ROBERTA M. CORREA
MAYOR - COMMISSIONER

ANNIE H. DAVIS
COMMISSIONER

JUSTIN R. CAMPBELL
COMMISSIONER

WILL JONES
COMMISSIONER

RUFUS J. BOROM
COMMISSIONER

MARCIA G. CARTY, CPA, CGFO
CITY MANAGER

WALTON PELLICER
BOCC REPRESENTATIVE

TERESA JACKSON
COMMUNITY REPRESENTATIVE

JANE WEST, ESQ.
CITY ATTORNEY

KAREN HAYES, MMC
CITY CLERK

AGENDA
COMMUNITY REDEVELOPMENT AGENCY
August 27, 2025 at 5:00 PM

1. **CALL TO ORDER**
   a. Invocation
   b. Pledge of Allegiance
   c. Roll Call

2. **PUBLIC COMMENTS**

3. **REPORTS**
   a. Fifth Budget Draft 2025-2026

4. **DISCUSSION - FY 2025-2026**
   a. Presentation - Finding of Necessity Study for Potential CRA Boundary Expansion
   b. Presentation - Downtown Strategies Implementation Partnership Proposal
   c. Proposed FY 2025–2026 Funding for CRA Code Compliance and Special Event Grant Programs

5. **ADJOURN**

NOTICE: Per F.S. 286.0105 persons with disabilities requiring accommodations in order to participate in this meeting should contact the City Clerks office at 329-0100 at least 24 hours in advance to request accommodations.

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
	TIF REVENUES / 66.66 % Yr Complete For Fiscal Year: 2025 / 5						
030-00-301-0-0001	DOWNTOWN REDEVELOPMENT FORWAR	$923,777	$0	$839,383	$0	$0	$1,125,121
030-00-301-0-0002	SOUTH HISTORIC BALANCE FORWARD	$122,286	$0	$299,314	$0	$0	$445,200
030-00-301-0-0003	NORTH HISTORIC BALANCE FORWARD	$62,739	$0	$85,311	$0	$0	$129,372
030-00-311-0-3100	DOWNTOWN REDEV COUNTY SHARE	$355,722	$332,808	$402,603	$377,908	$566,862	$477,105
030-00-311-0-3110	DOWNTOWN REDEV CITY SHARE	$244,538	$240,835	$276,766	$276,764	$415,146	$323,447
030-00-311-0-3200	SOUTH HISTORIC COUNTY SHARE	$109,900	$106,447	$129,505	$122,470	$183,705	$141,394
030-00-311-0-3220	SOUTH HISTORIC CITY SHARE	$75,549	$77,030	$89,027	$89,027	$133,541	$95,856
030-00-311-0-3300	NORTH HISTORIC COUNTY SHARE	$38,049	$36,145	$39,657	$37,673	$56,510	$46,056
030-00-311-0-3330	NORTH HISTORIC CITY SHARE	$26,156	$26,156	$27,262	$27,262	$40,893	$31,223
030-00-3660-0003	CONTRIBUTION - BENCHES		$2,200				
030-00-365-0-2000	SALE OF HAMMOCK HALL	$131,926					
030-00-365-0-2500	SALE OF SURPLUS		$51,000				
	TOTAL TIF CRA FUND REVENUE	**$2,090,642**	**$872,621**	**$2,188,828**	**$931,104**	**$1,396,656**	**$2,814,774**

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD

TIF EXPENDITURES / 66.66 % Yr Complete For Fiscal Year: 2025 / 5

	DOWNTOWN						
030-30-580-1-1100	EXEC SALARIES TIFDT	$0	$0	$38,500	$15,553	$25,178	$49,000
030-30-580-1-2100	FICA TAX EXP TIF DT	$0	$0	$2,945	$1,077	$1,814	$3,749
030-30-580-1-2200	RETIREMENT EXP TIF DT	$0	$0	$11,820	$4,775	$7,730	$13,524
030-30-580-1-2300	HEALTH AND LIFE INSUR TIF DT	$0	$0	$8,140	$2,907	$4,942	$9,065
030-30-580-3-3100	PROFESSIONAL SERVICES	$104,012	$6,950	$75,000	$980	$75,000	$40,000
030-30-580-3-3105	SMALL BUSINESS DEVELOPMENT CEN	$12,000	$9,000	$25,000	$3,750	$13,000	$15,000
030-30-580-3-3109	MAINTENANCE CONTRACT	$35,000	$2,700	$35,000	$5,400	$3,150	$15,000
030-30-580-3-3200	AUDIT EXPENSE	$10,675	$5,866	$10,775	$0	$10,775	$11,900
030-30-580-3-4020	SCHOOLING, CONFERENCE, ETC						$3,500
030-30-580-3-5280	MISC EXPENSES	$3,400	$0	$2,100	$9	$2,100	$1,500
030-30-580-3-5401	FRA ANNUAL DUES, TRAINING & CO	$4,000	$864	$5,000	$611	$3,000	$1,500
030-30-580-3-5402	DEO ANNUAL DUES	$175	$130	$175	$148	$148	$200
030-30-580-6-6311	DOWNTOWN CHRISTMAS LIGHTS	$25,000	$20,193	$30,000	$29,134	$29,134	$30,000
030-30-580-6-6314	RECRUITMENT PROJECT	$25,000	$25,000	$0	$0	$0	$0
030-30-580-6-6316	WAYFINDING	$15,000	$0	$3,000	$0	$3,000	$15,000
030-30-580-6-63xx	ECONOMIC DEVELOPMENT						$10,000
030-30-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$0
030-30-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$15,000
030-30-580-6-63XX	HOME REPAIR GRANT	$0	$0	$0	$0	$0	$0
030-30-580-6-6319	BUILDING IMPROVEMENT GRANT	$121,000	$5,032	$160,000	$30,000	$160,000	$205,000
030-30-580-6-6320	LANDSCAPING	$40,000	$0	$10,000	$0	$10,000	$16,680
030-30-580-6-6321	SITE AMENITIES	$20,000	$2,912	$10,000	$6,900	$10,000	$10,000
030-30-580-6-6328	PUBLIC ART	$10,000	$0	$23,000	$968	$23,000	$25,000
030-30-580-6-6329	PROPERTY AQUISITION	$25,000	$0	$0	$0	$0	$0
030-30-580-6-6400	CAPITAL OUTLAY	$50,000	$0	$73,403	$0	$73,403	$10,000
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	TOTAL	$500,262	$78,646	$523,858	$102,211	$455,372	$500,618
	TRANSFERS						
030-30-580-9-9106	REIMB GENERAL-ADMIN EXP	$28,112	$18,741	$76,744	$51,163	$76,744	$96,529
030-30-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$128,246	$0	$53,436	$128,246
030-30-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$25,276	$0	$10,532	$25,276
030-30-580-9-9132	TRANSFER TO UTILITY FUND-POTAB	$89,565	$0	$93,148	$0	$0	$100,000

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR	$867,831	$0	$671,482	$0	$0	$1,075,004
	TOTAL	$985,508	$18,741	$994,896	$51,163	$140,712	$1,425,055
DOWNTOWN	**DEPARTMENT TOTAL**	**$1,485,770**	**$97,388**	**$1,518,754**	**$153,374**	**$596,084**	**$1,925,673**
	SOUTH HISTORIC						
030-31-580-1-1100	EXEC SALARIES TIFSouth	$0	$0	$12,100	$4,931	$7,956	$16,100
030-31-580-1-2100	FICA TAX EXP TIFSouth	$0	$0	$926	$342	$573	$1,232
030-31-580-1-2200	RETIREMENT EXP TIFSouth	$0	$0	$3,715	$1,514	$2,443	$4,444
030-31-580-1-2300	HEALTH AND LIFE INSUR TIFSouth	$0	$0	$2,558	$914	$1,553	$2,979
030-31-580-3-3100	PROFESSIONAL SERVICES	$17,016	$0	$7,700	$0	$0	$15,000
030-31-580-3-3200	AUDIT EXPENSE	$3,355	$1,844	$3,355	$0	$0	$3,740
030-31-580-3-5280	MISC EXPENSES	$867	$0	$650	$0	$0	$650
030-31-580-3-5400	FRA ANNUAL DUES, TRAINING	$3,500	$184	$1,500	$198	$198	$1,500
030-31-580-3-5402	DEO ANNUAL DUES	$110	$30	$110	$36	$36	$110
030-31-580-6-6120	LAND PURCHASE	$30,000	$11,636	$0	$0	$0	$0
030-31-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$15,000
030-31-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$0
030-31-580-6-63XX	HOME REPAIR GRANT	$0	$0	$0	$0	$0	$15,000
030-31-580-6-6329	BUILDING IMPROVEMENT GRANT	$65,000	$0	$160,734	$0	$160,734	$100,000
030-31-580-6-6333	SIGNAGE	$3,000	$0	$1,000	$0	$0	$1,000
030-31-580-6-6337	SITE AMENITIES	$3,000	$0	$1,000	$0	$0	$1,000
030-31-580-6-6341	LANDSCAPING	$4,000	$0	$3,000	$0	$0	$10,000
030-31-580-6-6343	CAPITAL OUTLAY	$60,733	$0	$61,615	$0	$0	$61,615
030-31-580-6-6344	324 RIVER ST REPAIRS TILGHMAN	$121,193	$0	$155,378	$0	$0	$300,000
	TOTAL	$311,774	$13,694	$415,341	$7,935	$173,494	$549,369
	TRANSFERS						
030-31-580-9-9102	TRANSFER TO UTILITY- SOUTH POT	$27,000	$0	$28,080	$0	$0	$30,000
030-31-580-9-9105	REIMB GENERAL	$8,501	$5,667	$26,167	$17,445	$26,167	$34,210
030-31-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$40,306	$0	$16,794	$40,306
030-31-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$7,944	$0	$3,310	$7,944
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR						$20,621

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
	TOTAL	$35,501	$5,667	$102,497	$17,445	$46,271	$133,081
SOUTH HISTORIC	**DEPARTMENT TOTAL**	**$347,275**	**$19,361**	**$517,838**	**$25,379**	**$219,765**	**$682,450**
	NORTH HISTORIC						
030-32-580-1-1100	EXEC SALARIES TIFNorth	$0	$0	$4,400	$1,734	$2,834	$4,900
030-32-580-1-2100	FICA TAX EXP TIFNorth	$0	$0	$337	$120	$204	$375
030-32-580-1-2200	RETIREMENT EXP TIFNorth	$0	$0	$1,351	$532	$870	$1,352
030-32-580-1-2300	HEALTH LIFE INSURA TIFNorth	$0	$0	$930	$332	$565	$907
030-32-580-3-3100	PROFESSIONAL SERVICES	$8,815	$0	$2,600	$0	$0	$4,300
030-32-580-3-3200	AUDIT EXPENSE	$1,220	$670	$1,220	$0	$1,220	$1,360
030-32-580-3-5280	MISC EXPENSES	$983	$0	$250	$0	$250	$250
030-32-580-3-5400	FRA ANNUAL DUES, TRAINING	$1,984	$27	$500	$61	$500	$500
030-32-580-3-5402	DEO ANNUAL DUES	$16	$16	$16	$16	$16	$24
030-32-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$15,000
030-32-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$0
030-32-580-6-63XX	HOME REPAIR GRANT	$0	$0	$0	$0	$0	$15,000
030-32-580-6-6319	BUILDING IMPROVEMENT GRANT	$50,000	$78	$83,661	$0	$35,000	$40,000
030-32-580-6-6322	GENERAL CAPITAL IMPROVEMENTS	$50,000	$30,117	$31,734	$0	$0	$16,005
	TOTAL	$113,018	$30,908	$126,999	$2,795	$41,459	$99,973
	TRANSFERS						
030-32-580-9-9105	REIMB GENERAL-ADMIN EXP	$5,981	$3,987	$7,693	$5,129	$7,693	$10,359
030-32-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$14,657	$0	$6,107	$14,657
030-32-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$2,889	$0	$1,204	$2,889
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR						$78,774
	TOTAL	$5,981	$3,987	$25,239	$5,129	$15,004	$106,679
NORTH HISTORIC	**DEPARTMENT TOTAL**	**$118,999**	**$34,896**	**$152,238**	**$7,924**	**$56,463**	**$206,651**
	TOTAL EXPENDITURES	**$1,952,044**	**$151,645**	**$2,188,830**	**$186,677**	**$872,312**	**$2,814,774**

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
	CONTINGENCIES & RESERVES						
030-30-580-9-9901	CONTINGENCY/RESERVE-DOWNTOWN	$40,257	$0	$0	$0	$0	$0
030-31-580-9-9901	CONTINGENCY/RESERVE - SOUTH	$91,193	$0	$0	$0	$0	$0
030-32-580-9-9901	CONTINGENCY/RESERVE - NORTH	$7,148	$0	$0	$0	$0	$0
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	TOTAL	$138,598	$0	$0	$0		$0
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	TOTAL EXPENDITURES, TRANSFERS, CONTINGENCIES & RESERVES	**$2,090,642**	**$151,645**	**$2,188,830**	**$0** **$186,677**	**$872,312**	**$2,814,774**
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MEMORANDUM

TO: Community Redevelopment Agency Board Members

FROM: Kristin Odom, CRA Coordinator

RE: Summary of Amended CRA Budget for FY 2025/2026

DATE: August 26, 2025

Downtown District

- **Expanded Maintenance – $20,000:** Current contract with Futch covers only St. Johns Avenue from the Riverfront to the railroad tracks. Proposal expands coverage from 1st to 11th Street, Reid to Oak Street, for consistent upkeep.
- **Additional Landscaping – $25,000:** Replace plants at the Riverfront Park clock tower with seasonal flowers and add flower baskets to downtown light posts. Maintenance arrangements are under discussion.
- **Larimer Art Center Renovations – $150,000:** Repairs to roof leaks and water intrusion, plus exterior work on the staircase, mortar joints, portico wall, and perimeter windows.

South Historic District

- **Building Improvement Grant:** Reduced to $60,000 from $100,000, since only $53,250 in grants have been awarded for FY 2025/2026 year.
- **Historic Preservation Grant:** Reduced by $15,000.
- **Code Compliance Grant (formerly the Home Repair Grant) – $70,000:** Increase funded by reductions to Building Improvement Grant and the Historic Preservation Grant, reflecting board direction to strengthen code compliance funding. Program description included in the agenda.

North Historic District

- **Historic Preservation Grant:** Reduced by $15,000.
- **Code Compliance Grant (formerly the Home Repair Grant) – $40,000:** Increase funded by reductions to the Historic Preservation Grant, reflecting board direction to strengthen code compliance funding. Program description included in the agenda.

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030-00-301-0-0002	SOUTH HISTORIC BALANCE FORWARD	$122,286	$0	$299,314	$0	$0	$445,200
030-00-301-0-0003	NORTH HISTORIC BALANCE FORWARD	$62,739	$0	$85,311	$0	$0	$129,372
030-00-311-0-3100	DOWNTOWN REDEV COUNTY SHARE	$355,722	$332,808	$402,603	$377,908	$566,862	$477,105
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030-00-311-0-3330	NORTH HISTORIC CITY SHARE	$26,156	$26,156	$27,262	$27,262	$40,893	$31,223
030-00-3660-0003	CONTRIBUTION - BENCHES		$2,200				
030-00-365-0-2000	SALE OF HAMMOCK HALL	$131,926					
030-00-365-0-2500	SALE OF SURPLUS		$51,000				
ALL DISTRICTS	**TOTAL TIF CRA FUND REVENUE**	**$2,090,642**	**$872,621**	**$2,188,828**	**$931,104**	**$1,396,656**	**$2,814,774**

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
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	DOWNTOWN						
030-30-580-1-1100	EXEC SALARIES TIFDT	$0	$0	$38,500	$15,553	$25,178	$49,000
030-30-580-1-2100	FICA TAX EXP TIF DT	$0	$0	$2,945	$1,077	$1,814	$3,749
030-30-580-1-2200	RETIREMENT EXP TIF DT	$0	$0	$11,820	$4,775	$7,730	$13,524
030-30-580-1-2300	HEALTH AND LIFE INSUR TIF DT	$0	$0	$8,140	$2,907	$4,942	$9,065
030-30-580-3-3100	PROFESSIONAL SERVICES	$104,012	$6,950	$75,000	$980	$75,000	$40,000
030-30-580-3-3105	SMALL BUSINESS DEVELOPMENT CEN	$12,000	$9,000	$25,000	$3,750	$13,000	$15,000
030-30-580-3-3109	MAINTENANCE CONTRACT	$35,000	$2,700	$35,000	$5,400	$3,150	$20,000
030-30-580-3-3200	AUDIT EXPENSE	$10,675	$5,866	$10,775	$0	$10,775	$11,900
030-30-580-3-4020	SCHOOLING, CONFERENCE, ETC						$3,500
030-30-580-3-5280	MISC EXPENSES	$3,400	$0	$2,100	$9	$2,100	$1,500
030-30-580-3-5401	FRA ANNUAL DUES, TRAINING & CO	$4,000	$864	$5,000	$611	$3,000	$1,500
030-30-580-3-5402	DEO ANNUAL DUES	$175	$130	$175	$148	$148	$200
030-30-580-6-6311	DOWNTOWN CHRISTMAS LIGHTS	$25,000	$20,193	$30,000	$29,134	$29,134	$30,000
030-30-580-6-6314	RECRUITMENT PROJECT	$25,000	$25,000	$0	$0	$0	$0
030-30-580-6-6316	WAYFINDING	$15,000	$0	$3,000	$0	$3,000	$15,000
030-30-580-6-63xx	ECONOMIC DEVELOPMENT						$10,000
030-30-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$0
030-30-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$15,000
030-30-580-6-63XX	CODE COMPLIANCE GRANT	$0	$0	$0	$0	$0	$0
030-30-580-6-6319	BUILDING IMPROVEMENT GRANT	$121,000	$5,032	$160,000	$30,000	$160,000	$205,000
030-30-580-6-6320	LANDSCAPING	$40,000	$0	$10,000	$0	$10,000	$25,000
030-30-580-6-6321	SITE AMENITIES	$20,000	$2,912	$10,000	$6,900	$10,000	$10,000
030-30-580-6-6328	PUBLIC ART	$10,000	$0	$23,000	$968	$23,000	$25,000
030-30-580-6-6329	PROPERTY AQUISITION	$25,000	$0	$0	$0	$0	$0
030-30-580-6-6400	LARIMER RENOVATIONA						$150,000
030-30-580-6-6400	CAPITAL OUTLAY	$50,000	$0	$73,403	$0	$73,403	$10,000
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	TOTAL	$500,262	$78,646	$523,858	$102,211	$455,372	$663,938
	TRANSFERS						
030-30-580-9-9106	REIMB GENERAL-ADMIN EXP	$28,112	$18,741	$76,744	$51,163	$76,744	$96,529
030-30-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$128,246	$0	$53,436	$128,246
030-30-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$25,276	$0	$10,532	$25,276

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
030-30-580-9-9132	TRANSFER TO UTILITY FUND-POTAB	$89,565	$0	$93,148	$0	$0	$100,000
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR	$867,831	$0	$671,482	$0	$0	$911,684
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	TOTAL	$985,508	$18,741	$994,896	$51,163	$140,712	$1,261,735
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DOWNTOWN	**DEPARTMENT TOTAL**	**$1,485,770**	**$97,388**	**$1,518,754**	**$153,374**	**$596,084**	**$1,925,673**
		--------------	-----------------	--------------	--------------	--------------	--------------
	SOUTH HISTORIC						
030-31-580-1-1100	EXEC SALARIES TIFSouth	$0	$0	$12,100	$4,931	$7,956	$16,100
030-31-580-1-2100	FICA TAX EXP TIFSouth	$0	$0	$926	$342	$573	$1,232
030-31-580-1-2200	RETIREMENT EXP TIFSouth	$0	$0	$3,715	$1,514	$2,443	$4,444
030-31-580-1-2300	HEALTH AND LIFE INSUR TIFSouth	$0	$0	$2,558	$914	$1,553	$2,979
030-31-580-3-3100	PROFESSIONAL SERVICES	$17,016	$0	$7,700	$0	$0	$15,000
030-31-580-3-3200	AUDIT EXPENSE	$3,355	$1,844	$3,355	$0	$0	$3,740
030-31-580-3-5280	MISC EXPENSES	$867	$0	$650	$0	$0	$650
030-31-580-3-5400	FRA ANNUAL DUES, TRAINING	$3,500	$184	$1,500	$198	$198	$1,500
030-31-580-3-5402	DEO ANNUAL DUES	$110	$30	$110	$36	$36	$110
030-31-580-6-6120	LAND PURCHASE	$30,000	$11,636	$0	$0	$0	$0
030-31-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$0
030-31-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$0
030-31-580-6-63XX	CODE COMPLIANCE GRANT	$0	$0	$0	$0	$0	$70,000
030-31-580-6-6329	BUILDING IMPROVEMENT GRANT	$65,000	$0	$160,734	$0	$160,734	$60,000
030-31-580-6-6333	SIGNAGE	$3,000	$0	$1,000	$0	$0	$1,000
030-31-580-6-6337	SITE AMENITIES	$3,000	$0	$1,000	$0	$0	$1,000
030-31-580-6-6341	LANDSCAPING	$4,000	$0	$3,000	$0	$0	$10,000
030-31-580-6-6343	CAPITAL OUTLAY	$60,733	$0	$61,615	$0	$0	$61,615
030-31-580-6-6344	324 RIVER ST REPAIRS TILGHMAN	$121,193	$0	$155,378	$0	$0	$300,000
		--------------	-----------------	--------------	--------------	--------------	--------------
	TOTAL	$311,774	$13,694	$415,341	$7,935	$173,494	$549,369
	TRANSFERS						
030-31-580-9-9102	TRANSFER TO UTILITY- SOUTH POT	$27,000	$0	$28,080	$0	$0	$30,000
030-31-580-9-9105	REIMB GENERAL	$8,501	$5,667	$26,167	$17,445	$26,167	$34,210
030-31-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$40,306	$0	$16,794	$40,306
030-31-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$7,944	$0	$3,310	$7,944

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR						$20,621
	TOTAL	$35,501	$5,667	$102,497	$17,445	$46,271	$133,081
SOUTH HISTORIC	**DEPARTMENT TOTAL**	**$347,275**	**$19,361**	**$517,838**	**$25,379**	**$219,765**	**$682,450**
	NORTH HISTORIC						
030-32-580-1-1100	EXEC SALARIES TIFNorth	$0	$0	$4,400	$1,734	$2,834	$4,900
030-32-580-1-2100	FICA TAX EXP TIFNorth	$0	$0	$337	$120	$204	$375
030-32-580-1-2200	RETIREMENT EXP TIFNorth	$0	$0	$1,351	$532	$870	$1,352
030-32-580-1-2300	HEALTH LIFE INSURA TIFNorth	$0	$0	$930	$332	$565	$907
030-32-580-3-3100	PROFESSIONAL SERVICES	$8,815	$0	$2,600	$0	$0	$4,300
030-32-580-3-3200	AUDIT EXPENSE	$1,220	$670	$1,220	$0	$1,220	$1,360
030-32-580-3-5280	MISC EXPENSES	$983	$0	$250	$0	$250	$250
030-32-580-3-5400	FRA ANNUAL DUES, TRAINING	$1,984	$27	$500	$61	$500	$500
030-32-580-3-5402	DEO ANNUAL DUES	$16	$16	$16	$16	$16	$24
030-32-580-6-63XX	HISTORIC PRESERVATION GRANT	$0	$0	$0	$0	$0	$0
030-32-580-6-63XX	SPECIAL EVENTS GRANT	$0	$0	$0	$0	$0	$0
030-32-580-6-63XX	CODE COMPLIANCE GRANT	$0	$0	$0	$0	$0	$30,000
030-32-580-6-6319	BUILDING IMPROVEMENT GRANT	$50,000	$78	$83,661	$0	$35,000	$40,000
030-32-580-6-6322	GENERAL CAPITAL IMPROVEMENTS	$50,000	$30,117	$31,734	$0	$0	$16,005
	TOTAL	$113,018	$30,908	$126,999	$2,795	$41,459	$99,973
	TRANSFERS						
030-32-580-9-9105	REIMB GENERAL-ADMIN EXP	$5,981	$3,987	$7,693	$5,129	$7,693	$10,359
030-32-580-9-9108	REIMBURSEMENT-CONTR POLICE SER	$0	$0	$14,657	$0	$6,107	$14,657
030-32-580-9-9109	REIMBURSEMENT-CONTR CODE ENFR	$0	$0	$2,889	$0	$1,204	$2,889
030-30-580-9-9134	TRANSFER TO BETTER PLACE - STR						$78,774
	TOTAL	$5,981	$3,987	$25,239	$5,129	$15,004	$106,679
NORTH HISTORIC	**DEPARTMENT TOTAL**	**$118,999**	**$34,896**	**$152,238**	**$7,924**	**$56,463**	**$206,651**
	TOTAL EXPENDITURES	**$1,952,044**	**$151,645**	**$2,188,830**	**$186,677**	**$872,312**	**$2,814,774**

ACCOUNT_NUMBER	ACCOUNT_DESCRIPTION	2023- 2024 BUDGET	2023-2024 ACTUAL	2024-2025 BUDGET	TOTAL_ YTD 05/31/2025	PROJECTED ACTUAL 09/30/2025	2025-2026 BUDGET BUILD
	CONTINGENCIES & RESERVES						
030-30-580-9-9901	CONTINGENCY/RESERVE-DOWNTOWN	$40,257	$0	$0	$0	$0	$0
030-31-580-9-9901	CONTINGENCY/RESERVE - SOUTH	$91,193	$0	$0	$0	$0	$0
030-32-580-9-9901	CONTINGENCY/RESERVE - NORTH	$7,148	$0	$0	$0	$0	$0
	TOTAL	$138,598	$0	$0	$0		$0
	TOTAL EXPENDITURES, TRANSFERS,				**$0**		
ALL DISTRICTS	**CONTINGENCIES & RESERVES**	**$2,090,642**	**$151,645**	**$2,188,830**	**$186,677**	**$872,312**	**$2,814,774**

Presentation - Finding of Necessity Study for Potential CRA Boundary Expansion

STAFF REPORT

DATE: August 27, 2025
TO: City of Palatka Community Redevelopment Agency
FROM: City Staff

APPLICATION REQUEST

BACKGROUND
At the June 9th CRA meeting, the Board requested additional information on the potential expansion of the CRA district.

PROJECT ANALYSIS

Tom Kohler and John Jones from GAI Consultants will present an overview of the Palatka Community Redevelopment Agency, including existing district boundaries and conditions, the proposed expansion area and its conditions, and the projected tax increment fund potential. GAI Consultants has developed three options for the Board's consideration:

1. Expand CRA (FON) and update the CRA Plan to recognize expansion and identify projects.

2. Keep current CRA boundaries and update the CRA Plan.

3. Keep the current CRA Plan and update only to address potential legislative challenges.

Staff Recommendation
Staff recommends the Board review the options presented by GAI Consultants.

ATTACHMENTS

1.	GAI Consultants Presentation

PALATKA COMMUNITY REDEVELOPMENT AGENCY

CITY of Palatka FLORIDA

PALATKA COMMUNITY REDEVELOPMENT AGENCY

INFORMATIONAL WORKSHOP 8/27/2025

CITY of Palatka FLORIDA

Agenda

- Palatka Community Redevelopment Agency and Existing Community Redevelopment Districts
- Existing Redevelopment Districts' Conditions
- Proposed Expansion Redevelopment District
- Proposed Expansion Redevelopment District's Conditions / TIF Potential
- Work Completed to Date
- CRA Options

CITY of Palatka FLORIDA

Palatka CRA

1983	1994	2009	2010	2012	2021
Central Business District & Downtown Redevelopment Agency established	Historic Districts added to Downtown Redevelopment Area	Downtown Redevelopment Agency revised to Community Redevelopment Agency (City Commission as Agency)	Community Redevelopment Agency membership expanded to include Putnam County Commissioner (District 2) and the President of Downtown Palatka Inc. (2 additional members)	CRA Operational timeframe extended to **2044**	Latest CRA Plan update


North Historic District
Central Business District
South Historic District


North Historic District
Central Business District
South Historic District

- **Size:** 28 acres 64 Parcels
- **Primary Uses:** Low density residential
- **Vacancies:** Residential 3 parcels

  0.61 acres

- **2023 TIF Revenue:** **$ 46,947**

  ~$20,791 (County)

  $26,156 (City)

North Historic District


North Historic District
Central Business District
South Historic District

- **Size:** 200 acres 447 parcels
- **Primary Uses:** Commercial uses, higher density residential, Public uses
- **Vacancies:** Residential 36 parcels

  Commercial 53 parcels

  Institutional 3 parcels

  16.34 acres
- **2023 TIF Revenue: $432,330**

  ~$191,495 (County)

  $240,835 (City)

Central Business District


North Historic District
Central Business District
South Historic District

- **Size:** 49 acres 158 parcels
- **Primary Uses:** Low density residential
- **Vacancies:** Residential 15 parcels

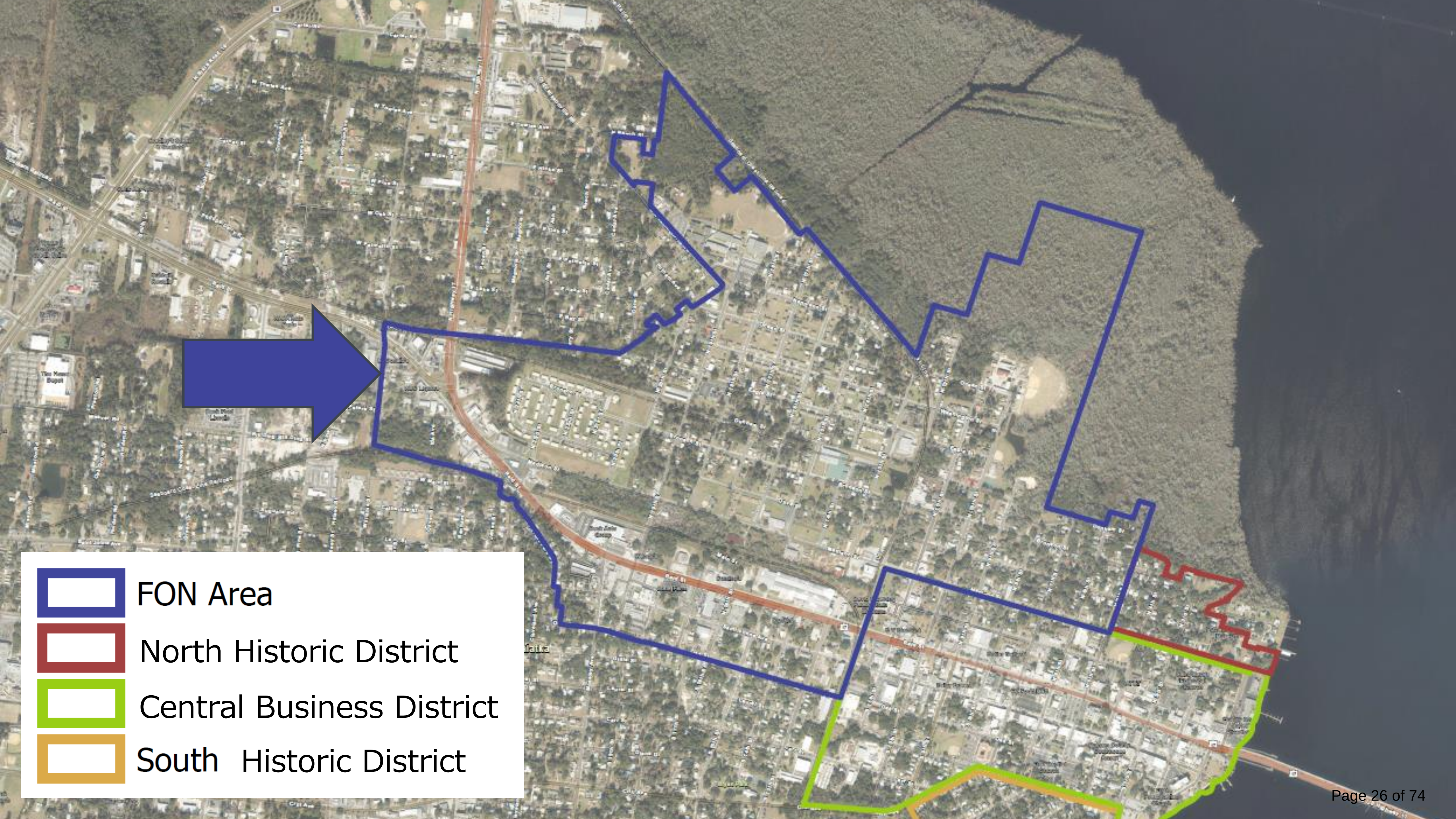
  2.4 acres
- **2023 TIF Revenue:** **$138,309**

  ~***$61,279*** ***(County)***

  $77,030 ***(City)***

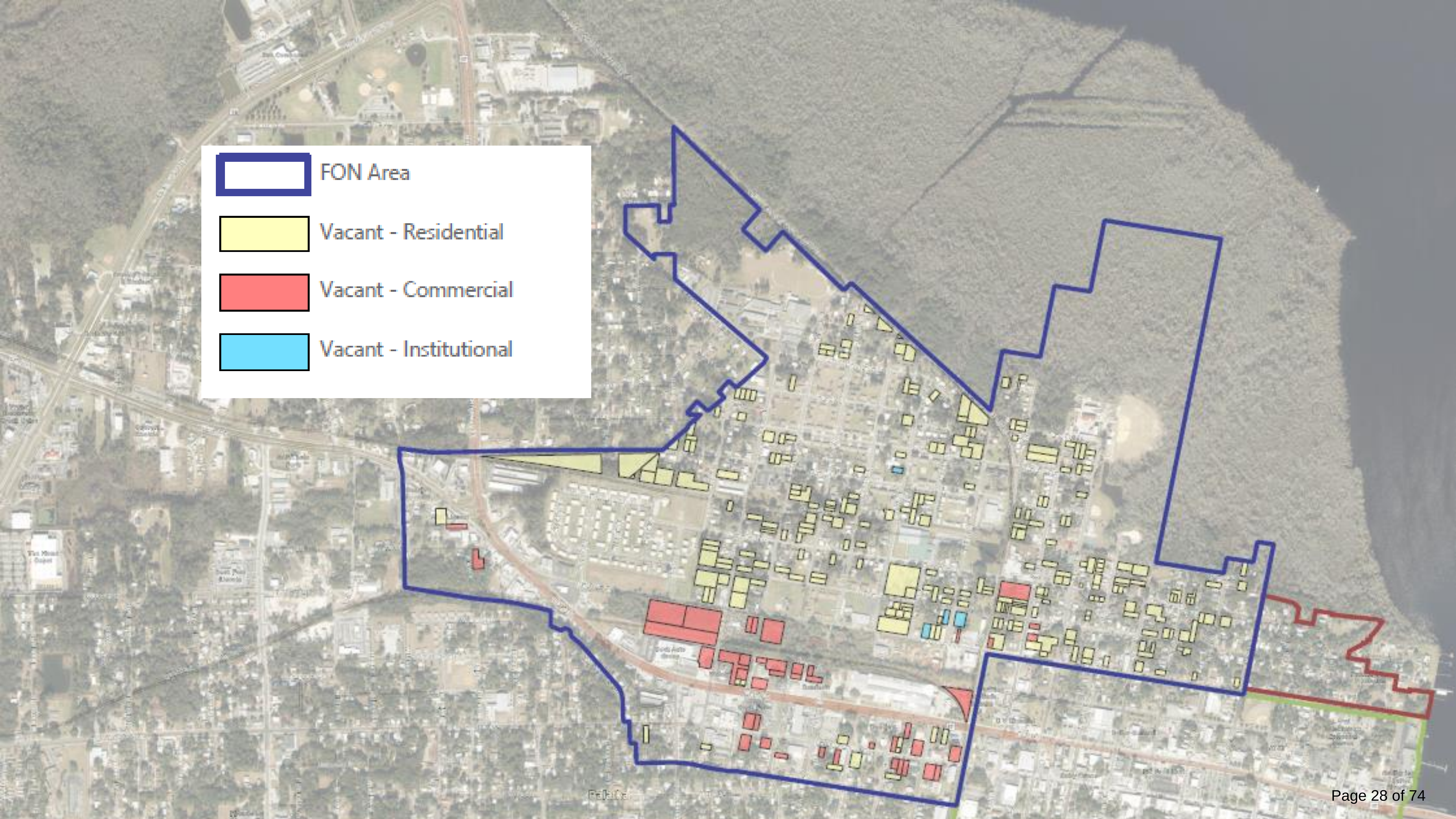
South Historic District

PROPOSED CRA EXPANSION AREA


FON Area
North Historic District
Central Business District
South Historic District

Proposed Expansion District

Size:	~625 acres	1,075 parcels
Primary Uses:	Commercial, Residential	
Vacancies:	Residential	251 parcels
	Commercial	44 parcels
	Institutional	4 parcels
	64.86 acres vacant	


FON Area
Vacant - Residential
Vacant - Commercial
Vacant - Institutional

- **Current Taxable Value:** $64,462,776
- **Projection Period:** 2025-2035
- **Growth Rate:** **5.9%-6.6%**

- **TIF Revenue through 2035 :** **~$4,156,800**

Proposed Expansion District-TIF Generation

Year		City of Palatka			Putnam County			Total Tax Increment
		Total Taxable Value	Tax Revenue less Base Year	TIF Contributions	Total Taxable Value	Tax Revenue less Base Year	TIF Contributions	
Act.	2022	$ 47,403,281	$ -	$ -	$ 47,403,281	$ -	$ -	**$ -**
Act.	2023	$ 52,431,746	$ -	$ -	$ 52,431,746	$ -	$ -	**$ -**
Act.	2024	$ 58,971,582	$ -	$ -	$ 58,971,582	$ -	$ -	**$ -**
Est.	2025	$ 64,462,776	$ 5,491,200	$ 33,400	$ 64,462,776	$ 5,491,200	$ 33,400	**$ 66,800**
1	2026	$ 68,716,015	$ 9,744,400	$ 59,200	$ 68,716,015	$ 9,744,400	$ 59,200	**$ 118,400**
2	2027	$ 73,249,881	$ 14,278,300	$ 86,800	$ 73,249,881	$ 14,278,300	$ 86,800	**$ 173,600**
3	2028	$ 78,082,891	$ 19,111,300	$ 116,200	$ 78,082,891	$ 19,111,300	$ 116,200	**$ 232,400**
4	2029	$ 83,234,781	$ 24,263,200	$ 147,500	$ 83,234,781	$ 24,263,200	$ 147,500	**$ 295,000**
5	2030	$ 88,726,592	$ 29,755,000	$ 180,900	$ 88,726,592	$ 29,755,000	$ 180,900	**$ 361,800**
6	2031	$ 94,580,751	$ 35,609,200	$ 216,500	$ 94,580,751	$ 35,609,200	$ 216,500	**$ 433,000**
7	2032	$ 100,821,167	$ 41,849,600	$ 254,400	$ 100,821,167	$ 41,849,600	$ 254,400	**$ 508,800**
8	2033	$ 107,473,323	$ 48,501,700	$ 294,900	$ 107,473,323	$ 48,501,700	$ 294,900	**$ 589,800**
9	2034	$ 114,564,388	$ 55,592,800	$ 338,000	$ 114,564,388	$ 55,592,800	$ 338,000	**$ 676,000**
10	2035	$ 122,123,319	$ 63,151,700	$ 384,000	$ 122,123,319	$ 63,151,700	$ 384,000	**$ 768,000**
Cumulative 10YR Projection Period				**$ 2,078,400**			**$ 2,078,400**	**$ 4,156,800**

Note(s): [1] In accordance with F.S. 163.387(b) 2, the millage rate for calculation of County contribution is equal to the millage rate for calculation of City contribution. [2] Assumes millage rate of 6.4000 through the 10-year projection period (2026-2035). [3] Assumes 95% participation rate for both City and County contributions. [4] Assumes applicable base year for expansion area is 2024. [5] Assumes applicable taxable values are the same for all taxing authorities, relying upon the non-school district taxable values stated in Putnam County 2024 Final Tax Roll, and identified as "Putnam County General Fund" taxable value on ad valorem tax bills.

Proposed Expansion District-TIF Generation

WORK COMPLETED TO DATE

CITY of Palatka FLORIDA

Preliminary Findings of Necessity (FON) data gathering

- Boundary Map of proposed expansion area
- Preliminary Photo Survey of existing conditions
- Preliminary TIF Projections
- Taxable Value history
- Initial Slum/Blight data collection
  - Calls for emergency services (Police/Fire/EMS) proportionally higher than County or City
  - Large number of dilapidated structures
  - Large number of vacant parcels
  - Slower taxable value growth than County or City.

Work Completed to Date

DECISION POINTS CRA OPTIONS

CITY of Palatka FLORIDA

Does Potential TIF enable meaningful redevelopment investment in proposed CRA Expansion Area within the next ten (10) years (2035)?

Option 1:

- Expand CRA (FON) + Update CRA Plan to recognize expansion and identify projects

Option 2:

- Keep current CRA boundaries + Update CRA Plan

Option 3:

- Keep current CRA Plan, update to only address potential legislative challenges

Decision Points/CRA Options

Option 1:

- **Expand CRA (FON) + Update CRA Plan to recognize expansion and identify projects**

Pros: Identifies area for redevelopment and targeted investment

Enables access to County share of TIF revenues

Cons: Limited TIF revenue for investment and projects

Dilutes Agency focus from existing CRA Districts

CRA Options/Pros & Cons

Option 2:

- **Keep current CRA boundaries + Update CRA Plan**

Pros: Enables update of Projects list

Update TIF revenues

Maintains focus on current CRA Districts

Potentially address anticipated legislative changes to CRA rules

Cons: Does not include expansion area

CRA Options/Pros & Cons

Option 3:

- Keep current CRA Plan, update to only address potential legislative challenges

Pros: Minimal cost to City/CRA

Opportunity to address potential legislative threats to CRA operations

Cons: Does not expand the Redevelopment Area

Does not update TIF revenue projections

CRA Options/Pros & Cons

COMMUNITY REDEVELOPMENT PLANS AND USE OF TIF FUNDS

CITY of Palatka FLORIDA

- Legal Description and reason(s) for establishing the Area
- Show by diagram or general terms
  - Open spaces and street layout
  - Limitations on type, size, height number and proposed use of buildings
  - Approximate # of Dwelling units
  - Public use areas: Parks, recreation areas, streets, public utilities and public improvements

Contents of Redevelopment Plan FS-163.362

- Neighborhood impact element if the Area contains Low to Moderate Income housing
- Identify specifically, any publicly funded capital projects to be undertaken in the Area
- Provide for retention of controls and establish any restrictions or covenants running with the land sold to or leased by private use
- Provide an element of residential use in the Area
- Contain a detailed statement of projected costs of redevelopment projects
- Provide a time certain of when projects shall be completed

Contents of Redevelopment Plan FS-163.362

Use of Trust Fund Revenues-FS 163.387

- Administrative costs, direct or indirect
- Expenses of planning, surveys, financial analysis and repayment to governing body or CRA for such expenses prior to Plan approval and adoption
- Acquisition of real property
- Clearance and preparation of an area for redevelopment, including relocation of site occupants if needed
- Repayment of principal and interest on loans, advances, bonds, bond anticipation notes, and other indebtedness
- All incidental expenses associated with the issuance, sale, redemption or retirement of bonds
- Development of Affordable Housing
- Expenses associated with the exercise of powers granted under 163.370 as delegated by 163.358

- TIF Trust Fund revenues can ONLY be used for projects, strategies and programming that are in the Community Redevelopment Plan

- TIF Trust Funds CANNOT be used to supplement the General Fund

Use of Trust Fund Revenues-FS 163.387

On last day of the fiscal year *any money remaining* in TIF Trust Fund shall be…

- Returned to each taxing authority in the proportion paid, or
- Used to reduce indebtedness, or
- Deposited into an escrow account for the purpose of reducing indebtedness to which increment has been pledged, or
- Appropriated to a specific project (from the Plan)

Trust Fund Revenues-Use-Allocate it-Or SEND IT BACK-FS 163.387(7)(a-d)

THANK YOU

CITY of Palatka
FLORIDA

Presentation - Downtown Strategies Implementation Partnership Proposal

STAFF REPORT

DATE: August 27, 2025
TO: City of Palatka Community Redevelopment Agency
FROM: City Staff

APPLICATION REQUEST

BACKGROUND

In 2024, the City of Palatka received a $40,000 grant from FloridaCommerce to work with Downtown Strategies on market research and a Strategic Visioning Workshop to boost public engagement. Halff Associates completed the 5-Year Strategic Downtown Action Plan in early 2025, identifying opportunities for design improvements and policy updates.

At the CRA Budget Workshop on June 18, Board members expressed interest in supporting economic development. Advancing downtown growth is a CRA initiative and aligns with the CRA Plan goal to **"**increase private sector investment, small business development, and economic activity within the Community Redevelopment Area.**"**

PROJECT ANALYSIS

To turn the Strategic Downtown Action Plan into results, staff engaged Downtown Strategies for ongoing support. Year 1 will focus on downtown readiness, community engagement, and implementing key projects. Year 2 will focus on business recruitment and retention to sustain long-term economic growth. Downtown Strategies will provide tools such as a Property Owner Toolkit and access to resources, giving the CRA a practical way to strengthen Palatka's downtown economy.

Jennifer Gregory, President of Downtown Strategies, and Sara Beth Stewart, Vice President of Community Partnerships, along with staff, will present Downtown Strategies' proposal for a partnership to implement the Strategic Downtown Action Plan.

Staff Recommendation

Staff recommends the CRA Board allocate funds to contract with Downtown Strategies to implement the Strategic Downtown Action Plan. The proposed cost is $35,000 for Year 1 and $25,000 for Year 2.

ATTACHMENTS

1.	Memorandum - Advancing Economic Development in Palatka's CRA with Downtown Strategies
2.	Downtown Strategies Implementation Presentation
3.	Downtown Strategies Implementation Proposal

MEMORANDUM

TO: Marcia Carty, City Manger

FROM: Kristin Odom, CRA Coordinator

RE: Advancing Economic Development in Palatka's CRA with Downtown Strategies

DATE: August 11, 2025

Background

In 2024, the City of Palatka secured a $40,000 grant from FloridaCommerce to partner with Downtown Strategies for market research and to conduct a Strategic Visioning Workshop aimed at increasing public engagement. During the development of the 5-Year Strategic Downtown Action Plan, staffing changes threatened the project's timely completion. To maintain momentum and ensure delivery, staff contracted Halff Associates to finalize the plan, which was completed in early 2025. The plan identifies key opportunities for design enhancements and policy updates.

Recognizing that a plan alone isn't enough, Downtown Strategies has proposed ongoing Action & Implementation Support tailored to the City's needs. Their expertise and national Retail Strategies network position them to turn plans into measurable economic development.

Why Downtown Strategies?

Downtown Strategies brings a practical, hands-on approach rooted in real-world experience. They have supported more than 180 communities nationwide, with a particular focus on rural downtowns like ours. Their "Low-Cost, High-Impact" approach shows how small projects can build momentum and lasting change.

Their approach centers on two key support teams:

- **Core Team Support:** Downtown Strategies works closely with our Core Team, serving as an extension of the CRA staff and the central point of contact guiding the revitalization locally. Downtown Strategies provide tools such as templates, peer community examples, training, and connections to expert partners, helping us overcome barriers and move initiatives forward efficiently.
- **Action Team Support:** To expand capacity and community engagement, Downtown Strategies helps form an Action Teams made up of residents, business owners, and

key staff like our Planning and Community Affairs Directors. These teams will learn how to manage short-term projects, communicate effectively, and collaborate with local resources. Over 6-8 months, leadership transitions to the Action Team, empowering sustainable, volunteer-driven progress.

Implementation Timeline & Budget

- **Year 1:** Contract execution; launch of Local Action Team; facilitation of project mapping and monthly meetings; regular Core Team collaboration; year-end update and Year 2 planning. Cost: $35,000

- **Years 2 & 3:** Continued Action Team support and Core Team technical assistance; potential expansion of Action Teams; additional project workshops; troubleshooting and referrals. In Years 2 and 3, the emphasis expands to business recruitment and retention, building on the momentum and infrastructure established in Year 1. Cost: $25,000 per year

This engagement is considered a professional service, so it would not require a competitive bid. There is no binding contract, and Downtown Strategies has an excellent track record, having never been terminated by a client.

Firm Qualifications

Downtown Strategies is led by former downtown revitalization practitioners with over 250 years of combined retail and real estate experience. They are the largest retail consulting firm focused on downtowns, with 70+ full-time staff and USDA technical assistance provider status for rural communities. Their president serves on the board of the International Council of Shopping Centers and they have experience working with Florida CRAs.

They have worked with cities ranging from 4,000 to 100,000 in population, giving them broad experience and the adaptability to address the unique needs of communities like Palatka. This expertise makes them a strong partner to guide Palatka's downtown revitalization and implementation efforts.

Conclusion

Partnering with Downtown Strategies provides a practical, hands-on approach to move beyond planning and achieve measurable economic development outcomes. Their tailored support, including the Property Owner Toolkit and connections to affordable branding and signage resources, strengthens our capacity to attract and retain businesses and build a vibrant downtown retail environment.

Year 1 will focus on Downtown Readiness by establishing strong community engagement, facilitating project implementation, and building local capacity. In Years 2 and 3, efforts will shift toward business recruitment and retention, leveraging the foundation laid in Year 1 to drive sustained investment and economic growth. Engaging Downtown Strategies for ongoing implementation support will maximize the value of our strategic plan, position Palatka's downtown as a key economic hub, and deliver lasting benefits to the community.

For examples of their impact, please see Downtown Strategies' success stories here: [Downtown Success - Retail Strategies]

retail strategies // downtown strategies

CITY of Palatka FLORIDA

Downtown Implementation Partnership

IMPLEMENTATION SUPPORT

Set for Success

Strategic Action Plan

COMPLETED

Implementation Support

- Determine Where You Want To Go First
- Outline How To Get There
- Help Around Obstacles
- Connect To Partners
- Provide Encouragement
- Hold The Team Accountable
- Templates & Training
- Access To Examples And Other Successful Outcomes

IMPLEMENTATION SUPPORT

The Process

Strategic Action Plan

1 Core Team Support

- Templates & Training
- Connect with Trusted Partners
- Troubleshooting & Technical Assistance

2 Action Team

- Engage Stakeholders
- Build Capacity

IMPLEMENTATION SUPPORT

Action Team

1. Identify project (6-8 months)

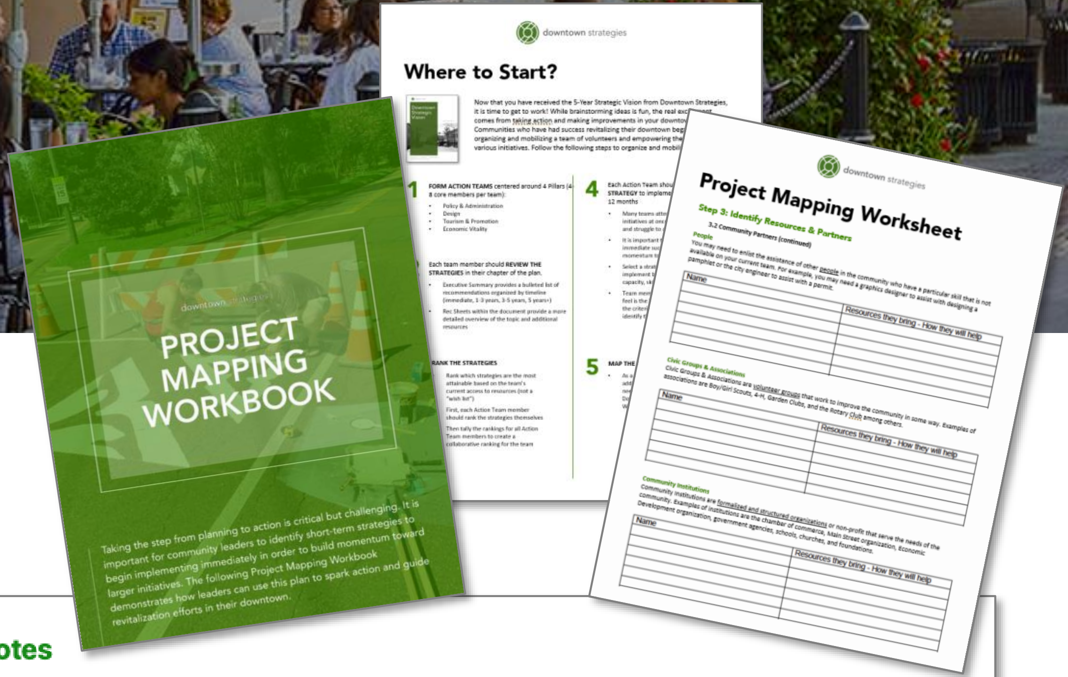
2. Host Project Mapping Workshop
   - Action Planning Workbook
   - Outline clear tasks
   - 30-day increments (bite sized)
   - Set 30/30 Meetings

3. 30/30 Meetings
   - Accountability
   - Communication
   - Focus

- Economic Vitality
- Storefront Activation
- Small Scale promotions
- Entrepreneur development
- Retail and Restaurant Recruitment
- Incentive Programs
- Code Enforcement
- Branding and Marketing
- Parking Strategy
- Public Art
- Wayfinding

IMPLEMENTATION SUPPORT

Action Team



1. Identify project (6-8 month)
2. **Host Project Mapping Workshop**
   - Action Planning Workbook
   - Outline clear tasks
   - 30-day increments (bite sized)
   - Set 30/30 Meetings
3. 30/30 Meetings
   - Accountability
   - Communication
   - Focus

Notes

Project: Community Pride Selfie Wall Mural

Project Name: "Welcome Wall"

Elevator Pitch/Description:

Downtown Clayton has a long history of celebrating the arts through murals, sculpture, and other artistic expressions.

The recent development of the Downtown Clayton brand presents another opportunity to use the arts as a way to showcase our special downtown district.

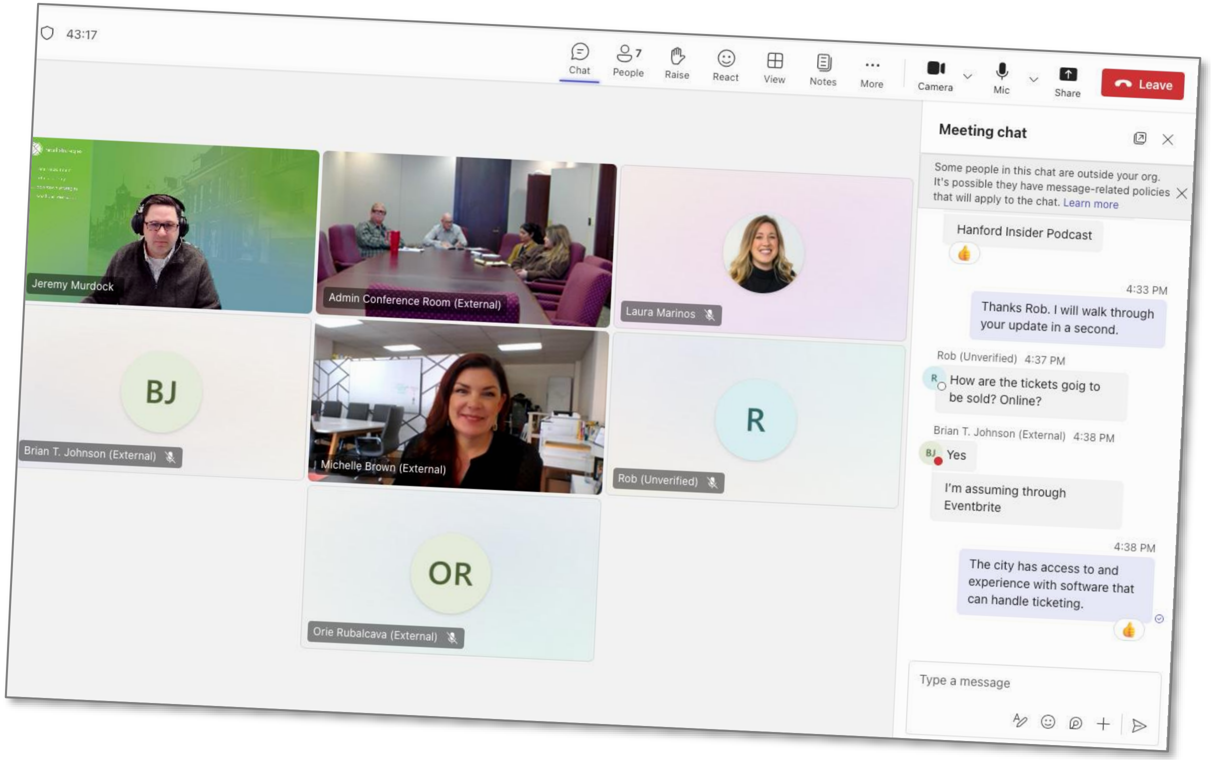
Our project, "Welcome Wall" will showcase the new brand and create an engaging photo opportunity for visitors through the installation of a community pride selfie wall mural.

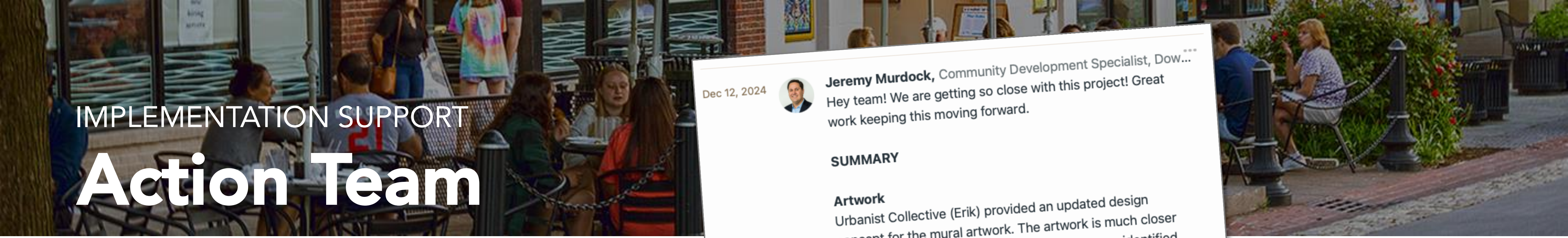
We will unveil the new mural by March 2025.

IMPLEMENTATION SUPPORT

Action Team

1. Identify project (6-8 month)
2. Host Project Mapping Workshop
   - Action Planning Workbook
   - Outline clear tasks
   - 30-day increments (bite sized)
   - Set 30/30 Meetings
3. 30/30 Meetings
   - Accountability
   - Communication/Scheduling
   - Focus





IMPLEMENTATION SUPPORT

Action Team

30/30 Meeting

- Facilitate meetings
- Basecamp for communication
- Meeting summaries
- Provide assistance & resources

Dec 12, 2024

Jeremy Murdock, Community Development Specialist, Dow...

Hey team! We are getting so close with this project! Great work keeping this moving forward.

SUMMARY

Artwork

Urbanist Collective (Erik) provided an updated design concept for the mural artwork. The artwork is much closer to what the team envisioned. A few tweaks were identified, but overall the concept is on track.

Jim Castleman, long-time Main Street board member and current chairperson, joined the call and also provided input on the design concept.

Design modifications included:

- Updating the font for the "Welcome to Downtown" portion of the mural to the font used in "California" in the city's brand. **Brian, can you send Erik the actual fonts used in the city log
- Replacing the bright red muted/earth-toned colo color palette.
- Reducing the 3D extrud "HANFORD" letters. We that effect by half.

Erik from Urbanist Collectiv provided insight into the de

Tasks for the next 30 Days

- **Ellen:** Check with Vine Wine as a potential venue for the January session
- **Ellen:** Identify potential dates for the January session
- **Kendra:** Contact the chamber president to see if they are willing to partner on the Downtown Beautification Blitz initiative and the February luncheon education session. Someone needs to update Kendra – **Ellen**, could you contact her?
- **Billy:** Create a list of potential vendors and service providers (window washer, painters, etc.) for the February session. (Other team members can share contacts with Billy)
- **Debbie:** Create a list of potential permits and approvals needed for building improvements. This will help stakeholders navigate the city's process more efficiently since she has the most experience.
- **Downtown Strategies:** begin creating mood board images showcasing example Sidewalk Vibrancy strategies for the January session.

Next 30/30 Meeting: November 19th at 4:00 p.m. (PT)

IMPLEMENTATION SUPPORT

Economic Vitality and Business Recruitment

Property Owner Toolkit

Course Includes:

- ❑A Message from the President of Retail Strategies
- ❑5 Factors that Drive Sales
- ❑Creating a Successful Tenant Mix
- ❑Lease Structure
- ❑Local Community Data

Available to an unlimited number of local businesses for the lifetime of our partnership.

Property owners, business operators, and entrepreneurs in your community can access the proprietary platform via desktop, mobile device, or tablet. Gamified incentives such as badges and certificates for curriculum completion keep businesses engaged and chat forum and access to 1:1 instructor assistance facilitates Q&A and peer-to-peer sharing.

Building a sustainable framework for long-term action.

Client Success

Snyder, TX

Key issues

Aging infrastructure requiring significant maintenance

Neglected and outdated properties around the square

Disconnected community organizations

Lack of strategic direction

Negative public perception

Community Collaboration

The Development Corporation of Snyder expanded its role to include downtown revitalization

A revitalized merchants' association (Heart of Snyder Texas) emerged to coordinate events

Local vo-tech students fabricated public art installations

Launch of innovative programs like the "Snyder Bucket List" challenge

Economic Development

Over $500,000 in façade improvements

23 Buildings were renovated

Coordinated business hours creating predictable shopping experiences

Successful seasonal promotions and events

Web-based shopping passes and visitor experiences retail strategies // downtown strategies

Downtown Action & Implementation Support

Palatka, Florida

Prepared by: Sarah Beth Stewart
VP of Community Partnerships
Jun 2025

Transform Your Downtown's Future in

Palatka, Florida

Recap of Discovery

A 5-Year Strategic Action Plan for Downtown Palatka, FL was recently completed with opportunities for short-term design treatments and critical policy enhancements being highlighted.

A plan can only be successful if followed by immediate action. Downtown Strategies facilitates the launch of Local Action Teams in your community to create a sustainable framework of implementation.

Practical Expertise

Our team's expertise as practitioners, combined with the support of the full Retail Strategies team, positions us to deliver high quality action plans with an immediate next step of supporting your team with implementation. Downtowns are the heart and soul of communities, and there's never been a better time to invest in the people, place, and businesses that make them unique.

Implementation Support

Building a sustainable framework for long-term action.

A plan is just a plan if it is not followed by immediate action. With the existing strategic plan in place, the initial phase of the partnership will focus on implementation. During this phase, we employ a variety of tools and processes to jumpstart action from the plan. We work with you to engage downtown stakeholders and board members to launch short-term projects so you can see an immediate return on your investment.

Each year of Implementation Support focuses on providing support to the **Core Team** and establishing volunteer **Action Teams**.

Core Team Support

The Downtown Strategies team provides support to the local Core Team, who is the point of contact for the partnership and responsible for guiding the overall downtown revitalization process at the local level. As the Core Team identifies areas of interest, projects, and initiatives, the Downtown Strategies team provides support and resources to assist with the implementation of those initiatives. This could come in the form of providing templates and training, examples and case studies from other peer communities, connection to our trusted partners with specialized expertise, or general feedback and consultation.

Action Team Support

For a downtown to ultimately be successful, the stakeholders must be engaged in the revitalization process. The intent of the Action Team process is to grow the capacity of the community and build a network of support around the Core Team. This team could be a new group of volunteers or an existing board or committee that struggles to gain traction with current initiatives.

Downtown Strategies employs a proven process to help the Action Team select a short-term project to implement. Through the process the Action Team learns how to manage a project, communicate as a group, work with existing resources, and gain valuable collaboration skills. Initially the Downtown Strategies team leads the process, but over a 6–8-month period, the Action Team transitions from being led to taking the lead on managing and implementing the project. Along the journey, Downtown Strategies provides resources to the team and helps them overcome challenges and struggles. As the initial Action Team becomes self-sufficient, additional Action Teams can be launched to expand local efforts.

Implementation Support

We will provide technical support to your Core Team and Action Teams in a variety of ways. We want to make it as easy as possible for you to jumpstart action and achieve results. Using our experience, expertise, and relationships, we can ensure that you are not starting from scratch on the initiatives that you want to implement.

Technical Support	**Hitting a roadblock with implementation of a specific strategy?**	We've worked in nearly 200 communities and have a combined 30 years experience in downtown revitalization as practitioners we can lend you to troubleshoot problems.
Templates & Trainings	**Want to hit the ground running with a strategy but don't know exactly where to start?**	We can provide templates and trainings, so you don't have to recreate the wheel.
Connection to Strategic Partners	**Interested in hiring a branding firm or other specialist but don't know who?**	We can provide special pricing through strategic partnerships with trusted specialty firms.
Project Specific Assistance	**Our goal is to see your plan implemented!**	Our team can provide niche support on specific projects to ensure that your stakeholders see action in your downtown!

Property Owner Toolkit

Negotiating favorable lease terms can be challenging for entrepreneurs. The NAR's 2022 Commercial Member Profile report found that 46% of commercial real estate professionals reported lease negotiation as a critical aspect of their work, indicating the complexity involved in securing beneficial lease agreements.

The Property Owner Training learning path includes training on lease structures, creating a successful tenant mix, and factors that drive sales, equipping landlords with the tools they need to connect with entrepreneurs and implement best practices for identifying viable prospects.

Course Includes:

- ❑A Message from the President of Retail Strategies
- ❑5 Factors that Drive Sales
- ❑Creating a Successful Tenant Mix
- ❑Lease Structure
- ❑Local Community Data

On Demand Training

Available to an unlimited number of local businesses for the lifetime of our partnership. Additional resources and updates to the course are posted annually.

Property owners in your community can access the proprietary platform via desktop, mobile device, or tablet. Gamified incentives such as badges and certificates for curriculum completion keep businesses engaged and chat forum and access to 1:1 instructor assistance facilitates Q&A and peer-to-peer sharing.

Your Team & Timeline

Led by a team of former downtown revitalization practitioners, our combination of real-world experience plus experience working with nearly 200 cities in 25 states qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns.

Jenn Gregory
President

Jeremy Murdock
Community Development Specialist

Laura Marinos
Director of Client Services

Taylor Johnson
Client Services Manager

Year 1 Timeline

Contract Execution

Implementation Jumpstart call with Core Team to outline responsibilities, discuss existing strategic plan, outline focus of partnership.

Months 2-4

Launch Local Action Team, facilitate Project Mapping Workshop (virtual), facilitate first 30/30 meeting.

Months 5-11

Support for Action Team during monthly 30/30 Meetings and regular Collaboration/Check-in Calls with the Core Team

Month 12

Partnership update call, identification of scope and focus areas for implementation in Year 2

Approximate Timeline & Milestones

Downtown planning & implementation support partnership

Year 2

Determine focus for Year 2 and provide support for Action Team during monthly 30/30 Meetings

Regular support for Core Team through templates, trainings, referrals, troubleshooting, technical assistance, etc.

Expansion of Local Action Teams (if desired, which includes an additional Project Mapping Workshop)

Year 3

Determine focus for Year 3 and provide support for Action Team during monthly 30/30 Meetings

Regular support for Core Team through templates, trainings, referrals, troubleshooting, technical assistance, etc.

Expansion of Local Action Teams (if desired, which includes an additional Project Mapping Workshop)

Why Partner with Downtown Strategies?

Background

Firm Qualifications
Downtown Strategies has helped improve quality of place in more than 180 communities with our strategic action plans and implementation support. Serving communities in 26 states, Downtown Strategies is the leading national firm for downtown revitalization planning with an emphasis on real estate and retail.

Team
Led by a team of former downtown revitalization practitioners, our combination of real-world experience, plus expertise in retail uniquely qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns.

Experience
Retail Strategies bring over 250 collective years of retail and real estate experience. Downtown Strategies is the only retail consulting firm with the following qualifications:

- 70+ full time employees
- USDA technical assistance provider for rural communities
- Lacy Beasley, President of Retail Strategies, serves on the board of ICSC, the nation's largest retail real estate association

Industry Involvement

NLC National League of Cities — Cities Strong Together

ICMA

SEDC

ICSC

Main Street America 2024 Accredited

IDA Inspired Leaders Shaping Cities

Investment

Year 1	$35,000
Year 2	$25,000
Year 3	$25,000

Should the client require an in-market visit, travel costs will be billed to the client, but not to exceed $5,000.

retail strategies

retailstrategies.com | (205) 314-0386 | info@retailstrategies.com
2200 Magnolia Ave South, Suite 100, Birmingham, AL

Proposed FY 2025–2026 Funding for CRA Code Compliance and Special Event Grant Programs

STAFF REPORT

DATE: August 27, 2025
TO: City of Palatka Community Redevelopment Agency
FROM: City Staff

APPLICATION REQUEST

BACKGROUND
To advance downtown revitalization and address blight, CRA staff is proposing two new initiatives for Fiscal Year 2025-2026: a Special Event Grant Program and a Code Compliance Grant Program. Both programs align with the CRA Plan goals to support economic activity, improve property conditions, and enhance public spaces within the Redevelopment Area.

PROJECT ANALYSIS

Special Event Grant Program
This program will provide financial support for City-incurred costs associated with public events in the Central Business District. Eligible costs include police, fire, sanitation, permitting, and public works services. The program aims to enhance events that activate public spaces, attract visitors, and contribute to downtown revitalization.

Key Details:

- Funding Request: $15,000
- Eligibility: Public events in the Central Business District with at least 500 attendees and less than three years old
- Application & Approval: CRA Board review and approval at a public meeting
- Compliance: Funds disbursed after post-event reports demonstrate alignment with CRA Plan goals (Goal 10, Strategies 2, 3, and 4)

Code Compliance Grant Program
This program will help address blight and exterior code violations in the North and South Historic Districts. The CRA will fund eligible exterior improvements up to $5,000 per property.

Code Enforcement Officers will identify and prioritize properties based on need.

Key Details:

- Funding Request: $15,000 for North Historic District, $15,000 for South Historic District
- Eligible Improvements: Yard cleanup, tree trimming, repair/replacement of rotting trim or windowsills, minor ADA improvements
- Selection Process: Needs-based, focused on properties with visible deterioration or existing violations
- Implementation: Improvements carried out by pre-qualified licensed contractors
- Compliance: Funds disbursed after post-event reports demonstrate alignment with CRA Plan goals (Goal 21)

Staff Recommendation

Staff recommends the CRA Board allocate funding for both programs in FY 2025-2026 as follows:

- **Special Event Grant Program:** at least $15,000
- **Code Compliance Grant Program:** at least $15,000 for the North Historic District and at least $15,000 for the South Historic District

ATTACHMENTS

1.	Memorandum - CRA Special Event Grant Program Description for FY 2025-2026
2.	Memorandum - CRA Code Compliance Grant Program Description for FY 2025-2026

MEMORANDUM

TO: Marcia Carty, City Manger

FROM: Kristin Odom, CRA Coordinator

RE: CRA Special Event Grant Program Description for FY 2025-2026

DATE: August 7, 2025

CRA staff proposes launching a Special Event Grant Program in Fiscal Year 2025–2026. To support this initiative, staff is recommending that the Board allocate $15,000. This program will support public events held within the Central Business District that align with the goals and strategies outlined in the CRA Plan. This initiative aims to enhance and expand events that activate public spaces, attract visitors, and contribute to downtown revitalization.

Program Overview

The program will provide limited financial support specifically for City-incurred costs related to public services, such as police, fire, sanitation, public works, and permitting. CRA staff have coordinated with the Community Affairs Department, who have expressed support for the initiative and will assist with providing service cost estimates and continue managing special event permitting.

Legal Basis & Compliance

To ensure alignment with Florida Statutes and Attorney General Opinion 2010-40, funding will be strictly limited to public service costs. The City Attorney has reviewed the proposed framework and confirmed its legality, provided the following conditions are met:

- Funds are used solely for City-provided services, not private expenses
- The program is clearly aligned with CRA Plan goals (specifically Goal 10, Strategies 2, 3, and 4)
- The program includes a scoring system and post-event reporting to ensure measurable public benefit

Program Summary

- Purpose: Support events that generate public benefit and reinforce CRA goals
- Eligible Costs: City services only (police, fire, sanitation, permitting)
- Event Eligibility Criteria:
  - Must take place in the Central Business District
  - Must be open to the public
  - Must anticipate at least 500 attendees
  - Must be a new or emerging event (established no more than 3 years prior to applying)
- Application Requirements:
  - City service cost estimate
  - Permit verification
  - Event budget
  - Marketing plan (including use of CRA logo on all flyers and event advertisements)
  - Post-event report
- Approval Process: All applications must be reviewed and approved by the CRA Board at a public meeting
- Ongoing Compliance:
  - Funds will not be disbursed until a complete post-event report is submitted
  - Events must clearly demonstrate alignment with CRA strategies

Sample City Service Costs for Past Events

Below are examples of typical City service costs that event organizers currently pay for events held in the Central Business District:

- Blue Crab Festival – $23,385
- Azalea Festival – $13,608
- Bass Elite Event – $13,608
- Christmas Parade – $3,300
- 4th of July Celebration – $2,687

MEMORANDUM

TO: Marcia Carty, City Manger

FROM: Kristin Odom, CRA Coordinator

RE: CRA Code Compliance Grant Program Description for FY 2025-2026

DATE: August 7, 2025

CRA staff proposes launching a Code Compliance Grant Program in Fiscal Year 2025–2026 to advance the CRA's purpose of addressing blight and slum conditions within the Redevelopment Area. To support this initiative, staff is recommending that the Board allocate at least $15,000 for the South Historic District and $15,000 for the North Historic District. This program has received support from the City's Code Compliance Division and aligns with the CRA Plan's commitment to advocating for the health and safety of residents and property owners by focusing on maintaining safe, accessible, and visually appealing properties within the North and South Historic Districts.

To proactively address exterior code compliance issues and support the neighborhood revitalization goals outlined in the CRA Plan, staff is recommending a one-year pilot Code Compliance Grant Program. This needs-based initiative is designed to assist property owners who have existing exterior code violations or who are at risk of violations due to deferred maintenance. Rather than requiring property owners to apply, the CRA will collaborate closely with the City's Code Enforcement Division to identify and prioritize properties based on demonstrated need.

Key Features:

- CRA-Funded Improvements: The CRA will fully fund eligible exterior code compliance improvements. No financial match is required from property owners. Each property is eligible for up to $5,000 in improvements, enabling the CRA to assist up to 10 properties with current funding.
- Target Area: Limited to properties located within the North and South Historic Districts of the CRA.

- Needs-Based Selection Process: Code Enforcement Officers will assess properties and refer candidates to the CRA based on:
    - Visible signs of deterioration that could soon lead to a violation, such as overgrown yards, peeling paint, or damaged exterior features like rotting wood around windows, doors, or roof edges
    - Current code violations that pose safety, health, or accessibility risks
    - Observed lack of recent maintenance that may suggest limited financial capacity of the owner
- Eligible Improvements May Include:
    - Yard cleanups and overgrowth removal
    - Tree limb trimming for safety
    - Repair or replacement of rotting windowsills or damaged trim
    - Minor ADA-related improvements (ex. ramp or handrail repair)
- Implementation: The CRA will pre-qualify one or more licensed contractors through a procurement process to carry out the improvements on a rolling basis, based on need and funding availability.

Ineligible Applications:

- Properties not owned by the applicant (rental tenants or other non-owners are ineligible).
- Properties where the scope of existing violations exceeds what can be addressed within the limits of this program.
- Applicants who have received $10,000 or more in Code Enforcement Compliance Program within the past five years (this program is new, but this will serve as the cap moving forward).