

LINCOLNVILLE

Redevelopment Plan

St. Augustine, Florida

Adopted April 8, 2013
Resolution 2013-14

Prepared by
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URBANOMIC\$
Urban and Real Estate Economics

ACKNOWLEDGEMENTS

This document has been prepared under the direction of the St. Augustine City Commission, serving as the Community Redevelopment Agency established by Ordinance 2000-45 on December 28, 2000. The planning effort was accomplished through considerable assistance from the City's Planning and Building Department Staff and cooperation of the City Manager and several City Departments. It is written in accordance with the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes. In addition to those listed below, we are grateful to the many citizens who participated in the community charrette and contributed their time, energy, and passion toward the creation of this Plan.

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The Honorable Leena Freeman, Commissioner

The Honorable Roxanne Horvath, Commissioner

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TABLE OF CONTENTS

Chapter 1: INTRODUCTION

Overview	1
Historic Distinctiveness	2
Plan Content & Document Organization	2

Chapter 2: INVENTORY AND ANALYSIS

Boundary Description	4
Physical Site Conditions	7
Planning and Zoning Considerations	13
Review of Existing Plans and Studies	18
Market Analysis	20

Chapter 3: CHARRETTE PLAN

Plan Philosophy	26
Redevelopment and Development Opportunities	28
Short-Range Actions (2014 to 2018)	28
Mid-Range Actions (2019 to 2028)	32
Long-Range Actions (2029 to 2033)	34

Chapter 4: IMPLEMENTATION STRATEGIES

Program Management and Implementation	38
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Chapter 5: CAPITAL IMPROVEMENTS STRATEGY

Action Plan	41
Tax Increment Financing	43
Type of Expenses Allowed	44
Tax Increment Projections	45

Appendices

A: Resolution No. 2013-01 Adopting the Finding of Necessity	
B: Funding Sources	
C: Legal Description of CRA Boundary	
D: Charrette Summary	

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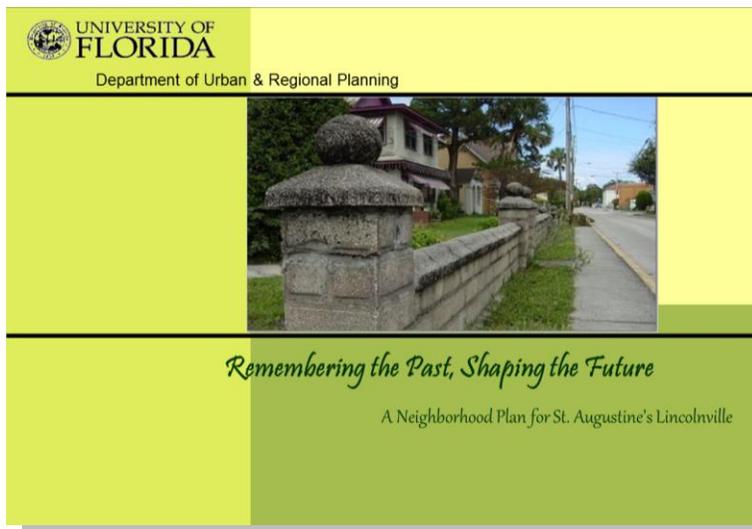
Redevelopment Plan

Chapter I INTRODUCTION

Overview

The Lincolnville Redevelopment Plan provides a guiding document that recognizes and articulates a clear community vision for the Lincolnville Community Redevelopment Area (CRA) situated on the southwest peninsula of the City, south of St. Augustine's historic downtown.

Similar to many other neighborhoods in Florida, Lincolnville faces critical challenges as it relates to striking a balance between population growth, development pressures, and economic development with preservation and management of environmental quality. In 2004, graduate students from the Department of Urban and Regional Planning at the University of Florida created *Remembering the Past, Shaping the Future, A Neighborhood Plan for St. Augustine's Lincolnville*. The Neighborhood Plan contains several proposals and best practices that serve as a catalyst to revitalize the neighborhood and improve the physical conditions of the area. The Neighborhood Plan recommended the creation of a CRA as a mechanism for revitalization of the neighborhood. In 2011, the City prepared a public support program for the betterment of the community called *Lift Up Lincolnville*. Several of the proposals in that program have been implemented with great success.



Because of these two previous planning exercises, the community's passion and interest in redeveloping the area, and the City's recent capital improvements in the neighborhood, the City Commission retained Prosser Hallock, Inc. to conduct a Finding of Necessity analysis for Lincolnville and document the existence of blight conditions in accordance with Chapter 163, Part III of the Florida Statutes. The Finding of Necessity (Appendix A) demonstrates that Lincolnville meets the statutory criteria for blight and that the rehabilitation, conservation, or redevelopment, or a combination thereof, is necessary in the interest of public health, safety and welfare of the residents. On February 11,

2013, the St. Augustine City Commission voted unanimously to approve Resolution No. 2013-01 creating the Lincolnville Community Redevelopment Area.

The formation of a Redevelopment Plan is the most appropriate means of overcoming the blight conditions identified in the Finding of Necessity. The Lincolnville Redevelopment Plan, presented in this document, is intended to develop a comprehensive resource guide that establishes actions and directives to overcome obstacles that inhibit future growth and development within the Lincolnville CRA. The Redevelopment Plan reflects the community's priorities and vision while addressing the inadequacies noted in the Finding of Necessity.

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Historic Distinctiveness

The forty-five-block Lincolnville neighborhood was designated in the *National Register of Historic Places* on November 29, 1991. It contains the Nation's Oldest City's largest concentration of late Victorian Era buildings, most of them private homes. The neighborhood contains narrow streets, small lots, and houses built close to the street line, in lineal descent from colonial St. Augustine style and land use pattern. It is St. Augustine's most prominent historically black neighborhood and is associated with many significant events in the City's African-American history.

Once the site of Indian villages, colonial plantations and orange groves, Lincolnville began as a settlement of emancipated slaves in 1866. In the 1860s five acres in the northwest corner of the neighborhood was an orange grove owned by John Hay, Abraham Lincoln's private secretary. African-Americans who trace their origins to the City's 16th century founding played an integral role in the history of St. Augustine for centuries before the forced segregation of the late 1800s led them to create their own community institutions. Here, they built churches, schools, and a vibrant business center surrounded by residences that displayed the ornate architecture of the late 19th century.

Segregationist practices that swept the South between 1890 and 1910 spurred the growth of black owned and operated commercial enterprises. By 1930, Lincolnville had become a major part of St. Augustine, encompassing both the African-American community itself and the adjacent white residential areas that had grown up with it. In 1964, civil rights demonstrations organized in Lincolnville attracted nationwide attention and influenced the Congressional debate that led to the passage of the Civil Rights Act of 1964. Neighborhood churches and businesses were the sites of meetings and the bases from which peaceful protest marches began. In the spring of 1964, national attention was focused on St. Augustine as the protest of black and white civil rights activists continued, including the Southern Christian Leadership Conference and Dr. Martin Luther King, Jr.



Plan Content & Document Organization

Inventory and Analysis

The Plan was developed through an extensive inventory of existing conditions within the Lincolnville CRA boundaries. Chapter 2 contains a compilation of information and data pertaining to existing conditions and future plans including current and future land uses, existing zoning designations, traffic circulation, infrastructure, building conditions, and evaluation of previous plans and programs initiated in the Lincolnville CRA. Information for the inventory was collected from the St. Johns County Property Appraiser, City of St. Augustine Planning and Building Department, U.S. Census, the Finding of Necessity, and the 2004 Lincolnville Neighborhood Plan.

The analysis examines elements including traffic and pedestrian circulation, on-street and off-street parking, deterioration of physical conditions, market conditions, and the environmental context. The analysis found many opportunities for public realm improvements in the form of streetscapes, gateways, parks and trails, as well as future propensity for market-driven redevelopment activity in the private sector. This chapter also includes a summary of a market analysis.

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Charrette Plan

The Charrette Plan, presented in Chapter 3, was developed after analyzing the existing conditions in the Lincolnville CRA and determining the issues and concerns expressed by members of the community during the master planning process. The Charrette Plan presents the general intent of the redevelopment program and provides guidance for the sound redevelopment of the properties in the Lincolnville CRA. Opportunities for public realm improvements, anticipated redevelopment activities, and proposed future land use compositions are graphically illustrated on the Redevelopment Plan Map, followed by a description of the planning principles intended to provide guidelines for promoting sound development and redevelopment.



Community Charrette, Willie Galimore Community Center, January 24, 2013

Implementation Strategies

Chapter 4 of the Redevelopment Plan establishes a process and actions required to realize the economic development, planning and design objectives that have been devised for the Lincolnville CRA.

Capital Improvements Strategies

Chapter 5 of the Redevelopment Plan contains a description of proposed Short-, Mid- and Long-Range Actions to be undertaken by the Community Redevelopment Agency to implement the redevelopment effort. Chapter 5 concludes with the preliminary tax increment revenue projections for the Lincolnville CRA.

Appendices

Finally, the Redevelopment Plan contains four appendices that provide supplemental data and information.

- Appendix A is Resolution No. 2013-01, the adopted Finding of Necessity.
- Appendix B presents various funding sources that may assist in redevelopment efforts.
- Appendix C contains a metes and bounds legal description and map of the Lincolnville CRA boundary.
- Appendix D is a summary of the charrette that was conducted January 22-24, 2013.

Chapter 2

INVENTORY AND ANALYSIS

Boundary Description

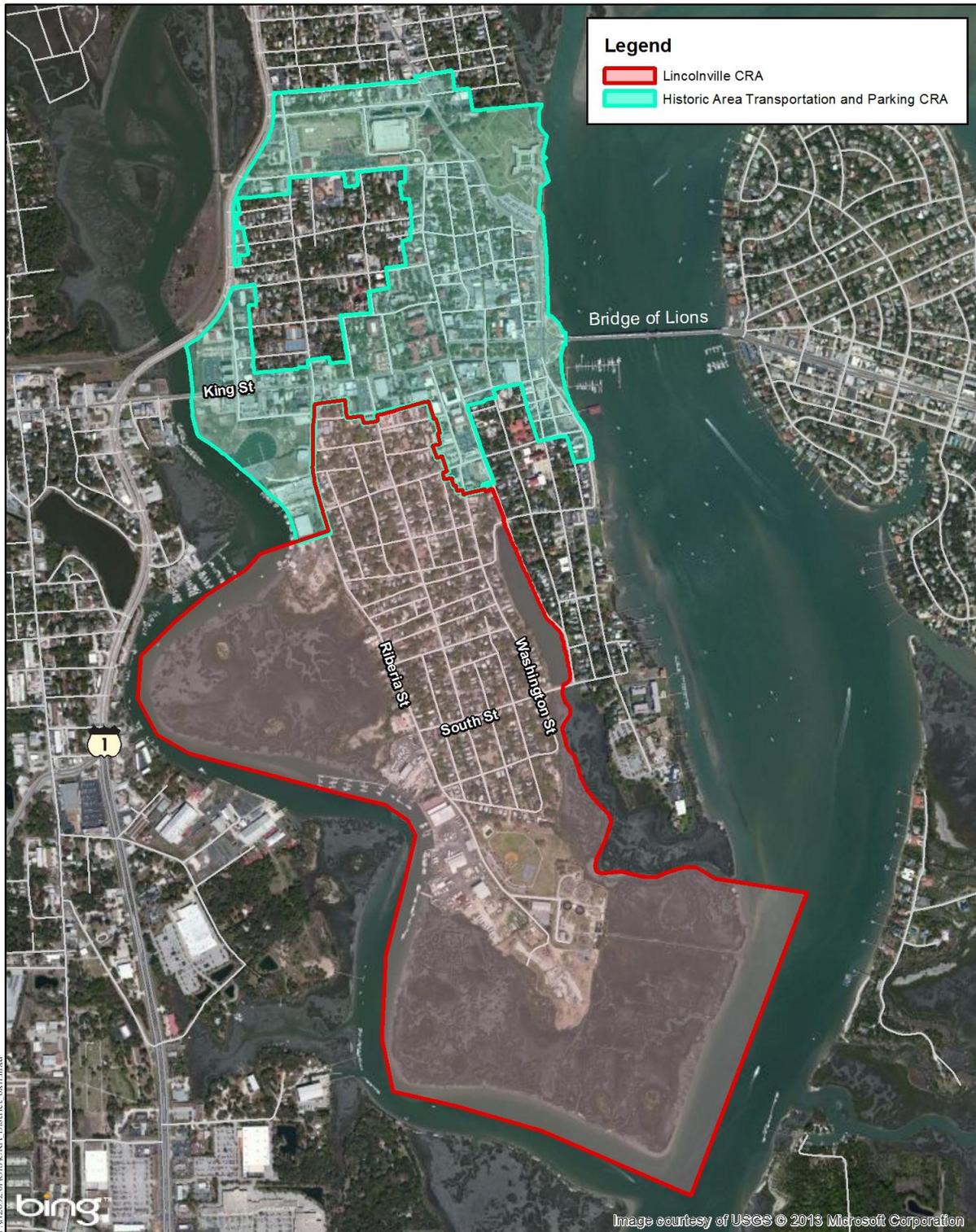
The Lincolnville Community Redevelopment Area (CRA) is located immediately adjacent to the existing Historic Area Transportation and Parking CRA, on the southwest peninsula of the City, south of St. Augustine's historic downtown. The Lincolnville CRA consists of 885 tax records of property encompassing approximately 541 acres found within the city limits of St. Augustine, Florida. Approximately 397 acres are uplands.

The northernmost boundary is a block south of King Street, the eastern boundary is a block east of Granada Street until Bridge Street, then it follows Cordova Street and the eastern side of Lake Maria Sanchez, and the western boundary follows Riberia Street and includes all of the lands to the San Sebastian River from St. Francis Street around Pougeaud's Point and the Matanzas River.

Figure 2.1 on the next page illustrates the Lincolnville CRA's adjacency to the Historic Area Transportation and Parking CRA. Figure 2.2 illustrates the boundary of the Lincolnville CRA which is more particularly described in Appendix C.

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St. Augustine Community Redevelopment Areas
Figure 2.1

February 19, 2013



City of St. Augustine

Project No. I12052.02

Adopted April 8, 2013

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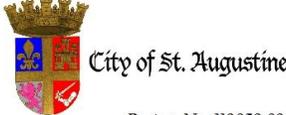
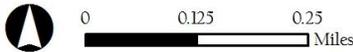
Redevelopment Plan



Source: City of St. Augustine, Prosser Hallock

Lincolnville CRA Boundary
Figure 2.2

February 19, 2013



Project No. I12052.02

Adopted April 8, 2013

Physical Site Conditions

This section summarizes the physical site conditions for properties within the Lincolnville Community Redevelopment Area (CRA). Prosser Hallock, Inc. conducted several field surveys to characterize and document the types and extent of physical conditions existing within the Redevelopment Area.

Population



The 2010 Census indicates that the Lincolnville CRA contains 738 households, with a resident population of 1,642 persons. Detailed Census data is only available for 2010, with 2012 figures being estimates. The 2012 estimates indicate there has been little change in the overall population in Lincolnville. Since the residential portions of the CRA have been largely built out for some time, this is consistent with what would be expected. Thus, the 2010 figures are used here for the demographic breakdown since the population has been fairly stable and since these represent the most complete and detailed information available.

It is remarkable to notice that Lincolnville, a historically black neighborhood with a rich and proud role in the civil rights struggle, is becoming less and less black as time goes on. In 1990 the Lincolnville CRA's black population was 75%. That number dropped to 54% in 2000. The overall racial composition of the Lincolnville CRA for 2010 is approximately 65% White, 30% Black, and 5% Other (likely Hispanic and/or Asian). The median age within the Lincolnville CRA is 39.1. The breakdown by age group is shown in Table 2.2 on the next page.

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Redevelopment Plan

Table 2.1
2010 Population and Race

Race	Number	Percentage
White	1,072	65.3
Black	499	30.4
Other	71	4.3
Total	1,642	100.0

Source: 2010 Census

Table 2.2
2010 Age Characteristics

Age Group	Number	Percentage
Under 18	177	10.8
18-24	433	26.4
25-44	299	18.2
45-64	476	28.9
65 and Better	257	15.7
Total	1,642	100.0

Source: 2010 Census

Table 2.3
2010 Household Income

Income	Number	Percentage
Less than \$15,000	247	33.5
\$15,000 to \$24,999	123	16.7
\$25,000 to \$34,999	56	7.6
\$35,000 to \$49,999	110	14.9
\$50,000 to \$74,999	60	8.1
\$75,000 to \$99,999	72	9.8
\$100,000 to \$124,999	36	4.9
\$125,000 and over	34	4.5
Total	738	100.0

Source: 2010 Census

Household Income Characteristics

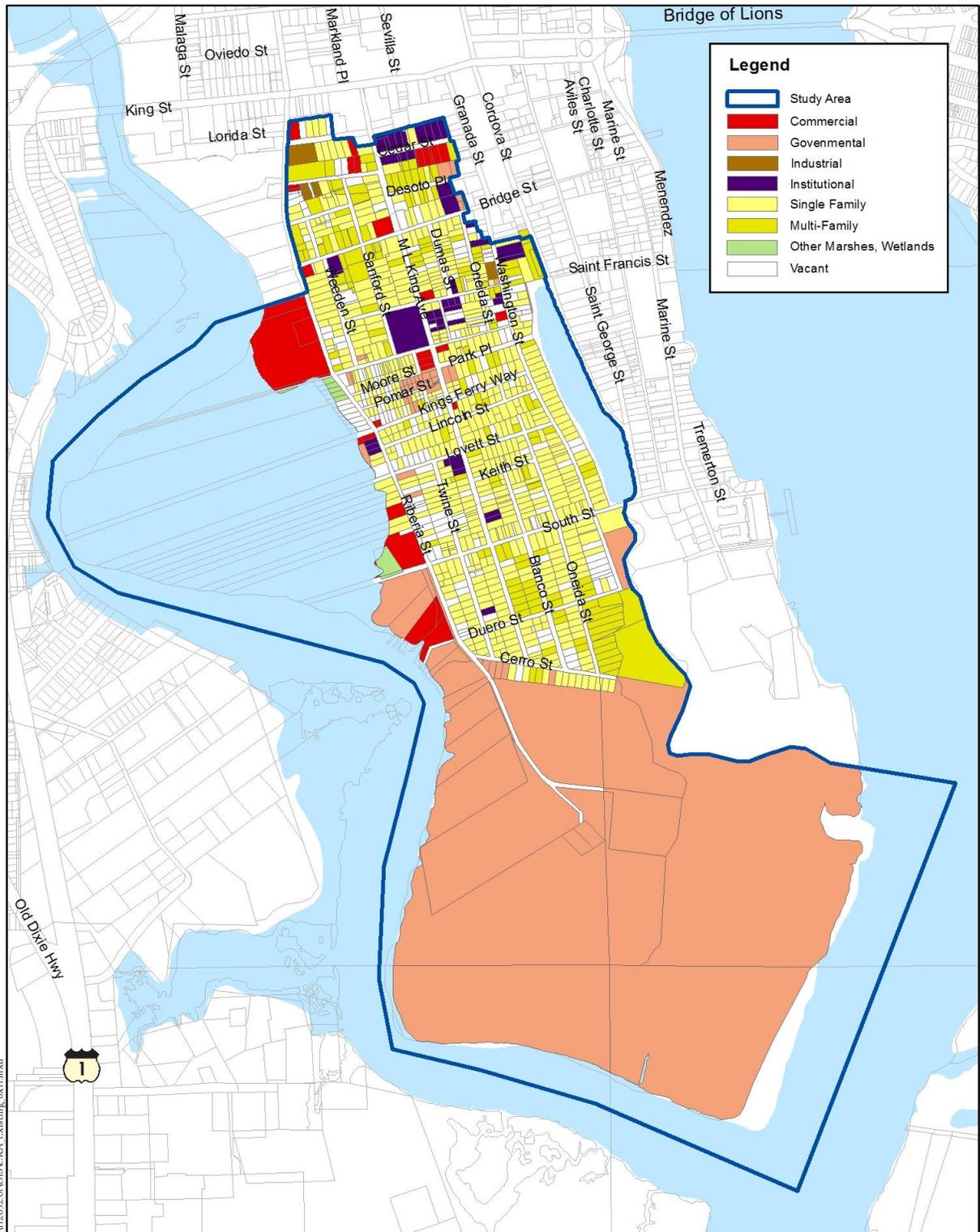
The Lincolnville CRA contains 738 occupied households, indicating an average household size of 2.22 persons per household. The household income breakdown is shown in Table 2.3 above. The median household income in 2010 was \$24,919 which compares to a City median of \$38,325. Thus, the income levels are lower than the surrounding area. 23% of the Lincolnville CRA population lives below the poverty line, as compared to 16% in the City as a whole.

Existing Land Uses

The vast majority of the existing land uses within the Lincolnville CRA are characterized by detached, single-family residential properties, vacant buildings, and vast undeveloped government-owned lands. Figure 2.3 on the next page depicts the various locations of each existing land use. The City of St. Augustine owns the nearly all of the Governmental-designated properties which comprise nearly half of the Lincolnville CRA.

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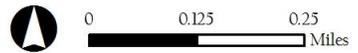
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Source: City of St. Augustine, Prosser Hallock

Existing Land Uses

Figure 2.3

February 19, 2013



Adopted April 8, 2013

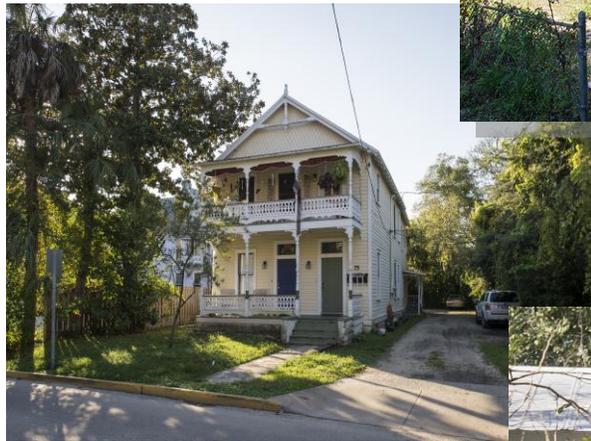
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Building Conditions

Many of the buildings in the Lincolnville CRA are structurally sound; however, nearly all of them are built without a foundation and are placed upon concrete block, coquina or bricks. There are several buildings in varying states of deterioration. Extensive damage is observable to the walls, roofs, and porches. Wind and water damage has gone unrepaired in many cases. Several buildings warrant removal.

Certain renovations have been undertaken on some of the Lincolnville structures. Most renovation has occurred in order to maintain the soundness of the building for daily use, but the renovations have generally not gone far beyond necessary minimums.



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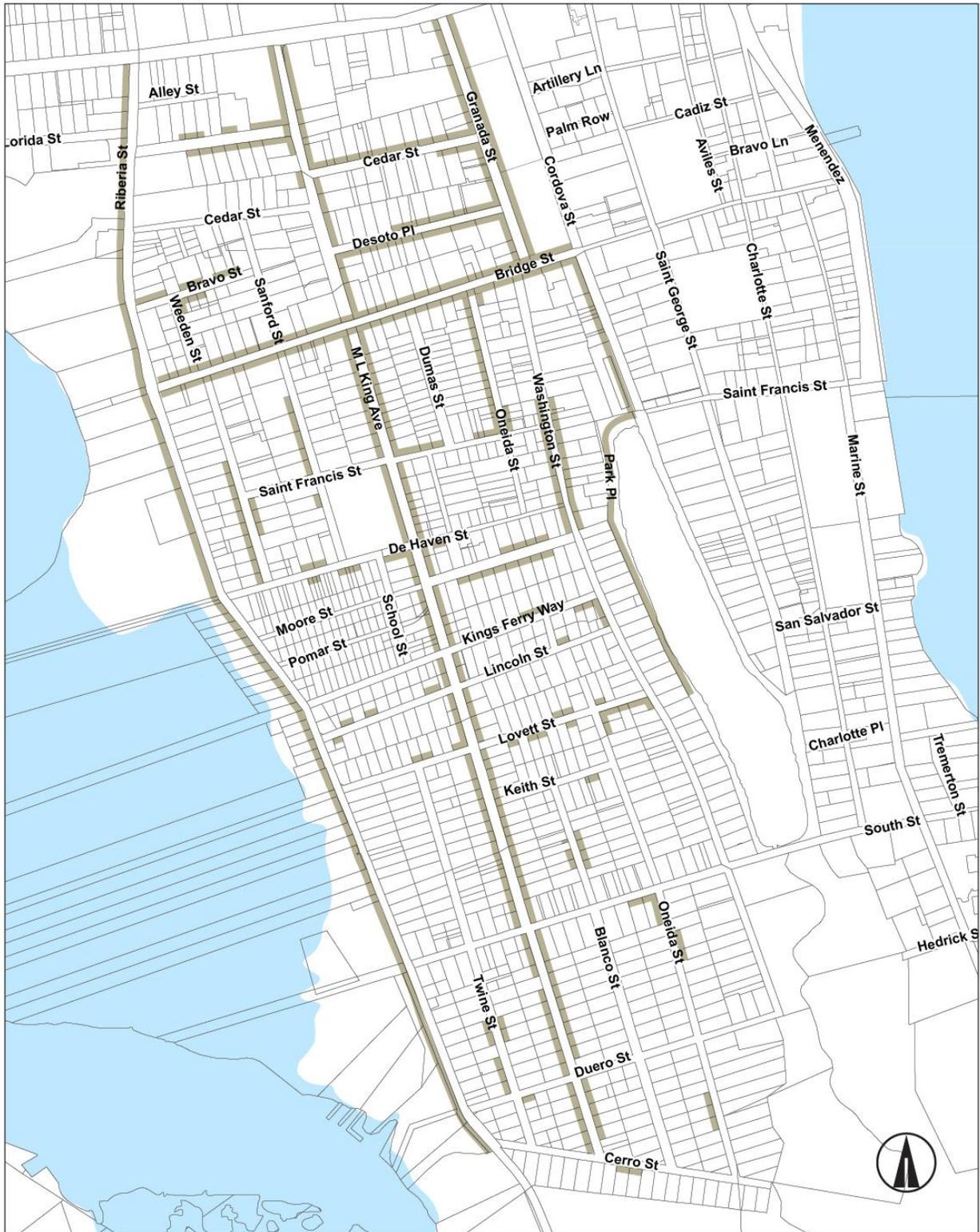
Site Conditions

Site conditions outside of all existing buildings vary. Pavement conditions are poor in the south end of the Lincolnville CRA and in average condition in the central area. Sidewalks, all of which are not more than four feet in width, are available on both sides of Bridge Street and Dr. Martin Luther King, Jr. Avenue. The rest of the area contains sporadic sidewalks due mostly to the limited amount of right-of-way the narrow streets make permissible (see Figure 2.4 on the next page).



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Lincolnville CRA Sidewalk Location
Figure 2.4

January 30, 2013



City of St. Augustine

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Planning and Zoning Considerations

References to the City's Comprehensive Plan and zoning regulations are for reference purposes only and reflect policies that were in place when this Redevelopment Plan was originally drafted. It is intended and anticipated that the Community Redevelopment Agency will cooperate and coordinate updates to policies and regulations on their own initiative to the extent necessary to implement the Redevelopment Plan.

The City of St. Augustine's 2030 Comprehensive Plan contains numerous goals, objectives, policies, and strategies that have a direct impact on the future development of properties in the Redevelopment Area. These are grouped according to comprehensive plan "element", as shown below. For each element, the goals, objectives, policies and strategies listed have a direct bearing on the future redevelopment of Lincolnville. The Future Land Use Map classifications for property within the Lincolnville CRA are illustrated on Figure 2.5 shown on the next page.

The Redevelopment Plan maintains the permissible densities and intensities of the future land use classifications assigned to property within the Lincolnville CRA. **Future Land Use Policy 1.3** contains the Residential Low Density Mixed Use designation which permits residential and low-intensity non-residential uses to collocate, much like what is called for along a portion of Dr. Martin Luther King, Jr. Avenue in the Charrette Plan. The redevelopment and renewal of blighted areas through actions and directives contained in the Redevelopment Plan are consistent with **Future Land Use Objective 2**. The City Commission identified Lincolnville as a blighted area, and pursuant to **Future Land Use Policy 2.2**, this Redevelopment Plan has been created for community revitalization. The Redevelopment Plan calls for infill development, redevelopment, and mixed land use development techniques which are encouraged by **Future Land Use Objective 4**.

The Redevelopment Plan seeks to provide safer, more convenient and efficient roadways and pedestrian connections which is consistent with **Transportation Objective 1.1**. The Redevelopment Plan contains actions that support **Transportation Policy 1.3.2** by improving existing pedestrian facilities by replacing or repairing sidewalks as needed.

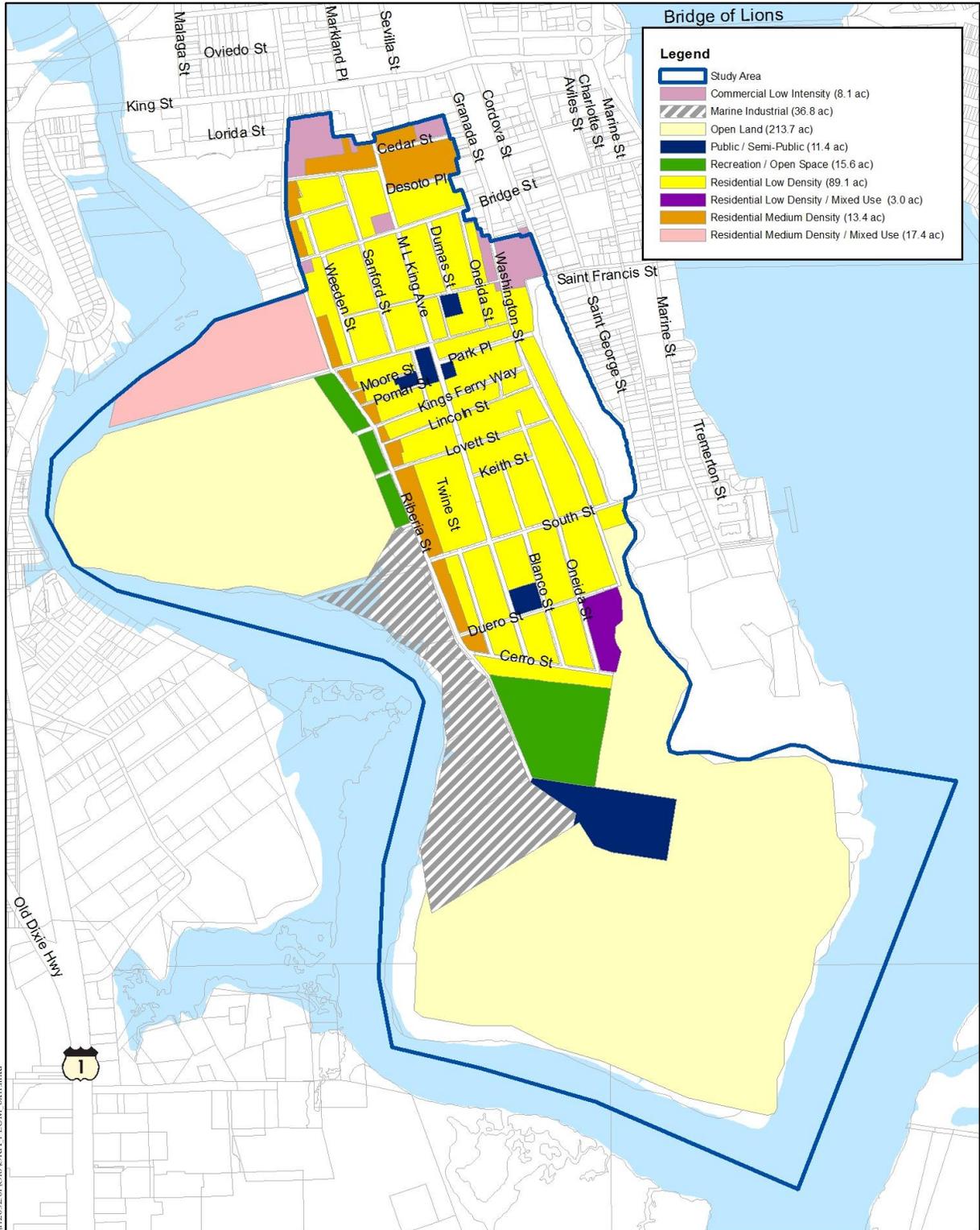
Housing Objective 2 is addressed by the Community Redevelopment Agency having direction in the Redevelopment Plan to take actions to eliminate substandard conditions and improve the structural and aesthetic conditions of existing housing in the Lincolnville CRA. The City's Historic Preservation Property Tax Exemption program stipulated in **Housing Policy 2.1** is a factor for the homes in Lincolnville with it being placed on the *National Register* in 1991.

The Redevelopment Plan is consistent with **Conservation and Coastal Management Objective 7** by respecting and maintaining the waterfront uses that exist today in Lincolnville, while at the same time offering action items that would increase safe public access to the Matanzas River.

The Redevelopment Plan must remain consistent with **Historic Preservation Goal 1** in order to maintain and enhance the historic integrity and ambiance within Lincolnville while at the same time encouraging economic growth in the neighborhood. Nothing contained in the Redevelopment Plan conflicts with **Historic Preservation Policy 1.2's** thirty-five-foot height limit on construction within a National Register Historic District. Demolitions of structures which are listed on the Master Site File will require the approval of the Historic Architectural Review Board (**Historic Preservation Policy 1.8**).

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Future Land Uses
Figure 2.5

February 19, 2013



Source: City of St. Augustine, Prosser Hallock

City of St. Augustine

Project No. 112052.02

Adopted April 8, 2013

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Zoning Districts

The Redevelopment Area contains nine (9) zoning districts. The zoning districts are listed in order from greatest to least magnitude within the Lincolnville CRA. Figure 2.6 illustrates the zoning of the Lincolnville CRA.

Government use (GU)

237.6 acres or 46% of the Lincolnville CRA

Lands which are owned by Federal, State or local government and are used for a purpose which is particularly and peculiarly related to governmental functions. Any lawful governmental activity is permitted upon such lands without restriction so long as the title to the land is vested in the government.

Open lands (OL)

113 acres or 22% of the Lincolnville CRA

Areas which are sparsely developed and include uses normally found in environmentally sensitive areas away from urban activity. It is intended that substantial residential, commercial or industrial development shall not be permitted in the OL district; but lands in this district may be rezoned to the appropriate district to accommodate such uses when conditions warrant rezoning.

Residential, single-family-two (RS-2)

91.8 acres or 18% of the Lincolnville CRA

Those neighborhoods designated for single-family dwellings and single-family type uses, as well as those uses compatible with low density single-family uses, so as to create and maintain a low intensity residential character.

Industrial and warehousing (IW)

35.6 acres or 7% of the Lincolnville CRA

Areas that allow light manufacturing and related service, storage and commercial uses.

Maritime use districts (MUD)

12.9 acres or 2.5% of the Lincolnville CRA

Allows marinas, restaurants, including restaurants with lounge, but not fast food, ship's stores; ship's chandleries; boatyards; seafood houses, but not scallop processing plants; and businesses engaged in provisioning or supplying of ships, boats and other vessels, including ice, fuel, victuals, rigging and tackle, warehouse and storage of marine-oriented merchandise, wholesale and distribution of marine-oriented merchandise, light manufacturing of marine-oriented products, maritime museums.

Residential, general-one (RG-1) and Residential, general-two (RG-2)

12.7 acres or 2.5% of the Lincolnville CRA

Those neighborhoods designated for multiple-family dwellings and uses, as well as those nonresidential uses compatible and complementary with medium density residential uses, so as to create and maintain a medium intensity residential character.

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Commercial, low-one (CL-1)

7.3 acres or 1.4% of the Lincolnville CRA

Areas where small groups of low intensity commercial uses may be appropriately located to serve within convenient traveling distance from one or several neighborhoods. The CL-1 district is not intended for use by medium intensity commercial uses such as service stations, vehicle repair and sales, etc. However, professional and business offices and similar uses are encouraged.

Planned unit development (PUD)

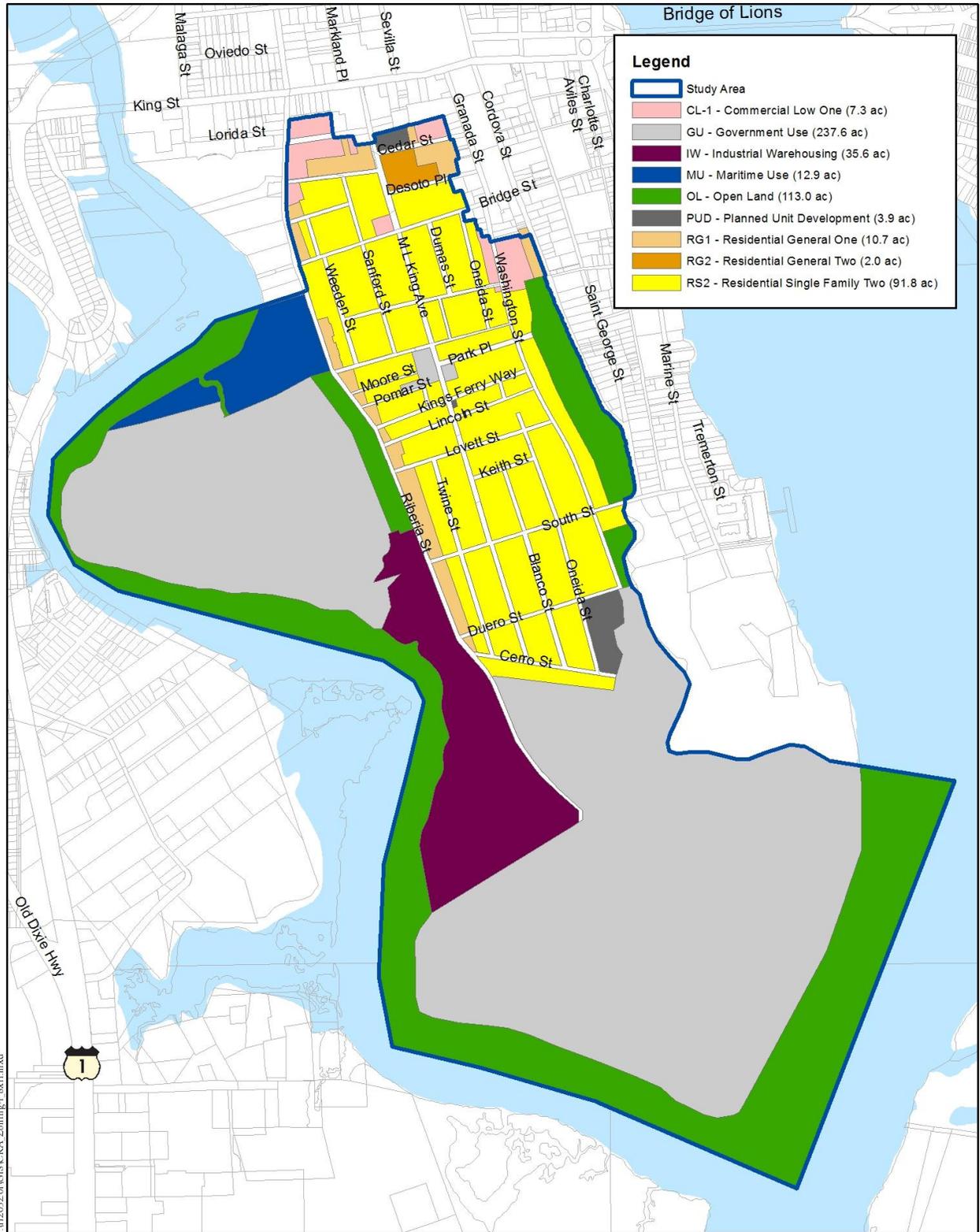
3.9 acres or less than 1% of the Lincolnville CRA

More flexible land use regulations that can facilitate use of development that is in harmony with the general purpose and intent of the City's general planning program and Comprehensive Plan. PUD encourage ingenuity, imagination and design efforts to produce residential, commercial or industrial developments, or combinations thereof, which are in keeping with overall land use density and intensity standards, and open space objectives.

A small PUD located at the intersection of Dr. Martin Luther King, Jr. Avenue and Kings Ferry Way seeks to introduce a convenience store/craft shop with apartments upstairs. A modification to the PUD that expands its off-street parking was approved by the City Commission on February 11, 2013.

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Zoning Districts
Figure 2.6

February 19, 2013



City of St. Augustine

Project No. 112052.02

Adopted April 8, 2013

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Review of Existing Plans & Studies

The following is a summary of plans and studies related to the Lincolnville CRA. The Redevelopment Plan builds upon the recommendations contained in these previous plans, in particular *Remembering the Past, Shaping the Future, A Neighborhood Plan for St. Augustine's Lincolnville* completed in December 2004, the *Lift Up Lincolnville* program prepared January 24, 2011, and the Lincolnville CRA Finding of Necessity adopted by the City Commission on February 11, 2013.

Lincolnville Neighborhood Plan

The 2004 Neighborhood Plan was developed through a community-driven planning process. The Plan presents a vision for neighborhoods and provides general objectives and specific strategies to enhance the quality of life in Lincolnville. Its primary purpose is to serve as a guiding document for community leaders, City departments, residents and stakeholders to pursue opportunities for neighborhood improvements, redevelopment, and environmental restoration within Lincolnville. The document provides a framework for future development based on the neighborhood's vision for preserving and enhancing Lincolnville's unique character.

The Plan recommends the following action strategies directly related to the redevelopment of Lincolnville:

- Establish a Community Redevelopment Area (CRA);
- Use Tax Increment Financing funds to revitalize Dr. Martin Luther King, Jr. Avenue as a neighborhood retail district, including infill construction of a small community grocery store;
- Include retail and office space along the Riberia Street corridor;
- Acquire land and begin infill housing construction;
- Construct gateways and erect entrance signs at major intersections at the periphery of Lincolnville;
- Install streetscaping along Dr. Martin Luther King, Jr. Avenue;
- Designate primary parking streets within the neighborhoods;
- Begin CRA-funded redevelopment of Riberia mixed-use corridor;
- Acquire additional right-of-way along Riberia Street to facilitate on-street parking and other pedestrian features;
- Create a park on vacant lot in the center of neighborhood along Dr. Martin Luther King, Jr. Avenue;
- Enhance the sidewalk along Lake Maria Sanchez;
- Create a marsh walk around Eddie Vickers Park, extending from the Lake Maria Sanchez trail; and
- Enhance neighborhood connection to Eddie Vickers Park via landscaping and sidewalk construction.

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Lift Up Lincolnville Program

This program, currently ongoing, identifies several objectives that form the foundation for the recommendations contained in this Redevelopment Plan:

- Riberia Street redevelopment (road, sidewalk and stormwater);
- Dr. Martin Luther King, Jr. Avenue sidewalk project;
- Neighborhood landscaping improvements;
- Willie Galimore Center swimming pool repairs;
- Code enforcement initiative to address overgrown lots;
- Echo House redevelopment;
- Partnerships to help the disadvantaged; and
- Partnerships to support local “green” initiatives.

Finding of Necessity

The Lincolnville CRA Finding of Necessity determined the presence of six blighting influences as defined by Chapter 163, Part III of the Florida Statutes:

- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Inadequate street layout, roadways, or public transportation facilities;
- Aggregate assessed values that have failed to show any appreciable increase;
- Unsanitary or unsafe conditions that endanger life and property;
- Deterioration of site or other improvements; and
- Incidence of code violations higher than in the remainder of the City.

The continuation of these factors makes a strong case for an assessment of blight in Lincolnville. Structural conditions of several buildings are declining to the point that the neighborhood cannot compete effectively in the current consumer market environment. Declining market values are an indication of economic distress that makes it difficult for property owners to invest in renovations. In fact, infrastructure in many places are deficient to the point where renovation may not be cost-effective.

The Finding of Necessity was discussed with the citizens of Lincolnville in late January 2013 and their opinions were solicited concerning ways to stop the promulgation of these blighting factors in the future.

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Market Analysis

The Redevelopment Plan is based, in part, on a separate Economic Analysis and Development Opportunities report prepared for Prosser Hallock and the City of St. Augustine by URBANOMICS, Inc., a Northeast Florida urban and real estate economics consulting firm. The report assessed the real estate market context for Lincolnville and identified infill development and redevelopment needs and opportunities for the community as input to the Redevelopment Plan. A summary of the report's assessments and recommendations are presented below with respect to housing, neighborhood businesses and services, marine industries and the Riberia Street corridor, and recreation and tourism aspects of the Lincolnville community.

Housing Market

Existing Conditions and Trends

Housing in the Lincolnville CRA includes 523 single family homes, 92 multi-family properties including the Lakeview Condominiums and Oaks Apartments, the Buckingham Smith assisted living facility, and Flagler College's Cedar Hall dormitory. There are also 148 vacant residential lots in the community, many of which are nonconforming in width and/or depth.

The Lincolnville housing market has been in transition for many years. Once a predominantly African-American community of single family detached homes, Lincolnville has become an increasingly popular place to live primarily for white residents because of its close proximity to downtown St. Augustine, affordability, and architectural and



historic character. Multi-family housing has also taken root in the community, in large part because of nearby Flagler College and demand for student housing, although most multi-family properties have the outward appearance of single family homes. All this has changed the demographics of Lincolnville and caused prices of land and homes to increase above thresholds of affordability that the community once enjoyed. A depressed economy for the past five to six years has helped restore lots and homes to more affordable levels, but there are signs of resurgence.

Sales of Lincolnville homes have been steady over the past three years, averaging about 33 per year, with an average sale price of \$120,500. Housing prices, however, are beginning to move higher. Current listings of single family homes are generally in the range of \$150-\$200 per square foot and vacant residential lots are running \$125 to \$200 per front foot, with a base around \$40,000 for a 30-foot lot.

Needs and Opportunities

Growth projections by an independent national market research firm indicate the potential for Lincolnville to add at least 80 households over the next five years, which would generate demand for renovating many older vacant existing homes and building a number of new homes on existing vacant lots. While these projections may be considered optimistic, they reflect opportunities for new infill housing and investments in rehabilitating older existing housing in Lincolnville.

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New multi-family housing should be limited generally north of Bridge Street. These locations will be in greatest demand for affordable workforce and student housing because of their close proximity to downtown St. Augustine and Flagler College and the presence of other multi-family housing. An exception is the east side of Riberia Street where residential properties are impacted by marine commercial/industrial uses and traffic generated by these uses. The properties are not particularly conducive for owner-occupied single family homes, but can support multi-family rental housing and some compatible commercial uses.

The City of St. Augustine should adopt policies and programs that promote affordable housing while also preserving the architectural and historical character of the Lincolnville. Areas designated for Residential Low Density on the Future Land Use Map in the 2030 Comprehensive Plan best illustrate the single family nature and character of Lincolnville. Maintaining these areas as affordable and attractive housing environments is critical to sustaining its cultural heritage. The following policies and programs are recommended:

- Establish design criteria and standards that reflect the cultural and historical heritage and signature Victorian architecture of Lincolnville.
- Establish regulations and standards that allow infill development of existing non-conforming or undersized residential lots that cannot be aggregated to form larger buildable parcels.
- Establish regulations and standards that promote and allow affordable renovations of existing older residential structures that are habitable but may not meet contemporary building code requirements. Policies for granting relief from the strict application of codes should be considered where renovations would otherwise trigger other costly upgrades.
- Establish incentive grant and loan programs to assist qualified low income buyers with down-payment assistance, housing rehabilitation, building renovations, and other property improvements using a combination of tax increment revenues, other City funds as available, Federal and State grants, plus foundation grants and private contributions and donations as may be raised by partnering with a neighborhood non-profit 501(c)(3) entity.
- Establish close ongoing working relationships between the City of St. Augustine, St. Johns County Housing and Community Services Division, and St. Johns Housing Foundation to maximize utilization of all available and applicable Federal, State, and County, and private funding, financial assistance programs, and tax incentives in Lincolnville.

Neighborhood Businesses and Services

Existing Conditions

A number of commercial establishments are located in Lincolnville, but few serve the needs of local residents for goods and services. Existing commercial facilities include several bed and breakfasts on Cedar Street near downtown, a youth hostel on Bridge Street, a few business offices on Riberia Street, and a handful of commercial buildings on Dr. Martin Luther King, Jr. Avenue that have seen better days, including the former M&M Market on the corner of Bridge Street, now owned by the City of St. Augustine.

Residents have to leave Lincolnville for nearly all goods and services, but generally favor limiting businesses to those of neighborhood type and scale. Convenience retail facilities, such as a small grocer/market, bakery/coffee shop,

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Redevelopment Plan

luncheonette/deli, beauty/barber shop, and other personal services are those that could best be integrated into the fabric of the neighborhood.

Needs and Opportunities

Lincolnvill residents have the spending potential to support a number of small local retail and service businesses. These include neighborhood grocer/convenience market, coffee shop/baked goods store, deli/luncheonette, beauty shop/hair salon, and shops and service establishments representative of those in Lincolnvill in the past.

The optimal and recommended location for neighborhood businesses and services is along Dr. Martin Luther King, Jr. Avenue extending from approximately Bridge Street to Lovett Street, centering on the Excelsior High School Building. This neighborhood business and service center is envisioned as a mix of neighborhood-oriented shops, stores, home-based businesses, small professional and business offices, and offices of civic and community service organizations. The following policies and actions are recommended in order to promote development:



- Revise and update City land use designations, standards, and regulations that allow for and encourage development of a Lincolnvill neighborhood business and services center.
- Revise and update City regulations that allow and encourage establishment of home-based businesses to help jump-start commercial development in the neighborhood center.
- Consider the possibility of leasing the City-owned former M&M Market on Bridge Street to a private for-profit or non-profit entity as the northern anchor for the neighborhood business and services center.
- Investigate opportunities to fully utilize for the state-owned Excelsior High School Building as the focal point of a Lincolnvill neighborhood and services center, including subleasing space for small businesses and community service organizations.
- Utilize the Excelsior High School Building as the location where existing and potential residents and businesses can meet face-to-face at regularly scheduled intervals with representatives of county housing agencies, city officials, credit and mortgage counselors, and/or others to discuss and seek assistance with their financial needs.

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Marine Industries and Iberia Street Corridor

Existing Conditions

The Iberia Street corridor south of King Street has a long history as a working waterfront and still has a number of marine-oriented activities. These include wet and dry storage marinas, boat repair and maintenance shops and yards, commercial fishing docks, seafood wholesales, boat dealers and yacht brokers, boating equipment suppliers, marine consultants, and a U.S. Customs and Border Patrol national fast boat training center. The seafood industry is much less prominent in St. Augustine than it once was, and working waterfronts have given way to the recreational boating and fishing industry.



Existing marine and other commercial uses on Iberia Street provide employment for an unknown number of workers, but may be in the range of several hundred. In addition, they attract non-resident visitors, including boat owners, to Lincolnville. These existing workers and visitors represent potential customers for other businesses in Lincolnville, such as a coffee shop or deli/luncheonette.

Needs and Opportunities

Some Lincolnville residents object to the unsightly condition and presence of massive marine repair and dry storage structures on Iberia Street, suggesting the need for a better approach to buffering residential areas of the community from marine facilities and operations. One means of transitioning more effectively from a marine commercial/industrial environment to the residential community is by allowing and encouraging a combination of multi-family housing, business and professional offices, and select low-intensity commercial development on the east side of Iberia Street.

This area is not conducive for owner-occupied single family homes and can be viewed as an opportunity for developing a mix of higher-density housing and compatible commercial uses along Iberia Street. This would also have the benefit of increasing job opportunities in Lincolnville while increasing the revenue productivity of properties that would otherwise be unattractive for single family homes.

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Redevelopment Plan

Commercial and industrial properties on the west side of Riberia Street have an average taxable value of only \$100,000 per acre. This low productivity calls for a strategy and plan to strengthen the economic value of this area.

The following actions are needed and recommended to maximize economic, job, and revenue growth opportunities in the Riberia Street corridor while enhancing its compatibility with the Lincolnville residential community:

- Meet with owners of presently underutilized properties on the west side of Riberia Street to determine their plans, interests in, and needs for development.
- Review feasible improvements to the City regulations with input and support of the existing and historic working waterfront businesses to minimize the adverse visual and operational impacts of marine commercial/industrial uses and facilities on the quality of life and value of property of Lincolnville residents.
- Revise and update City land use designations and regulations to allow for and encourage a mix of higher-density residential development, business and professional offices, and selected compatible commercial uses (e.g., coffee shop, luncheonette) on the east side of Riberia Street, including provisions for adequate buffering of residential areas to the east.
- Investigate opportunities and procedures to qualify the Riberia Street corridor as a designated Waterfronts Florida Partnership Community under the State's Waterfronts Florida Program in order to take advantage of planning grants and technical assistance provided under the program, to affirm the commitment of the City to enhance the area, and to draw attention to this historic working waterfront area.

Recreation and Tourism

Existing Conditions

The City of St. Augustine is a widely known and popular tourist destination area, attracting 6.4 million visitors annually. Given its close proximity to downtown St. Augustine and its own rich cultural history, Lincolnville has a prominent existing and future role in St. Augustine's tourist industry.

Recreation and tourism-related activities in the Lincolnville consist of a wide variety of land uses, facilities, and locations serving resident and visitor markets. Those serving the local Lincolnville market include the Willie Galimore Community Center and adjacent Eddie L. Vickers Recreation Area at the south end of the Lincolnville CRA. The park also doubles as the location for the Lincolnville Farmers Market and seasonal festivals, which draw visitors from outside the neighborhood. Many boaters from regional and external markets are drawn into the Lincolnville area by the various marine services found along Riberia Street.

Tourist-oriented facilities in Lincolnville include four bed and breakfast facilities on Cedar Street and the Casa Yallaha hostel on Bridge Street catering to overnight visitors to St. Augustine. Other facilities include properties on Riberia Street and La Quinta Place used to stable horses that are used for horse-drawn carriage rides in the downtown historic district. The City of St. Augustine is considering plans to relocate (and improve) the Riberia



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Redevelopment Plan

Stables facility to City-owned property near the Farmers Market where it may have the potential to become more of a visitor attraction for families and children.

Most importantly, reminders of the rich African-American history and culture of Lincolnvillle from its founding in the 18th Century to the Civil Rights movement two hundred years later can be found throughout the neighborhood. These include historic homes and churches, commemorative parks, museums and historic markers, and various annual events.

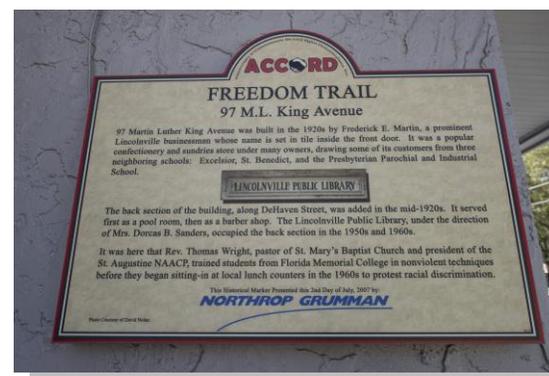
Needs and Opportunities

St. Augustine visitors in general know little or nothing of the history and culture of Lincolnvillle. Given the range of known and promoted attractions in and around downtown St. Augustine, Lincolnvillle is an overlooked experience to the vast majority of visitors.

With the rapidly approaching 50th Anniversary of the U.S. Civil Rights Act in 2014 and 450th Anniversary of the founding of the City of St. Augustine in 2015, it is incumbent on the City of St. Augustine and Conventions and Visitors Bureau to prepare and position Lincolnvillle for these celebrations and to develop and circulate promotional information to make travel writers and visitors, particularly African-American visitors, aware of Lincolnvillle's distinctive history and its many architectural and cultural amenities.

The presence of four bed and breakfast facilities and a hostel in Lincolnvillle are indicative of opportunities to meet the needs and interests of St. Augustine visitors. There are a number of other large Victorian homes in Lincolnvillle that have similar potential and their conversion should be allowed and encouraged particularly north of Bridge Street and in the section of Washington Street designated for commercial land use on the Future Land Use Map.

Other tourism-related needs and opportunities in Lincolnvillle include the possibility of a visitor attraction on the old landfill site on Riberia Pointe and redevelopment of properties on the east side of Riberia Street to form a small high value tourist-oriented cluster of facilities and activities taking advantage of the new distillery currently under development in the former ice house building at 110-112 Riberia Street. One possible landfill project that has been proposed by private interests involves a four-acre site on which coral would be grown in tanks for various end users and the consumer market. This coral growing operation is viewed as both a promising educational and visitor experience.



Chapter 3

CHARRETTE PLAN

Plan Philosophy

This chapter presents a descriptive narrative of the conceptual elements proposed in the Redevelopment Plan which has been developed as a guideline for promoting the sound development and redevelopment of the properties within the Lincolnville Community Redevelopment Area (CRA). Opportunities for public improvements, redevelopment activities and proposed future land use composition are identified and graphically illustrated on the Redevelopment Plan Map (Figure 3.1). The map represents the foundation of the Redevelopment Plan and is based on a synthesis of existing conditions, the community's expressed goals and objectives for the future development of Lincolnville, as well as a response to preliminary analysis of prevailing market opportunities. The map is derived from a combination of input from the Lincolnville community, the Planning Consultant, the City Staff, and the City Commission.

The Charrette Plan is based on the community's desired vision for the redevelopment of Lincolnville identified in *Remembering the Past, Shaping the Future, A Neighborhood Plan for St. Augustine's Lincolnville* and expressed during the three-day charrette conducted in late January 2013. The Charrette Plan responds to the goals and objectives identified by the participants. The specific improvements are discussed in order of the priority expressed by the community (see Charrette Summary in Appendix D) and deemed feasible by the Project Team.

The Charrette Plan identifies where primary land uses and activity centers should be located in order to enhance the quality of life for the community and create a development pattern that attracts businesses and residents. The Plan provides a tool for the Community Redevelopment Agency to promote economic development by showing prospective private entities locations that have been designed for their purpose, thereby reducing the developer's risk and permitting hurdles when coming to the area. The overarching objectives of the Charrette Plan are as follows:

- The existing residential neighborhood would remain predominantly single family with an emphasis on home ownership.
- Zoning would accommodate neighborhood-scale commercial uses in select areas.
- The Willie Galimore Community Center is the community's "village park" and would be expanded to better support cultural events such as festivals and concerts.
- Public access to the Matanzas River would improve the quality of life for the residents of Lincolnville.

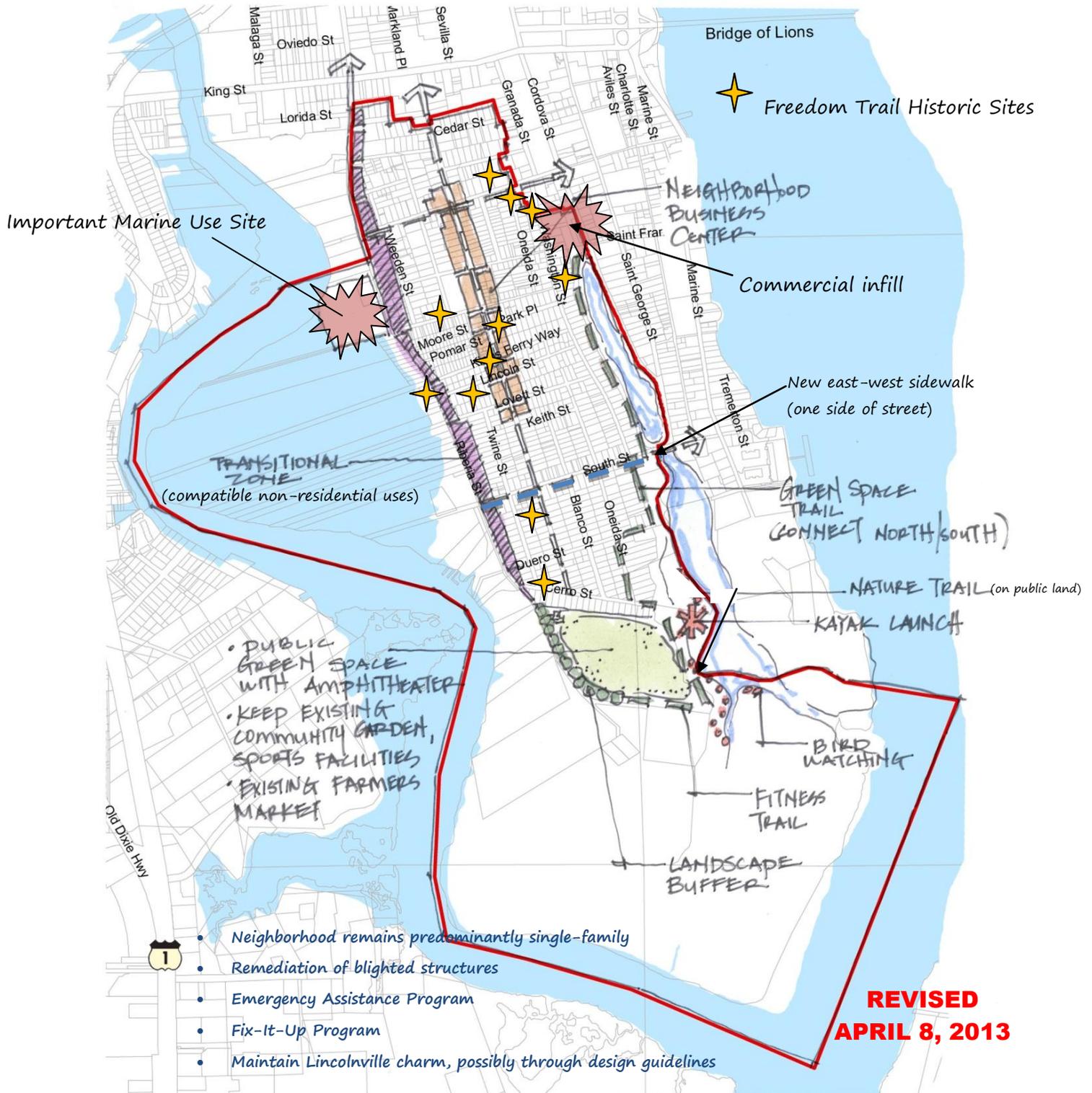
The Charrette Plan is intended to be flexible. Over time, this Plan should be updated and revised based upon changes in the economy, public concerns and private development proposals. The Plan is used as an example of how the economic development strategies can be translated into a physical land use plan in a fashion that allows the minimum of natural and cultural impact and yet promotes quality growth and development.

The Plan is meant to provide a conceptual and legible image for visualizing the proposed improvements. The scale is appropriate for developing a feel for plan elements and for beginning to define improvements, but is not appropriate for detailed design. This Plan should be used by the layperson to better understand the improvements described afterwards.

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Redevelopment Plan

Figure 3.1 Redevelopment Plan Map



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Redevelopment Plan

Redevelopment and Development Opportunities

The Charrette Plan suggests a series of actions that would benefit the redevelopment potential of the Lincolnville CRA. It will take considerable time for substantial revenues would be collected to implement redevelopment opportunities intended to combat the blighting influences cited in the Finding of Necessity. The following action strategies are categorized into increments over a 20-year period: Short-Range Actions (2014-2018), Mid-Range Actions (2019-2028), and Long-Range Actions (2029-2033). Some actions may be phased and have subsequent activity at later dates.

Short-Range Actions (2014 to 2018)

One-Ways with On-Street Parking

A major factor that detracts from the overall appearance of the community is the large number of cars that are parked on the streets and, sometimes, in the front yard. Many homes do not have garages, or only have a one-car garage if they do. Several strategies could be used to address this situation.

Parking is the most influential element in designing an efficient automobile and pedestrian traffic circulation system. A combination of on-street parking, public parking surface lots, and shared parking provisions should be provided to address the parking needs of the CRA.



Currently there are only four streets within the Lincolnville CRA that allow only one-way traffic:

- Cedar Street between Granada Street and Dr. Martin Luther King, Jr. Avenue (heading west)
- DeSoto Street between Granada Street and Dr. Martin Luther King, Jr. Avenue (heading east)
- DeHaven Street between Washington Street and Martin Luther King Avenue (heading east); and
- Washington Street between Bridge Street and Park Place (heading south)

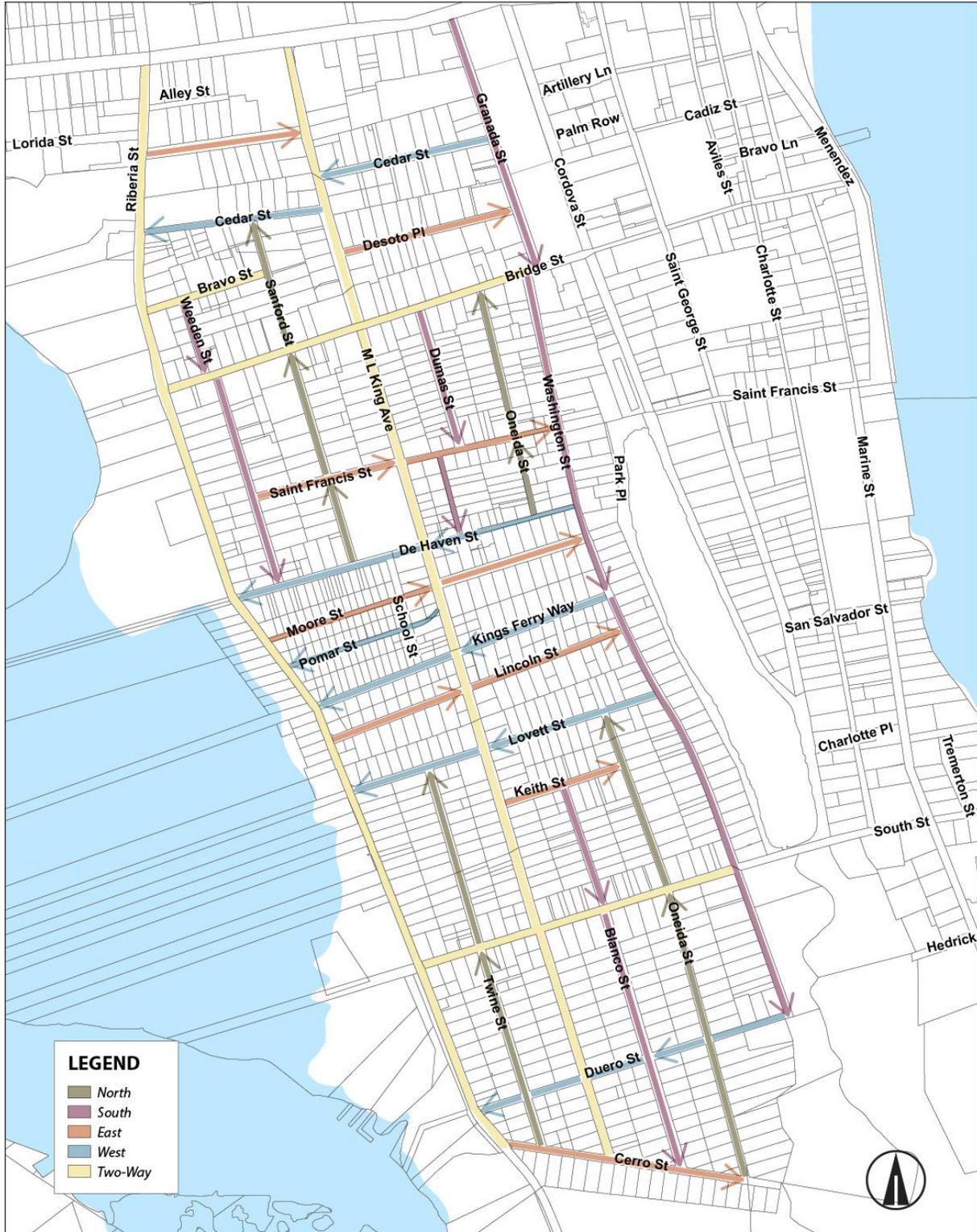
As illustrated by Figure 3.2, the Charrette Plan suggests having Iberia Street, Dr. Martin Luther King, Jr. Avenue, Bridge Street and South Street remain open for two-way traffic. The Plan suggests the remaining local roads be converted to a series of new one-way pairs that allow on-street parking on one side of the road only. The intended effect is to increase both the amount of on-street parking and the safe movement of vehicular and pedestrian traffic. This strategy is being successfully implemented along Washington Street (see photo to the right).

Figure 3.2 is conceptual in nature and only a suggested approach that should be examined more thoroughly to determine the most appropriate traffic flow directions and extent of on-street parking (how close to intersections).



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Proposed One-Way Pairs
Figure 3.2

January 30, 2013



City of St. Augustine

Project No. 112052.02

Adopted April 8, 2013

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Redevelopment Plan

Overlay Zoning District

While the existing zoning generally allows uses of a type and intensity that are appropriate for Lincolnville, the Charrette Plan calls for special development considerations unique to Lincolnville that reflect the needs and conditions of the CRA. In particular, it is important to prevent encroachment of commercial uses into the established residential neighborhood, while still providing enough flexibility to encourage neighborhood-scale commercial development. The City's Planning and Building Department Staff would be responsible for drafting the overlay zoning district with input and support of the Lincolnville residents. Any necessary amendments to the Comprehensive Plan and Land Development Regulations would have to be part of this effort. TIF funding could be reserved in the event Planning and Building Department Staff deem it best to solicit outside professional services to prepare the overlay regulations.

During the Charrette, participants discussed the value of reintroducing low-intensity commercial uses into a central portion of the Lincolnville CRA that had historically contained locally-owned businesses and service establishments. The Charrette Plan proposes establishing an overlay zoning district that allows the area along Dr. Martin Luther King, Jr. Avenue between Bridge Street and Lovett Street to become a neighborhood business and service center which allow integrated residential uses (i.e. apartments over ground floor retail, services or office). Within this area, certain neighborhood-scale commercial uses would be allowed. The overlay would prohibit national franchises or "big box" retailers, but rather encourage small specialty food and drug stores, clothing, toy and hobby shops, florist or gift shops, bakeries, hair salons, restaurants, professional, civic and business offices, and dance, art and music studios. The overlay would prohibit supermarkets, fast food restaurants and banks with drive-thru facilities, kennels, shooting ranges, adult entertainment establishments, service stations, and wholesale bakeries.

Furthermore, the overlay would allow for a transition zone along the east side of Riberia Street between La Quinta Place and Cerro Street. This transition zone would encourage multi-family housing, business and professional offices and other low-intensity commercial development. This zone is a preferred location because it would soften the transition from the single family residential to the east and the intense maritime industrial to the west. The east side of Riberia Street includes the cigar factory office building, ice house distillery, a vacant three-acre waterfront maritime lot, and a proposed parking garage. There is a multi-family property on the southeast corner of Bravo Street and Riberia Street between Cedar Street and De Haven Street. The rest of the east side of Riberia Street consists of single family homes or vacant lots, however, on the west side of Riberia Street between Bravo Street and DeHaven Street consists of marine industrial commercial uses. Over time, the east side of Riberia Street will likely decline as a location for residential uses.

The Redevelopment Plan Map illustrates two ideal areas for new commercial and non-residential infill development. A waterfront marine use site on the west side of Riberia Street is the largest vacant non-residential parcel in Lincolnville and the northeast corner of Washington Street is already zoned for commercial development. These two locations are where the Lincolnville community would prefer the initial forays into commercial redevelopment be located before introducing compatible non-residential uses along Dr. Martin Luther King, Jr. Avenue..

To encourage the desired commercial uses and not disrupt the residential fabric of the CRA, the overlay would reduce the required off-street parking by 50% for any existing or future low-intensity commercial uses in the Lincolnville CRA. Commercial uses that support the neighborhood would not require parking for all of their customers since many of them reside within walking or bicycling distance. The former M&M Market (102 Bridge Street) should be joint ventured by the City with a local non-profit 501(c)(3) if a buyer is not secured in the Short Range (2014-2018).

The predominant RS-2 zoning district requires 15-foot front and rear and side yard setbacks. With nearly 75% of the RS-2 lots within the Lincolnville CRA being nonconforming (smaller than the required minimum lot area), the proposed overlay would allow lots zoned RS-2 within the Lincolnville CRA to abide by smaller setbacks in keeping with the historical layout of the CRA's structures. For example, RS-2 within Lincolnville might be 10 feet in the front yard and 5 feet on the sides and rear yards. This should enable the neighborhood to maintain their historic density, allow for infill development of vacant lots, the rehabilitation of currently nonconforming lots as well as the replacement of dilapidated and/or deteriorated structures with new single family homes.

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Redevelopment Plan

All new construction would be required to obtain approval from the City's Historic Architectural Review Board (HARB) to insure it complements and does not otherwise impair Lincolnville's status as a National Register Historic District.

The land development regulations allow a maximum height of thirty-five feet for structures in the Lincolnville CRA. The overlay zoning district would be developed with input and support of the existing and historic working waterfront businesses to assure that new structures erected along the west side of Riberia Street maintain ample separation from one another to prevent blocking the viewshed overlooking the San Sebastian River.

Remediation of Blighted Structures

The Community Redevelopment Agency should build upon the information contained in the Finding of Necessity and compile a database of those abandoned, dilapidated and/or deteriorating structures that contribute to the blight in the Lincolnville CRA. The Agency would then proactively contact the owners of these structures to assess what is preventing them from complying with City code. TIF revenues could be allocated toward rehabilitation, acquisition, or demolition of these structures. It is important to note that the Historic Architectural Review Board has jurisdiction over all demolitions in the City and any potential building demolition within the Lincolnville CRA is no exception.

Another part of this effort could include funding for legal assistance to homeowners that would assist them in straightening out missing or incomplete titles to their homes. Further, this legal aid could conduct an audit to ensure that all those Lincolnville residences entitled to homestead tax exemption are receiving it.

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Redevelopment Plan

Mid-Range Actions (2019 to 2028)

The Finding of Necessity identified a number of physical and social concerns with residential neighborhoods in the Lincolnville CRA. The Charrette participants identified a need to maintain quality neighborhoods across a range of housing costs. The participants mentioned there are homeless people in the streets and deteriorated buildings and code violations because many longstanding Lincolnville residents cannot afford to fix their houses. Improvements such as landscaping, assistance with remodeling, and repair of dilapidated buildings would go a long way toward improving the overall appearance of the Lincolnville CRA, and would also encourage increased homeownership.

Fix-It-Up Program

The Fix-It-Up program would be a grant (\$7,000 max.) for minor repairs such as painting, windows, screens, smoke alarms, handicapped grab bars, ramps, and toilets, termite treatment or tenting, fence repair or replacement. The types of repairs eligible include:

- Beams, joists or rafters as needed
- Cornices, eaves and fascia board
- Doors
- Electrical service and panel boxes (convert from fuses to breakers only)
- Electrical wiring, dwelling and garage
- Floor coverings (replace what is removed as needed)
- Furnace/heaters
- Garage repair (per inspection only)
- Gas lines
- Gutters and down spouts
- Light fixtures (replace what is removed as needed)
- Painting or protective covering (exterior, if paint is chipping, flaking, etc.)
- Painting or protective covering for interior walls and ceilings
- Plumbing and fixtures
- Porches or steps (if dangerous)
- Replacement/removal/relocation of hot water heater and metal housing as needed
- Roof, dwelling and garage
- Screens
- Sewer lines and service
- Shut-off valves (gas and water)
- Sinks
- Sub flooring in dwelling (where needed)
- Tree work / hazard tree limb removal
- Termite work
- Walls, (plaster, patching, drywall)
- Water lines
- Windows

No repayment or lien would be required for this program. The Community Redevelopment Agency may deem appropriate other repairs such as electrical, roofing and plumbing ONLY if code violation impedes the health and safety of the homeowner. These repairs require final approval of the Community Redevelopment Agency. Applicants must be the owners of property as shown on the warranty deed recorded in the Official Records of St. Johns County. Applicants must be currently living in the single family residence located on the property. Applicants who have received a previous Fix-It-Up Grant would not be eligible for another grant. Priority and emphasis will be afforded for any Shotgun Style dwelling that is either listed on the National Register or is contributing to the historic character of Lincolnville.

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South Street Sidewalk

To provide the missing link to complete Lincolnville's pedestrian connection throughout the Lincolnville CRA, the Charrette Plan proposed the installation a new four-foot-wide sidewalk on one side of South Street between Riberia Street and Lake Maria Sanchez. This segment of the Lincolnville CRA is the only location with no paved sidewalk. The well-worn foot path indicates significant use. A wider sidewalk would normally be recommended, but the presence of the area's signature oak trees and narrow right-of-way necessitates a width to minimize impacts to the character of the neighborhood.

Emergency Assistance Program

An Emergency Assistance Program provides funding only in the amount necessary to repair/replace and mitigate immediate emergency repairs. Emergency repair work is not to exceed \$10,000. This program would assist low income, owner-occupied households with extreme emergency repairs such as electrical, heating, plumbing, roofing and any other code violations which may cause the property to be extremely unsafe or unhealthy. The program is not intended for upgrading, remodeling or room additions. These repairs would require final approval of Community Redevelopment Agency. The following are the types of repairs that would be eligible under the Program which require final approval of the Community Redevelopment Agency:

- Electrical service and panel boxes (convert from fuses to breakers only)
- Electrical wiring, dwelling and garage
- Furnace/heaters
- Gas lines
- Light fixtures (replace what is removed as needed)
- Plumbing and fixtures
- Replacement/removal/relocation of hot water heater and metal housing as needed
- Roof, dwelling and garage
- Sewer lines and service
- Shut-off valves (gas and water)
- Water lines
- Windows (emergency only)

Eligible properties must be a single-family residence located within the Lincolnville CRA. Priority and emphasis will be afforded for any Shotgun Style dwelling that is either listed on the National Register or is contributing to the historic character of Lincolnville. No monthly payments would be required; however, a lien would be placed against the property for three (3) years. During this period, if homeowner sells, refinances, transfers title, or the property is no longer owner-occupied, foreclosure, or death of owner(s) the full loan amount must be repaid.

Children's Splash Area

With the reconstruction of the Galimore Center Community Pool, attention was brought by the Charrette participants on the need for the new pool to cater to young families who have been increasingly joining the neighborhood. As such, one possible project could be the introduction of a small water apparatus for small children to splash and play at one corner of the pool. The reconstruction of the pool currently being conducted would have to take this into consideration so that a small space could be reserved for it when the funding is available and the necessary tie-in for the underlying infrastructure could be in place to feed water to it at that time.

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Long-Range Actions (2029 to 2033)

Down Payment Assistance Program

The Community Redevelopment Agency could assist first time, low-income homebuyers with the cost of construction of a new single family home or the purchase of an existing home within the Lincolnville CRA. The Agency could provide assistance based on a percentage of the cost of a home mortgage that can be used towards purchase of a lot, demolition cost, clean-up construction cost and/or closing costs or to lower mortgage payments. No payments would be due as long as the applicant lives in the house. Applicants would have to be approved by a financial institution (bank, credit union or mortgage broker) for the additional funds to pay for the cost of the purchase or new construction. The assistance would be disbursed upon the closing on the loan with the lender. In order to qualify for this program, applicants' annual income must be equal or less than the median household income for the Lincolnville CRA as defined by the annual updated U.S. Census.

Matanzas Marshwalk

The Charrette Plan recommends linking the sidewalk located along the western edge of Lake Maria Sanchez with a boardwalk into the marshlands along the Lincolnville CRA's eastern boundary. The boardwalk would offer the community the ability to view the natural beauty of the Matanzas River. The initial phase would terminate approximately 500 feet along the boundary. There would be ample space provided for people to birdwatch, launch a canoe or kayak, sit and relax at the end of the boardwalk.

Riverfront Pavilion and Festival Grounds

City-owned waterfront properties located along the southeastern portion of the Lincolnville CRA offer an opportunity to introduce uses that support recreation and ecotourism, as well as improve access and views to the San Sebastian and Matanzas Rivers. The recommended improvements, when combined with ongoing streetscape improvements and potential relocation of horse stables to pasture area at Riberia Street and Pougeaud Point, will provide a well-integrated open space network that enhances public access to Lincolnville's natural resources and recreational facilities.

The Charrette Plan envisions a new signature community gathering place, a point of local pride and a reflection of the neighborhood's public heart. Opportunities for the creation of a riverfront pavilion to maximize the waterfront and other natural amenities and encourage the return of the Lincolnville Heritage Festival and other cultural events to draw visitors and residents alike to use the site. The improvement should support festivals of music, food, and fun throughout the summer and into the fall. The surrounding area would contain a small stage area with overhead structure, a relocated Farmers Market, lawns, picnic tables, play areas, private seating for quiet respite and reading, and areas to hear music. In general, place the people along the water. A conceptual plan is illustrated in Figure 3.3 on the next page.

Figure 3.3 Riverfront Pavilion and Festival Grounds Concept Plan



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Sidewalk Improvements

The goal is to improve of pedestrian movement between different areas of the CRA. Sidewalks are an important component of fostering a more pedestrian-friendly environment. Currently, there are areas with only limited sidewalks within the Lincolnville CRA. Some of this is due to the open swale drainage system, which uses up the available right-of-way width on the typical local street. By implementing the drainage improvements, as discussed earlier, it becomes possible to introduce a complete sidewalk system on streets, at least on one side. This should be a general objective throughout the Lincolnville CRA. Sidewalks should be a minimum of four-feet-wide and should connect to clearly delineated crossings at all street intersections.

Existing sidewalks should be repaired or replaced as required throughout the CRA. Sidewalks that are visibility cracked, depressed, or badly worn should be repaired or replaced.

Master Stormwater Plan

The lack of an adequate stormwater management capability east of Dr. Martin Luther King, Jr. Avenue is a huge constraint to redevelopment in Lincolnville. The fundamental problem with drainage is inadequate storage capacity. Significant rainfall events simply cannot be channeled out of the neighborhood quickly enough to avoid flash flooding, and sufficient area must be set aside for the stormwater to collect. This is due in part to many years ago when the stormwater and sanitary sewers were combined, the City was required to eliminate all cross connections between storm and sanitary. When these cross sections were eliminated, many storm basins and inlets were abandoned therefore the stormwater management system needs to be restored.



The City recently completed a master stormwater management plan as part of the Riberia Street improvements. This master plan addressed drainage from portions within the Lincolnville CRA located west of Dr. Martin Luther King, Jr. Avenue. The City does not possess calculations or a list of identified needs for the stormwater basin east of Dr. Martin Luther King, Jr. Avenue; therefore, a master plan for stormwater management for the remainder of the Lincolnville CRA would be of tremendous benefit to the CRA. This master plan would call for implementing overall stormwater improvements that connect the Riberia Street improvements to the rest of Lincolnville and eliminate localized flooding.

A workable and comprehensive plan to address the ongoing drainage issues in the remainder of the Lincolnville CRA is important to Lincolnville residents. The method of requiring individual development to provide small reservoirs on a piecemeal basis is expensive for developers and results in an undesirable fragmentation of the land use pattern. With the continuation of master stormwater management planning throughout the entire Lincolnville CRA, only the most severe rainfall events would cause any flooding, hopefully limited to temporary nuisances such as shallow street flooding rather than any damaging area-wise inundations.

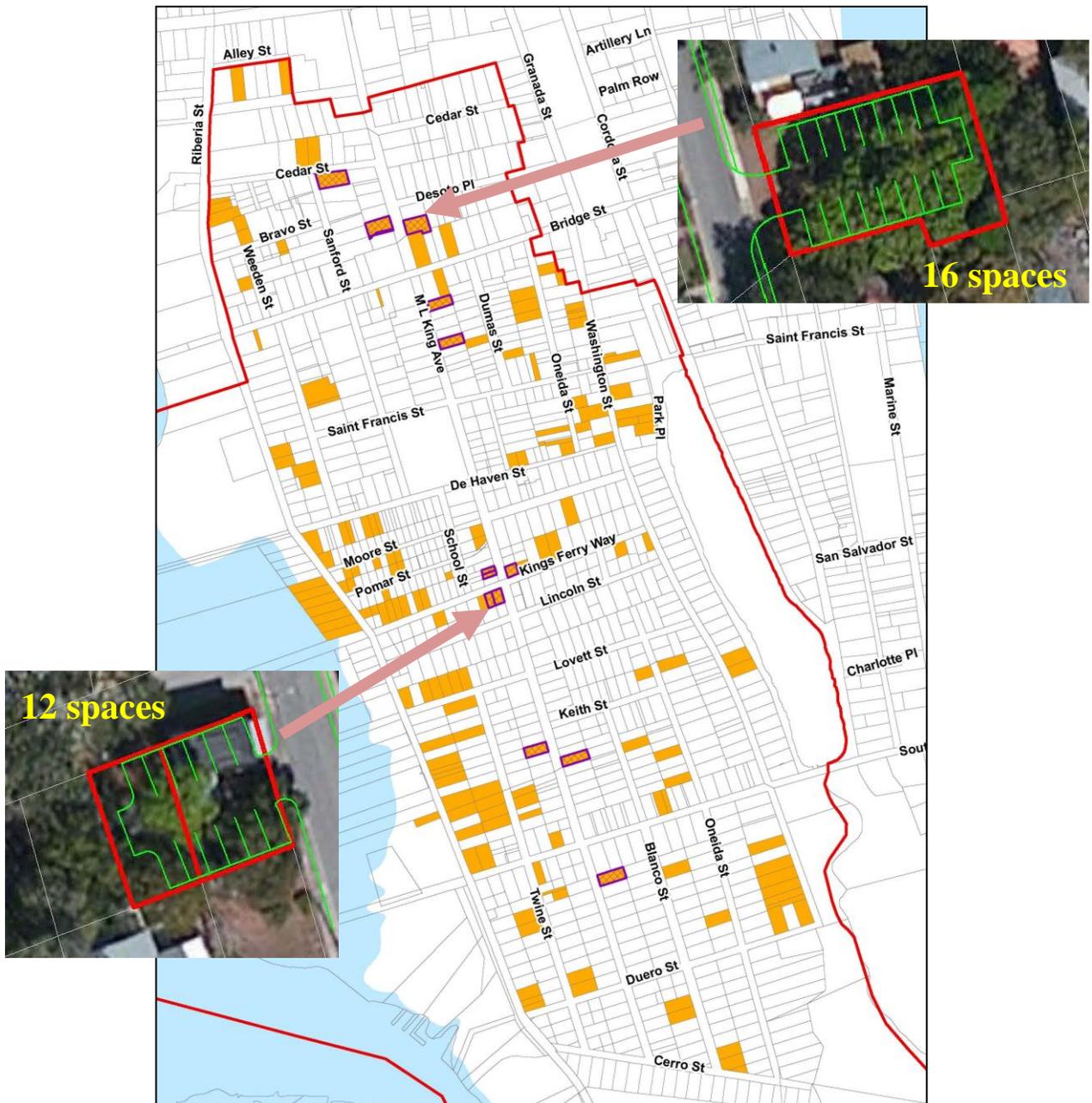
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New Off-Street Parking Lots

Additional public parking would occur if small parking courts located less than a block east or west from Dr. Martin Luther King, Jr. Avenue were created between houses. This strategy would remove a significant percentage of vehicles from the street and enable safer utilization of the road by bicyclists. This would improve the appearance of the street, as well as making it easier for cars to move along the street. It would offer neighborhood businesses off-street parking space as well, eliminating the requirement for them to provide it on-site. Figure 3.4 illustrates the various vacant parcels within the Lincolnville CRA (colored orange) and highlights two along Dr. Martin Luther King, Jr. Avenue that might be utilized for public parking. A site plan of two vacant lots illustrates how many parking spaces might be accommodated on these small vacant parcels.

Figure 3.4 Off-Street Parking Lots



Chapter 4

IMPLEMENTATION STRATEGIES

Program Management and Implementation

Implementation of the Redevelopment Plan will require the coordinated efforts of the Community Redevelopment Agency, other governmental agencies, property owners and private developers. It will involve the support of local businesses and area residents. These efforts will be coupled with the employment of various legal, funding and promotional techniques to successfully implement the program. This section of the Redevelopment Plan sets forth a process and actions required to realize the economic development, planning and design objectives that have been devised for the Lincolnville Community Redevelopment Area (CRA).

It must be understood that the elements of the Redevelopment Plan will not occur all at once and within the time sequence described herein. The Redevelopment Plan is intended to be a guiding document for local government actions designed to overcome deterrents that inhibit desired growth and development. The Plan is not intended to be static and should be evaluated in light of changes in the economy and market demands, relevant public concerns and opportunities associated with private development proposals.

Organizational Rules and Relationships

It is recommended that the powers of the existing Community Redevelopment Agency established by Ordinance 2000-45 be designated to carry out community redevelopment activities pursuant to Chapter 163, Part III of the Florida Statutes within the Lincolnville CRA. The Agency must support the program's activities and provide a well-devised management system to carry out the Redevelopment Plan. They will have to amend their existing administrative, financial and programmatic mechanisms to include jurisdiction over the Lincolnville CRA to achieve the goals and objectives of this Redevelopment Plan. The Agency will support the principles described in this Plan and concentrate on the following actions throughout the redevelopment process:

- Provide commitment of public policy and resources for the redevelopment effort
- Support the redevelopment mission and insure implementation of scheduled projects
- Commit to making the necessary public improvements identified in the Plan
- Provide necessary staffing and administrative support to properly implement the Plan

The City Commission, serving as the Community Redevelopment Agency, must ensure the organizational framework and institutional relationships are in place to facilitate effective redevelopment activities in cooperation with developers, area businesses, residents and community representatives. The Agency shall continue to have all of the powers granted under the Community Redevelopment Act of 1969 in order to have the maximum flexibility and tools necessary to implement the Redevelopment Plan.

Adopt the Lincolnville Redevelopment Plan

The City Commission should adopt the Lincolnville Redevelopment Plan to utilize the tools made available by the Florida Statutes as it relates to overcoming obstacles to economic development and neighborhood revitalization cited in this Plan. The City Commission may approve the Redevelopment Plan, if it finds that:

- The Redevelopment Plan conforms to the City of St. Augustine 2030 Comprehensive Plan as a whole;
- The Redevelopment Plan gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the Plan; and

LINCOLNVILLE

Redevelopment Plan

- The Redevelopment Plan will afford maximum opportunity consistent with the sound needs of the City as a whole, for the rehabilitation or redevelopment of the CRA by private enterprise.

Upon approval by the City Commission the Redevelopment Plan shall be considered effective for the Lincolnville CRA and the City may then cause the Community Redevelopment Agency to carry out the implementation of such Plan.

Duration of Plan

The provisions of this Plan shall remain in effect, and serve as a guide for the future redevelopment activities in the Lincolnville CRA through December 31, 2033. All projects financed by increment revenues from the Trust Fund shall be completed by December 31, 2033. The Redevelopment Plan may be modified, changed, or amended at any time by the City Commission in accordance with the requirements of Chapter 163.361, F.S.

Safeguards and Retention of Control

This Redevelopment Plan is the guiding document for future development, redevelopment and ancillary programs, projects and activities in and for the Lincolnville CRA. In order to assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this Plan, the Community Redevelopment Agency will utilize the regulatory devices, instruments and systems used by the City of St. Augustine to permit development and redevelopment within its jurisdiction. These regulatory devices include, but are not limited to the 2030 Comprehensive Plan, the land development regulations, adopted design guidelines, performance standards and City authorized development review, permitting and approval processes. In accordance with the requirements of Chapter 163.362(2)(b), F.S. the City's regulatory controls determine the limitations on building height, structure size and use. The Community Redevelopment Plan sets forth proposed uses in the description of the Charrette Plan and illustrates them on the accompanying map (Figure 3.1). The City Commission retains the vested authority and responsibility for:

- The power to grant final approval to Community Redevelopment Plans and modifications
- The power to authorize issuance of revenue bonds as set forth in Chapter 163.385, F.S.
- The power to approve the acquisition, demolition, removal or disposal of property as provided in Chapter 163.370(3), F.S. and the power to assume the responsibility to bear loss as provided in Chapter 163.370(3), F.S.

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

Reporting Requirements

The Community Redevelopment Agency shall comply with the reporting requirements of Chapter 163.356(3)(c), F.S. which include the filing with the Auditor General, on or before March 31 of each year, a report of its activities for the preceding fiscal year. The report shall include a complete financial statement setting forth its assets, liabilities, income and operating expenses as of the end of such fiscal year. Additionally, the Agency shall comply with the auditing requirements, as set forth in Chapter 163.387(8), F.S. which mandates an independent financial audit of the Lincolnville Redevelopment Trust Fund each fiscal year and a report of such audit.

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

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Redevelopment Plan

Establish the Redevelopment Trust Fund

Program funding and accounting is administered through the Redevelopment Trust Fund, which is created by ordinance of the governing authority. Subsequent to adoption of the Redevelopment Plan, the Trust Fund is established and, according to the Statute, provides for the collection of tax increment revenues to finance capital improvements identified in the Plan. Upon adoption, the ordinance freezes the tax base and establishes the base valuation of the property located within the established boundaries of the Lincolnville CRA. Thereafter, all taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the Redevelopment Area are diverted to the Lincolnville Redevelopment Trust Fund. All taxes assessed on the value of property determined prior to the adoption of the ordinance continue to flow to the general revenue accounts of local taxing authorities. A separate account for the Lincolnville CRA must be established in the City Budget to track the allocation and disbursement of Agency revenues (one already exists for the Historic Area Transportation and Parking CRA).

Finance and Management

Community redevelopment will not be successful without funding through tax increment financing. Therefore the ultimate goal of the redevelopment program is to increase the tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in this Plan. Managed effectively, tax increment resources can be leveraged to enable the undertaking of substantial public and private sector improvements. With this in mind, the following finance and management policies should be employed:

- Coordinate with the City Manager, City Comptroller and other department heads to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated tax increment revenues.
- Coordinate with appropriate County, State and other public officials, which may be sponsoring capital improvements in the Lincolnville CRA to maximize the leveraging of financial resources.
- Through the use of tax increment financing and other funding sources, infrastructure improvements such as water, sanitary sewer, electrical, telephone, cable, internet and stormwater conveyance systems should be designed and constructed with the capacity to meet future demand based on the future land use activities identified in the Redevelopment Plan.
- The Community Redevelopment Agency should leverage tax increment revenues with other public or private funds, grants, commercial loans, or other financial mechanisms to expedite the completion of projects.
- Based on revenue projections contained in Chapter 5 of this Redevelopment Plan, the Agency might consider short-term interim project financing with anticipation of long-term bond financing.
- The Agency should work with area banks and bond counsels to research bond feasibility for financing major public facilities. The City should conduct a grant feasibility analysis to match any federal, state and local grant programs with projects contained in this Plan.

Steering Committee

The Community Redevelopment Agency recognizes that significant public participation will be necessary to ensure that the Redevelopment Plan is implemented effectively. They should create a board of advisors, or Steering Committee, who can partner with them in providing the necessary attention towards successfully implementing the Redevelopment Plan. Steering Committee whose members would be appointed by the Community Redevelopment Agency. The Agency might consider selecting only residents who are property owners within the Lincolnville CRA for membership on any such Steering Committee.

Chapter 5

CAPITAL IMPROVEMENTS STRATEGY

This section shows how the Charrette Plan translates to a phased series of projects and breaks down the anticipated costs for each. The community should understand that the Community Redevelopment Agency, working closely with other government entities, will be pursuing multiple elements of the Plan at all times as funding permits. It is important to note that the summary of projects and programs listed in Table 5.1 on the next page is flexible in nature and should be evaluated in light of changing market demands and funding availability. It is the best estimate of project costs based on a measure of the order of magnitude of the project in relation to anticipated revenues. Ultimately, project costs will be refined during the design and construction phase of any given project.

Action Plan

The Charrette Plan contains several major projects consisting of public, private, and joint public/private efforts that will take at least ten years to accumulate enough tax increment revenue for completion. It is critical that the Agency incorporates a sound project implementation strategy when identifying priorities. This will insure the most effective results in terms of addressing the community's needs while stimulating private sector activity to obtain a favorable return on the public sector's financial investment. The following phasing plan sets forth recommendations concerning project priorities and funding sources.

- Short-Range Action – Projects that should be implemented immediately and completed within five years.
- Mid-Range Action – Projects that should be implemented and completed within ten to fifteen years.
- Long-Range Action – Projects that will likely be implemented and completed in more than fifteen years.

It is expected that the majority of the capital improvements will be phased as part of the planned redevelopment of the Lincolnville CRA and jointly funded through anticipated tax increment revenues that will be generated as a result of the project. The Charrette results stressed the need to provide greater assistance to existing homeowners rather than making infrastructure and other capital improvements the top priority. The underlying sentiment is that TIF funds would have the most powerful impact on removing blight through initiatives that would help renovate existing homes, preserve the character of Lincolnville, and provide assistance to rectify code violations. Basic infrastructure improvements such as stormwater retention, internal and external pedestrian systems, landscaping and lighting will be undertaken as part of the long-range redevelopment proposals.

Each project is listed in order of priority and calculated with fixed unit costs that are representative of current construction prices. All totals include a 15 percent contingency to cover non-included or unforeseen costs such as mobilization, buried utilities, etc. All totals assume application will be made for some corresponding federal, state or other matching funds or grant monies to pay for at least part of the project. Unit costs include labor and installation hardware.

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Redevelopment Plan

Table 5.1
Estimate Costs of Lincolnville CRA Projects

Project	Short-Range Action (2014-2018)	Mid-Range Action (2019-2028)	Long-Range Action (2029-2033)
One-Ways with On-Street Parking	\$60,000		
Overlay Zoning District	\$12,500		
Remediation of Blighted Structures	\$397,000	\$1,200,000	\$560,000
Fix-It-Up Program	\$50,000	\$1,350,000	\$700,000
South Street Sidewalk		\$800,000	
Emergency Assistance Program		\$781,200	\$424,000
Children's Splash Area		\$350,000	
Down Payment Assistance Program			\$85,000
Matanzas Marshwalk			\$890,000
Riverfront Pavilion/Festival Grounds			\$1,545,000
Sidewalk Improvements			\$500,000
Master Stormwater Plan			\$25,000
New Off-Street Parking Lots			\$255,200
Totals ¹	\$519,500	\$4,481,200	\$4,984,200

¹ Assumes outside funding from grants and matching funds is acquired

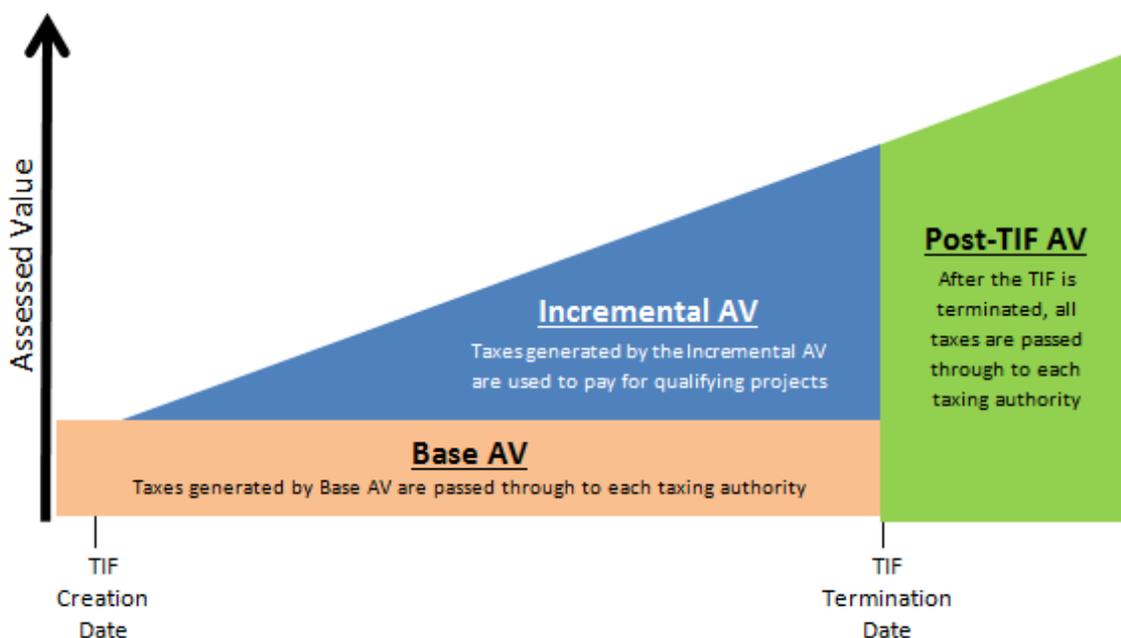
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Redevelopment Plan

Tax Increment Financing

Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act. Tax Increment Financing (TIF) is a tool used to leverage public funds to promote redevelopment activities in the CRA. A TIF captures the future tax benefits of real estate improvements in the CRA to pay the current cost of making those improvements as part of the Redevelopment Plan. A Redevelopment Trust Fund is established for the tax increment revenue and dedicated to redevelopment. Upon adoption, the Trust Fund ordinance specifies the base valuation of the property located within the boundaries of the CRA. Thereafter, 95% of City and County General Fund taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the CRA are reinvested into the Lincolnville CRA through the Redevelopment Trust Fund. Some taxing authority funds such as the St. Johns County School District and St. Johns River Water Management District are not included in this computation and ad valorem taxes continue to flow to their respective taxing authority.

The tax increment revenues can be used immediately, saved for particular projects, or can be bonded to provide upfront financing to maximize funds available. Any funds received from a tax increment financing district, however, must be used for the redevelopment, as depicted in the Plan, of the Lincolnville CRA and not for general governmental purposes.



The Community Redevelopment Agency may use the TIF funds as collateral for loans or leverage for grants, creating indebtedness, operating capital, or in general to accomplish any of the redevelopment that necessitate capital input. The Agency is authorized to finance projects within the Lincolnville CRA with financial assistance from other County, State, and Federal governments; tax increment funds; CRA bonds; donations; loans from private financial institutions; the lease or sale of CRA-owned property; or any other available source, public or private.

The Community Redevelopment Agency is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out the Redevelopment Plan. The principal and interest on such advances, funds, and indebtedness may be paid from tax increments or any other funds available to the Lincolnville CRA. Advances and loans for operating capital may be provided by the City until adequate tax increment or other funds are available to repay the advances and loans and to permit borrowing adequate working capital from sources other than the City.

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Redevelopment Plan

The Community Redevelopment Agency may also supply additional assistance through loans and grants for various public projects.

As indicated, TIF is a means of using property taxes from new development property valuation increases to assist in paying for public improvements that stimulate redevelopment. However, TIF may not generate sufficient revenue to cover all redevelopment investment, such as major property acquisition or long-term maintenance of streetscapes. As a result, the Community Redevelopment Agency will need to consider additional or alternative methods of financing. These methods include, but are not limited to:

- Loans from the City's general fund;
- Establishment of a Special Improvement District and Special Maintenance District;
- Issuance of General Obligation Bonds;
- Any other loans, grants, and guarantees or financial assistance from the Federal or State governments, or any other public or private source will be used, if available. These could include Community Development Block Grants; and
- Conventional loans that meet Community Redevelopment Act requirements.

The Community Redevelopment Agency has four primary functions for which it needs funding:

- The construction of public improvements such as improving streetscapes and parking;
- Land assembly for public use and public/private partnerships;
- Marketing the Lincolnville CRA; and
- Leveraging grants and other funding instruments.

Types of Expenses Allowed

Chapter 163.387(6), F.S. identifies the types of purposes the Community Redevelopment Agency is allowed to expend Lincolnville Redevelopment Trust Fund revenues upon:

1. Administrative and overhead expenses necessary or incidental to the implementation of the adopted Lincolnville Redevelopment Plan.
2. Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the Agency for such expenses incurred before the Redevelopment Plan was approved and adopted.
3. The acquisition of real property in the Lincolnville CRA.
4. The clearance and preparation of any land within the Lincolnville CRA for redevelopment and relocation of existing site occupants within or outside the Lincolnville CRA.
5. The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
6. All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
7. The development of affordable housing within the Lincolnville CRA.
8. The development of community policing innovations.

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Redevelopment Plan

According to Chapter 163.370(3), F.S., however, the increment revenues may not be used for the following purposes:

1. Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority involved 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.
2. Installation, construction, reconstruction, repair, or alteration of any publicly-owned capital improvements or projects which are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have otherwise been made without the Community Redevelopment Agency within three years, or
3. General government operating expenses unrelated to the planning and carrying out of the Redevelopment Plan.

Tax Increment Projections

Table 5.2 on the following page provides tax increment revenue projections for the Lincolnville Community Redevelopment Area. Revenue estimates are based on anticipated taxable property values to be generated upon the phased completion of the proposed redevelopment of Lincolnville. The revenue projections are based on anticipated total development construction costs and are based generally on the order of magnitude of costs for similar projects. It has been assumed that total construction value of property within the Lincolnville CRA will be approximately \$124 million. These values are used only for preliminary planning, budgeting and management purposes. These estimates have been determined without a fixed, approved development program to provide specific project costs and must account for the fact that final costs will not be determined until the project has been designed and bid for construction. Final revenues will be determined by the St. Johns County Property Appraiser annually based on the completion of the taxable elements of the projects.

The City's tax base (taxable property) increased from \$590 million in FY2000-2001 to a peak of \$1.76 billion in FY2007-2008, an increase of 198 percent. A significant portion of the increase appears to have been due to multiple annexations. The City-wide tax base dropped from \$1.76 billion in FY2007-2008 to \$1.07 billion in FY2012-2013, a loss of 39 percent. Property values in Lincolnville have declined by a similar percentage, indicating that today's taxable value of \$69 million may have been as much as \$113 million five years ago.

Returning to this level in twelve to fifteen years, if not sooner, is realistic even with no significant new development. This would generate cumulative tax increment revenues of up to \$1.87 million over the next ten (10) years. It is projected the total tax increment revenues generated by the Lincolnville CRA would amount to \$8.5 million over twenty (20) years.

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Redevelopment Plan

Table 5.2
Lincolnvill CRA Tax Increment Revenue Projections

Year	Taxable Value Existing Uses	Cum Added Val Over Base	Taxable Value New Devel	Cum Value New Devel	Total Added Val Over Base	Tax Increment Base (95%)	City TIF Revs (annual)	County TIF Revs (annual)	Total TIF Revs (annual)	Total TIF Revs (cum)
0	69,831,792									
1	70,879,269	1,047,477	200,000	200,000	1,247,477	1,185,103	8,888	8,600	17,488	17,488
2	73,005,647	3,173,855	300,000	500,000	3,673,855	3,490,162	26,176	25,327	51,503	68,991
3	75,195,816	5,364,024	350,000	850,000	6,214,024	5,903,323	44,275	42,838	87,113	156,104
4	77,451,691	7,619,899	350,000	1,200,000	8,819,899	8,378,904	62,842	60,802	123,644	279,748
5	79,775,242	9,943,450	400,000	1,600,000	11,543,450	10,966,277	82,247	79,578	161,825	441,573
6	82,168,499	12,336,707	400,000	2,000,000	14,336,707	13,619,871	102,149	98,834	200,983	642,556
7	84,633,554	14,801,762	450,000	2,450,000	17,251,762	16,389,174	122,919	118,930	241,848	884,405
8	87,172,560	17,340,768	450,000	2,900,000	20,240,768	19,228,730	144,215	139,535	283,751	1,168,155
9	89,787,737	19,955,945	500,000	3,400,000	23,355,945	22,188,148	166,411	161,011	327,422	1,495,577
10	92,481,369	22,649,577	500,000	3,900,000	26,549,577	25,222,098	189,166	183,027	372,192	1,867,769
							949,288	918,481	1,867,769	
11	95,255,810	25,424,018	550,000	4,450,000	29,874,018	28,380,317	212,852	205,945	418,797	2,286,566
12	98,113,485	28,281,693	550,000	5,000,000	33,281,693	31,617,608	237,132	229,436	466,568	2,753,135
13	101,056,889	31,225,097	600,000	5,600,000	36,825,097	34,983,842	262,379	253,864	516,243	3,269,377
14	104,088,596	34,256,804	650,000	6,250,000	40,506,804	38,481,464	288,611	279,245	567,856	3,837,233
15	107,211,254	37,379,462	750,000	7,000,000	44,379,462	42,160,489	316,204	305,942	622,145	4,459,378
16	110,427,591	40,595,799	850,000	7,850,000	48,445,799	46,023,509	345,176	333,974	679,151	5,138,529
17	113,740,419	43,908,627	950,000	8,800,000	52,708,627	50,073,196	375,549	363,361	738,910	5,877,439
18	117,152,632	47,320,840	1,050,000	9,850,000	57,170,840	54,312,298	407,342	394,123	801,465	6,678,904
19	120,667,211	50,835,419	1,150,000	11,000,000	61,835,419	58,743,648	440,577	426,279	866,857	7,545,760
20	124,287,227	54,455,435	1,250,000	12,250,000	66,705,435	63,370,163	475,276	459,852	935,128	8,480,888
							3,361,099	3,252,020	6,613,119	

Notes:

1. Annual growth rate of existing tax base is 1.5 percent in Year 1 and conservative 3.0 percent thereafter; reflects returning to estimated 2007 taxable value in 15-17 years
2. New development includes major renovations, new construction, and adding existing tax exempt properties to tax roll; based on up to 0.5 percent of base tax value in early years, increasing up to 1.0 percent in later years
3. City ad valorem tax rate of 7.5 (\$7,500/\$1,000), County ad valorem tax rate of 7.2566 (\$7,2566/\$1,000)