



THE CITY OF KEY WEST

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To: Carmen Turner, Chairwoman, and Members
Bahama Village Redevelopment Advisory Committee

From: Nicole Malo, Planner

Through: Donald Leland Craig, AICP, Planning Director

Date: November 22, 2011

Reference: Guidelines for Ranking 2012 TIF Appropriation Requests

This document is intended to guide the 2012 TIF appropriation ranking process. The following attachments provide a summary of the Objective Criteria for ranking each request and an associated spreadsheet. The Objective Criteria should be considered when ranking each application. The second attachment provides the Guiding Principals for the CRA Plan and an associated spreadsheet. The two spreadsheets provided are intended to assist you in determining how well each application meets the criteria within the application and more specifically meets each objective of the CRA Plan. You are not being asked to submit these tables to staff they are for your reference only; however, be aware that they may be requested to be viewed by the public at any time, so please retain them for your records.

The total amount of requests for next year is \$956,417.70. Please note that this amount includes one phase only if projects are multiphase. The estimated increment for the Bahama Village Subarea in 2012 is \$437,000, after debt service and additional commitments of monies for Community Redevelopment activities, including proposed staff and memberships.

Attachments:

1. Objective Criteria for Ranking TIF Appropriation Requests and associated spreadsheet
2. Guiding Principals for the BV Redevelopment Plan Objectives and associated spreadsheet

Xc: Clayton Lopez, City Commissioner
Mark Finigan, Assistant City Manager
Shawn Smith, City Attorney
Angela Budde, City Clerk's Office



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Objective Criteria for Ranking TIF Appropriation Requests

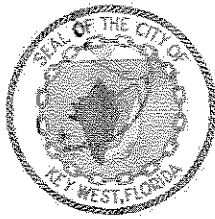
These criteria are consistent with the Amended and Restated Community Redevelopment Area Plan.

Applications should be considered and ranked based on the following factors:

- A. **Compliance with the amended and restated Community Redevelopment Plan** - An applicant seeking project financial assistance must demonstrate that the recommended community redevelopment project or program is consistent with the objectives and strategies in the applicable Community Redevelopment Plan.
- B. **Need for Public Contribution of Tax Increment** - The need for a tax increment appropriation must be demonstrated to the satisfaction of advisory committee (if in Bahama Village), CRA and staff, and the CRA. Documentation, including development budgets, cash flow projections, market studies and other financial and market information should be carefully analyzed.
- C. **Amount of Tax Increment Contribution versus Private Investment** – A redevelopment proposal requesting tax increment funding assistance should, to the greatest extent possible, maximize the ratio of private investment to public contribution.
- D. **Term of Appropriation** – The length of the term of the tax increment funding assistance shall be kept to the minimum necessary to achieve the desired result. The proposed term of any tax increment funding assistance shall be fully documented.. If this appropriation is for a reoccurring program, at what point does program become self sustaining and meet measurements of success?
- E. **Development Benefits and Costs** – The direct and indirect benefits of any proposed community redevelopment project (including rehabilitation, infrastructure, redevelopment, development and programs) should, where possible, be determined and quantified based upon advancing the Primary Objectives of the Plan.

TIF Application Ranking Objectives
Bahama Village Sub-Area
2012 (FY 2011-2012)

	<u>Nelson English/ Willie Ward Park: Enhancement Project:</u> \$349,000 (No match provided in this cycle)	<u>Union Lodge #47</u> \$4,078.70 (no match provided in this cycle)	<u>Habitat for Humanity: Neighborhood Revitalization Initiative:</u> \$50,000 (no match provided; in kind required by program)	<u>Coral City Elks Lodge #610/ Coral City Temple #400</u> \$178,000 (\$25,000 match provided; \$5,000 match via in-kind)	<u>Phase Two: Restoration of the Cornish Memorial A.M.E Zion Church</u> \$294,529 - \$155,236 (\$20,000 match)	<u>Newman Rehabilitation Project</u> \$80,810 (\$5,000 cash match provided)
Objective 1 - Compliance with the Community Redevelopment Plan						
Objective 2 - Need for Public Contribution of Tax Increment						
Objective 3 - Amount of Tax Increment Contribution vs. Private Investment						
Objective 4 - Term of Appropriation						
Objective 5 - Development Benefits and Costs						
Total:						



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Overview: Guiding Principals for the Bahama Village Redevelopment Area Objectives November 1, 2011

The information below provides a summary of guiding principals for understanding the objectives of the Bahama Village Community Redevelopment Area (BVCRA) as extracted from the Amended and Restated CRA Plan, 2010. The information below characterizes the Vision, Objectives, and Strategies of the Bahama Village (BV) subarea and should be used to guide approvals for the Tax Increment Fund allocations.

According to the CRA Plan the area is envisioned to be revitalized and redeveloped in a manner particularly sensitive to the needs and desires of the Bahama Village community and its residents and business proprietors. In addition to the residential, retail, entertainment, institutional and commercial employment opportunities that may result from this Community Redevelopment Plan, it is envisioned that there will be an emphasis on parks, open spaces and designated civic areas for special events. In addition, general public access and multimodal connectivity within the subareas and to other areas in the City should also be considered.

The vision encompasses both residential and non-residential redevelopment and varying price ranges of housing stock. Overall quality of life is expected to increase in the subarea through revitalization and redevelopment of housing and delivery or refurbishment of infrastructure, but also by transportation improvements.

The transportation component of the vision must focus both on vehicular and pedestrian traffic. A combination of safety-conscious bicycle and pedestrian features can significantly reduce vehicular traffic. The greatest positive impact on transportation will be increasing the pedestrian and bicycle-friendly orientation of the area. Rather than having to use a vehicle for shopping, work, recreation, or visits to friends; walking, bicycling and use of intermodal or multi-model transportation will become a more favorable option. The village concept embodied in this Community Redevelopment Plan should accommodate the potential for shuttles and various forms of transit service which further reduce the vehicular demand on the roadway network.

Please note that because the fund is generated from the increases in property value of projects that increase the value of a property that will produce higher gains for the fund in the years to come. Future capital projects will continue to reverse and remove the blighting trends within the Community Redevelopment Area. Special assessments, grants and other revenues should be used to compliment or in conjunction with available tax increment to achieve stated goals. Costs or budgets should not be construed as exclusively the burden of the public sector. Private enterprise as a participant in carrying out significant portions of the Plan should be encouraged.



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The following information identifies objectives and strategies that lay the foundation for the programs and projects to be considered when implementing the goal of reducing and eventually eliminating blight in the area:

- Consider apparent benefit, value, revenues or other relevant factors.
- Focus on creating a sustainable, more energy-efficient and environmentally-friendly community located in a densely populated area of an historical island community, steeped in traditions. These fundamental concepts include:
 - Provision of vibrant and attractive gathering places for the entire community;
 - Better access to open spaces, facilities and services;
 - Pedestrian friendly street and access network;
 - Increasing and refurbishing affordable housing stock;
 - Addressing vehicular flow, parking and intermodal transportation needs;
 - Seeking opportunities to conserve water resources while creating urban landscaping opportunities;
 - Implementing crime prevention measures; and
 - Developing linkages that better integrate the Community Redevelopment Area with existing City, County and community resources.

Objective 1: Recognition of Unique Community Characteristics - Maintain and improve the historical, architectural and cultural community character by recognizing the existing mixed use and family-oriented neighborhoods and businesses, and the pedestrian-oriented connections to the larger environment of the City. Such as:

- Focus on mixed use (commercial and residential) development, in existing mixed use designated land use areas;
- Encourage small scale commercial uses;
- Discourage large scale development and redevelopment.

Objective 2: Innovative Use of Transportation, Pedestrian and Open View Corridors – Create innovative intermodal transportation strategies to address traffic circulation, reduce congestion, protect pedestrians and provide parking solutions and expand public waterfront access through:

- Improvements to existing pedestrian and bicycle connections within the subarea and between the subarea and other destinations in the City;
- Promote pedestrian-oriented mixed use areas through streetscaping, greenway and wayfinding projects;
- Develop infrastructure corridors (transportation, power, utility, pedestrian and communications).

Objective 3: Advance Housing Stocks - Re-invest in, refurbish or replace existing housing; encourage affordable and work-force housing; preserve and empower homeownership and long-term rentals for residents:

- No reduction of affordable or work-force housing;



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- Identify appropriate programs to assist in the renovation and redevelopment of housing stock;
- Ensure that the historic value of existing structures are maintained through application of existing HARC guidelines and through loan and funding programs.

Objective 4: Advance Effective and Efficient Regulatory Measures - Ensure that regulation is in place that promotes and implements the vision for the BVCRA:

- Review the Comprehensive Plan and Land Development Regulations,
- Assess permitted density for affordable housing.

Objective 5: Advance the Bahama Village Subarea - Embrace and support the unique historic social fabric of the residents of the subarea; and, encourage economic opportunities for the residents and businesses of the subarea, such as:

- Develop small scale grant programs to refurbish and maintain properties;
- Invest in community training programs for employees and meaningful employment.

Objective 6: Stimulate Public and Private Participation - Stimulate public/private interest and participation in the redevelopment of the BVCRA as a vibrant community:

- Identify incentive programs, grants and funding options, including bonds and loans, applicable to CRA objectives.

Objective 7: Innovative Development and Use of Open Space - Encourage provision, maintenance and policing of parks, recreation facilities and open public space improvements; increase recreation opportunities throughout the community, such as:

- Provide access to safe, activated, interconnected recreational opportunities, including pocket parks, greenways and recreational corridors;
- Encourage public spaces as open green space, including multimodal transportation corridors.

Objective 8: Promote Sustainable Community Redevelopment - Promote funding and delivery of programs to support the unique community of the subarea. Promote sustainable redevelopment, such as:

- Promote an open dialogue with residents, landowners, business interests and other stakeholders;
- Identify and fund programs that advance community continuity through training, educational or social programs aimed at advancing community redevelopment;
- Employ an annual process that evaluates the success and effectiveness of prior years' allocations of funds;
- Provide a five year spending plan with a special emphasis on multi-year projects and long range needs.

Objective 9: Support Community Redevelopment - Ensure that revitalization, redevelopment and new projects within the Community Redevelopment Area comply with planning review, HARC, the Tree Commission, and any other applicable local, state or federal regulatory provisions, such as:



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- Encourage review and oversight of the development of design concepts and plans proposed by any property owner to ensure the integrity of the vision articulated in the CRA Plan;
- Dedicate staff to coordinate and process all applications proposed for the CRA, and look for a means to educate and encourage all participants to develop approaches consistent with this and other Primary Objectives.

Objective 10: Emphasize a Safe and Clean Environment - Ensure that the Community Redevelopment Area is safe and clean over a period of time; identify and implement extraordinary maintenance and community policy innovation activities. Such as:

- The Community Redevelopment Act encourages “community policing innovations” including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, foot patrol, storefront police stations or intensified motorized patrol.
- The following principles shall be established to guide these programs, they include:
 - Addressing socioeconomic/urban design problems which cause, encourage or facilitate criminal activity;
 - Involve local citizens in the campaign against crime;
 - Make the local law enforcement or security approachable and trusted in order to foster an image of the community as a safe place.
- Periodically assess the numbers and types of law enforcement responses within the Community Redevelopment Area; identify problems and trends;
- Develop innovative techniques to address special needs of visitors;
- Implement crime prevention through environmental/urban design standards (CEPTED) to correct security problems such as site design, lighting and landscaping;
- Identify, execute, and coordinate special maintenance standards and programs for public facilities.

Attached please find an interactive diagram that may help guide ones understanding of how this years proposals meet or do not meet the ten objectives above.

K:\Community Redevelopment Area\2012 TIF Appropriation Requests\Guiding Principals for BV Redevelopment Objectives.doc

**Table of CRA Plan Development Objectives
Bahama Village Sub-Area
2012 (FY 2011-2012)**

	<u>Nelson English/ Willie Ward Park: Enhancement Project;</u> \$349,000 (No match provided in this cycle)	<u>Union Lodge #47</u> \$4,078.70 (no match provided in this cycle)	<u>Habitat for Humanity: Neighborhood Revitalization Initiative;</u> \$50,000 (no match provided; in kind required by program)	<u>Coral City Elks Lodge #610/ Coral City Temple #400</u> \$178,000 (\$25,000 match provided; \$5,000 match via in-kind)	<u>Phase Two: Restoration of the Cornish Memorial A.M.E Zion Church</u> \$236,896 (\$20,000 match)	<u>Newman Rehabilitation Project</u> \$80,810 (\$5,000 cash match provided)
Objective 1						
Objective 2						
Objective 3						
Objective 4						
Objective 5						
Objective 6						
Objective 7						
Objective 8						
Objective 9						
Objective 10						
Total:						