCOA
PAGE 11 OF PAGE 16

Deed Recorded 1/4/18

15

EXHIBIT "A" TO THE COUNTY DEED

LEE WENNER PARK

Official Records Book 2930, Page 2376:

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And

Together with those lands described in Official Records Book 2309, Page 1265, Official Records Book 1082, Page 312, and Official Records Book 1174, Page 506.

EXHIBIT "B1" TO THE COUNTY DEED

LEE WENNER PARK

ORB 2930, Page 2376:

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And

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And

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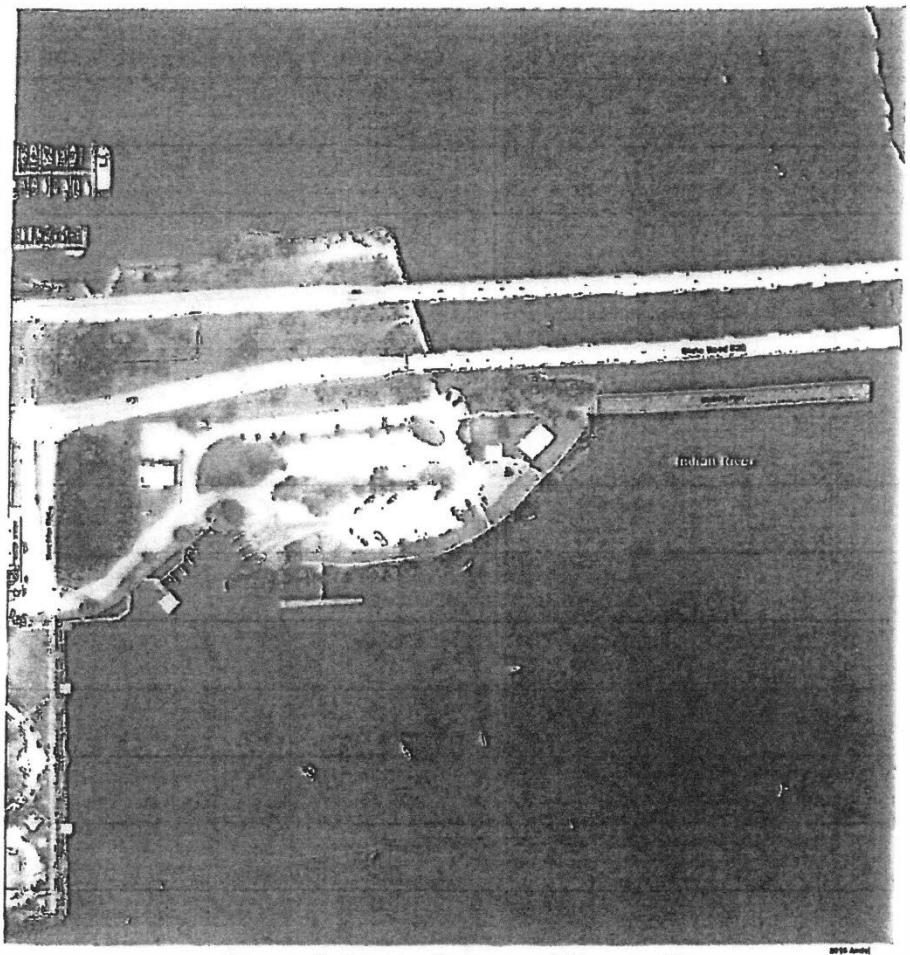
EXHIBIT "B2" TO THE COUNTY DEED



"EXHIBIT C"

Lee Wenner Park

300 River Edge Boulevard
Cocoa, FL 32922



Brevard County Parks and Recreation
2725 Judge Fran Jamieson Way
Viera, FL 32940

INTERLOCAL AGREEMENT
BREVARD COUNTY / CITY OF COCOA
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Deed Recorded 1/4/18 19

"EXHIBIT D"

LEE WENNER PARK

ORB 2930, Page 2376;

A parcel of filled land adjacent to and East of Section 33, Township 24 South, Range 36 East, Brevard County, Florida, being more particularly described as follows: Begin at the intersection of the North line of the State of Florida Board of Trustees of the Internal Improvement Trust Fund Dedication No. 25177 (2328-05) and the Easterly right of way line of Riveredge Boulevard as shown on the Cocoa River Development according to the plat thereof recorded in Plat Book 11 at Page 75 of the Public Records of Brevard County, Florida and run N00°56'32"W along said Easterly right of way line for 118.56 feet to the Point of Curvature of a circular curve to the right having a radius of 49.80 feet; thence run Northeasterly along the arc of said curve and said Easterly right of way line through a central angle of 50°24'50" for 43.82 feet to the North line of the parcel released by the State of Florida Department of Transportation recorded in Official Records Book 2549 at Page 2910 of the Public Records of Brevard County, Florida; thence run N89°18'48"E along the north line of said release parcel for 120.15 feet; thence run N79°08'43"E along said North line for 244.45 feet; thence run N86°55'19"E along said North line for 347.14 feet; thence run N03°04'41"W along said North line for 32.00 feet; thence run N86°55'19"E along North line for 305.71 feet to the safe upland line of the Indian River; thence meander said safe upland line the following courses; S31°33'01"E for 28.55 feet; S04°05'19"W for 1.34 feet; S04°05'19"W for 17.13 feet; S04°05'19"W for 14.29 feet; S04°16'18"W for 2.84 feet; S04°16'18"W for 25.14 feet; S42°11'59"W for 31.14 feet; S38°39'28"W for 76.67 feet; S39°43'35"W for 83.66 feet; S44 24'03W for 9.08 feet to the North line of said I.I.T.F. Dedication; thence run S86°55'19"W along said North line for 315.15 feet to the Point of Curvature of a circular curve to the right having a radius of 23,113.13 feet; thence run Westerly along the arc of said curve through a central angle of 01°04'00" for 430.25 feet to the Point of Tangency of said curve; thence run S89°18'48"W for 162.99 feet to the Point of Beginning, said parcel contains 4.49 acres, more or less.

And

Together with those lands described in Official Records Book 2309, Page 1265, Official Records Book 1082, Page 312, Official Records Book 1174, Page 506, and Official Records Book 832, Page 946.

And

Together with those lands described in Dedication No. 25177 (2328-05) from the State of Florida Board of Trustees of the Internal Improvement Trust Fund.

2025 -2026 Cocoa CRA Goals and Objectives

1. Invest in Placemaking Initiatives to 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. The objectives of this initiative are as follows:
    - 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.
2. Improve Connectivity to 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. The objectives of this initiative are as follows:
    - 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.
3. Diversify and Improve Housing Stock to 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. The objectives of this initiative are as follows:

- 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.

4. Foster Sustainable Economic Development in the Cocoa CRA by supporting businesses, encouraging mixed-use development, and enhancing the area's appeal to investors, visitors, and residents. The objectives include the following:
    - 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.
    - Acquire real property to solicit proposals for private or public catalytic redevelopment opportunities.
    - Establish economic incentive programs to encourage economic growth and increase the tax base.
5. Strengthen the Resilience of the CRA by upgrading its infrastructure and Waterfront development. This includes the following objectives:
    - 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.