



APPLY TODAY FOR THE UPSTART COCOA FORGIVABLE LOAN!

- Up to \$10,000 to promote the growth of women and minority-owned small businesses looking to either start a business in the City of Cocoa or relocate an existing business to the City of Cocoa.
- 6 months of customized coaching and educational training administered by weVENTURE Women's Business Center.

Contact Us :

321-433-8684



choosecocoa.org



8th Annual COCOA JOB FAIR

Thursday, February 23rd | 10am-1pm

Dr. Joe Lee Smith Community Center

Free and open to the public. No registration is required for job seekers. Just plan to attend with your resume and dress for success.

For more info, visit www.ChooseCocoa.org/jobfair.

Sponsored by:





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2023 COUNCIL PRIORITIES & PLANNING WORKSHOP

February 23, 2023



AGENDA

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1. Parks Master Plan Review & Approval with Project Updates
2. Planning and Priorities Plan Review and Approval
3. Rent Ordinance
4. On-street/Outdoor Dining
5. Budget Overview
6. Council Priorities
7. Fund Balance
8. Public Input/Citizen Participation

PARKS MASTERPLAN REVIEW/ APPROVAL

PROJECT UPDATE



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OVERVIEW

- 2020 - Parks and Recreation Master Plan: High level and long-term plan for City parks.
- More immediate concerns and needs that were not addressed.
- City staff worked with BCPR and various park end-users to determine more immediate needs and developed the Parks Infrastructure Plan.
- Both plans were combined to showcase the needs of our many parks.



PARKS MASTERPLAN FORMAT

- I. Executive Summary & Introduction
- II. Evaluation of Existing Conditions
- III. Parks and Recreation Needs Assessment
- IV. Long Range Vision
- V. Appendices



Provost Park

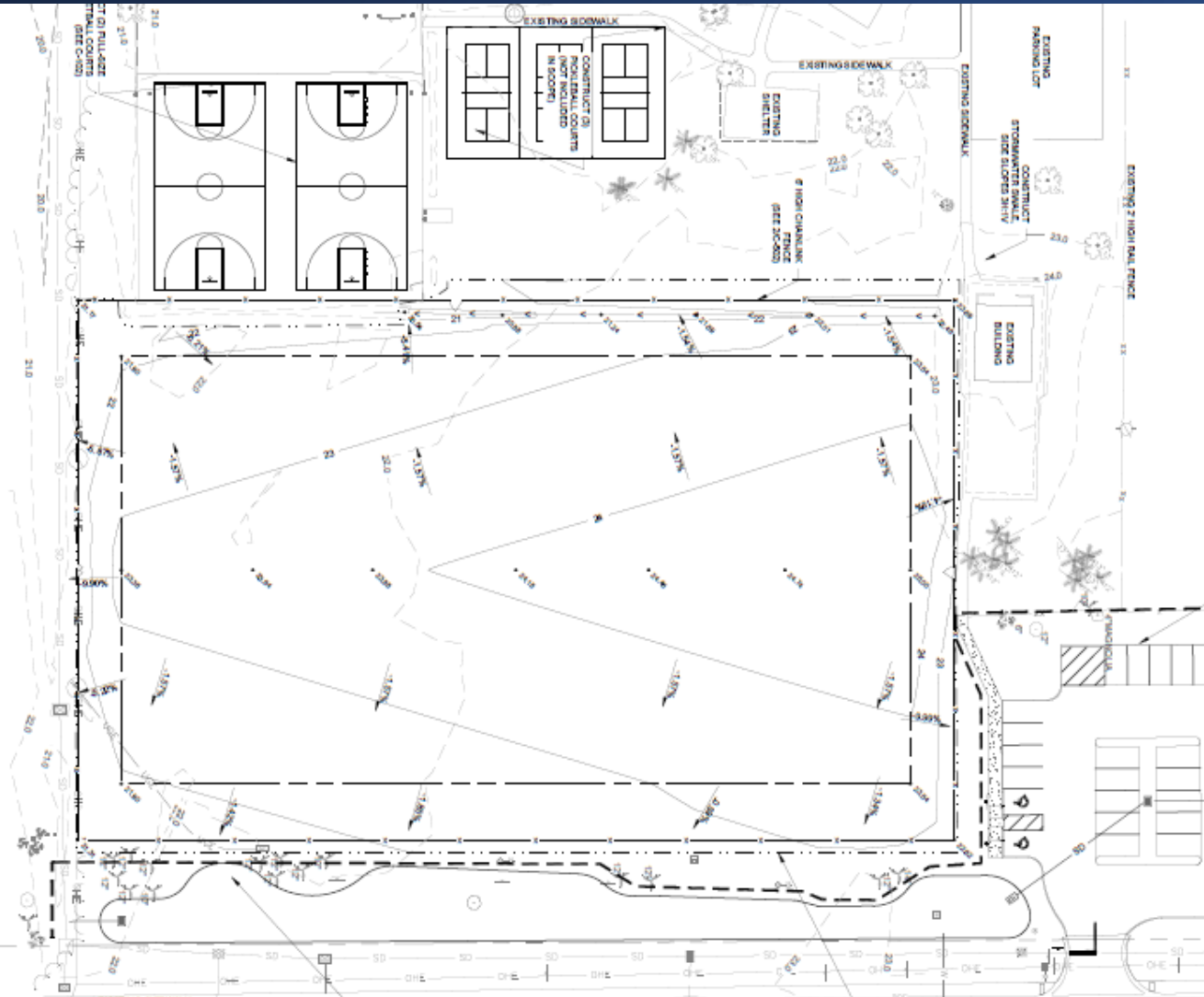
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Overview	Multi-purpose field, 2 full-size basketball courts, pickleball courts, restroom building modifications, lighting, fencing, benches, future parking
Status	At 90% design, anticipated to go out for bid in the next 6 weeks
District	1

Note that lighting, fencing, benches, modifications, etc. will be included in the design, but may be omitted pending actual construction bids.

Provost Park Site Layout



Items to decide:

- Is there a specific color theme/scheme and logo that is preferred on the courts? This color scheme would be copied on the Pickleball Courts (except the logo).
 - Base Color
 - Key
 - Center Logo

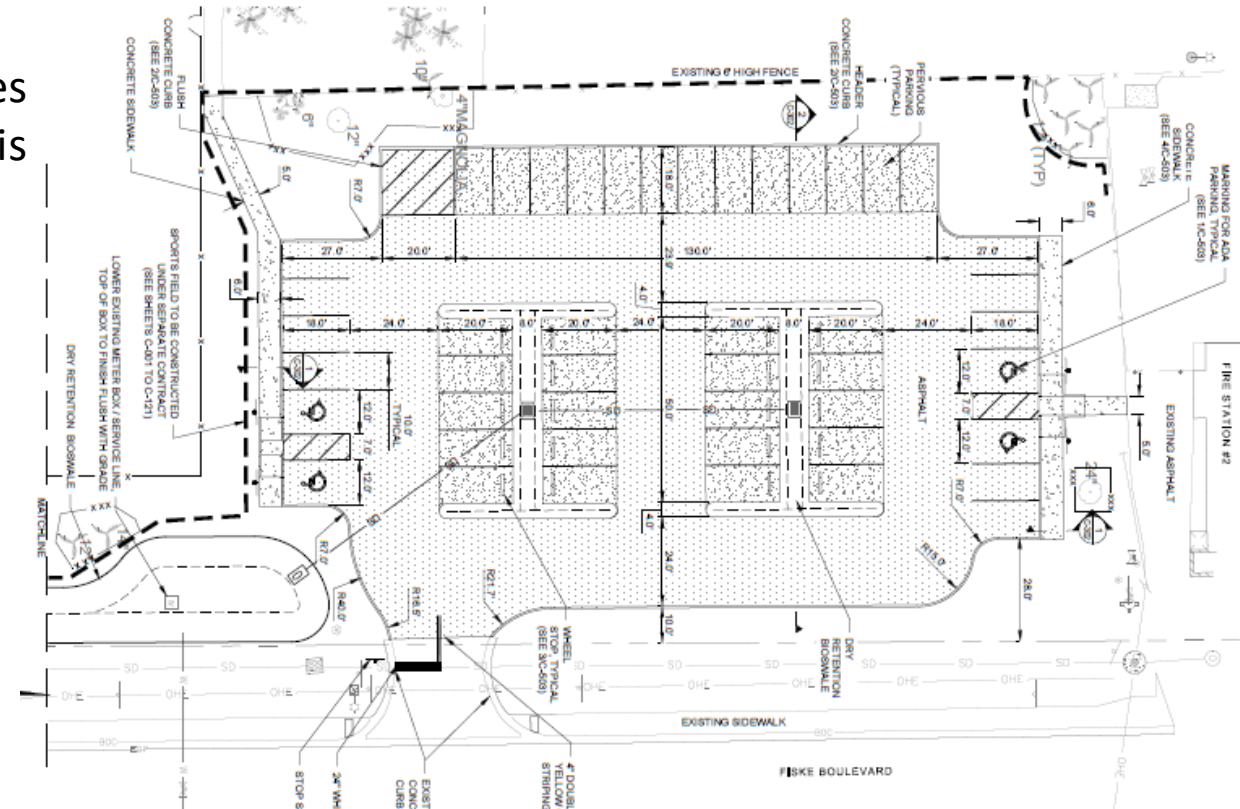
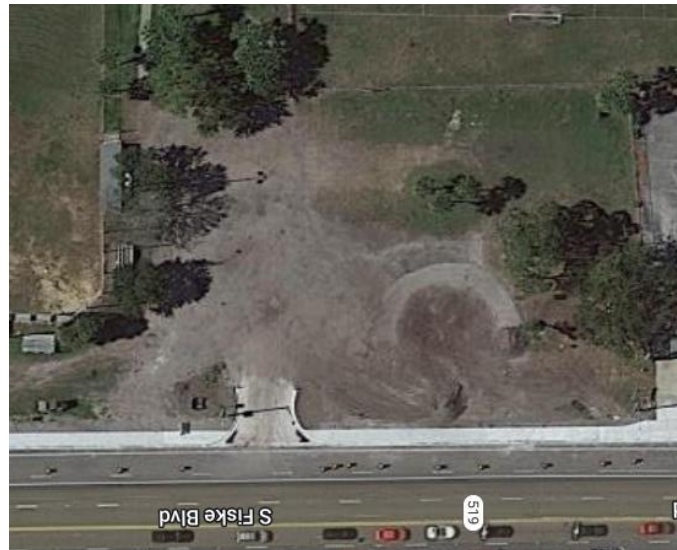
Provost Park Future Parking

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Items to decide:

- The parking lot and stormwater area on Fiske is a future project. This design was put on hold at 90% and never revisited. Staff suggests providing funding to complete the design and construction of this in conjunction with the other Provost Improvements.
- This project would provide 46 improved parking spaces with a combination of asphalt and pervious pavers. This would provide approximately 86 total spaces.

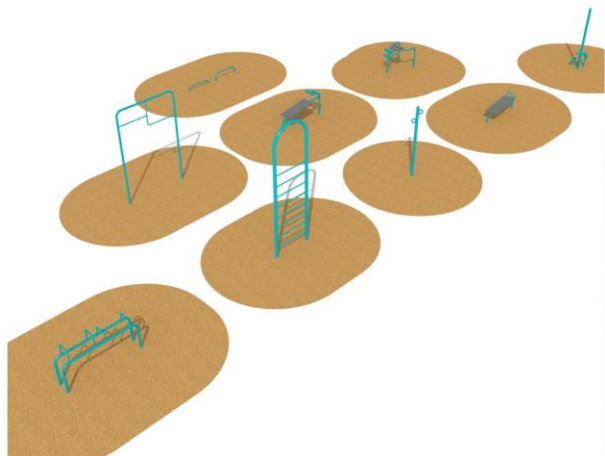


Bracco Pond Park

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Overview	Multi-station static exercise equipment around the walking path at Bracco Pond Park
Status	Stations Installed, pads being installed and should be complete soon
District	2



Junny Rios Martinez Park

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Overview

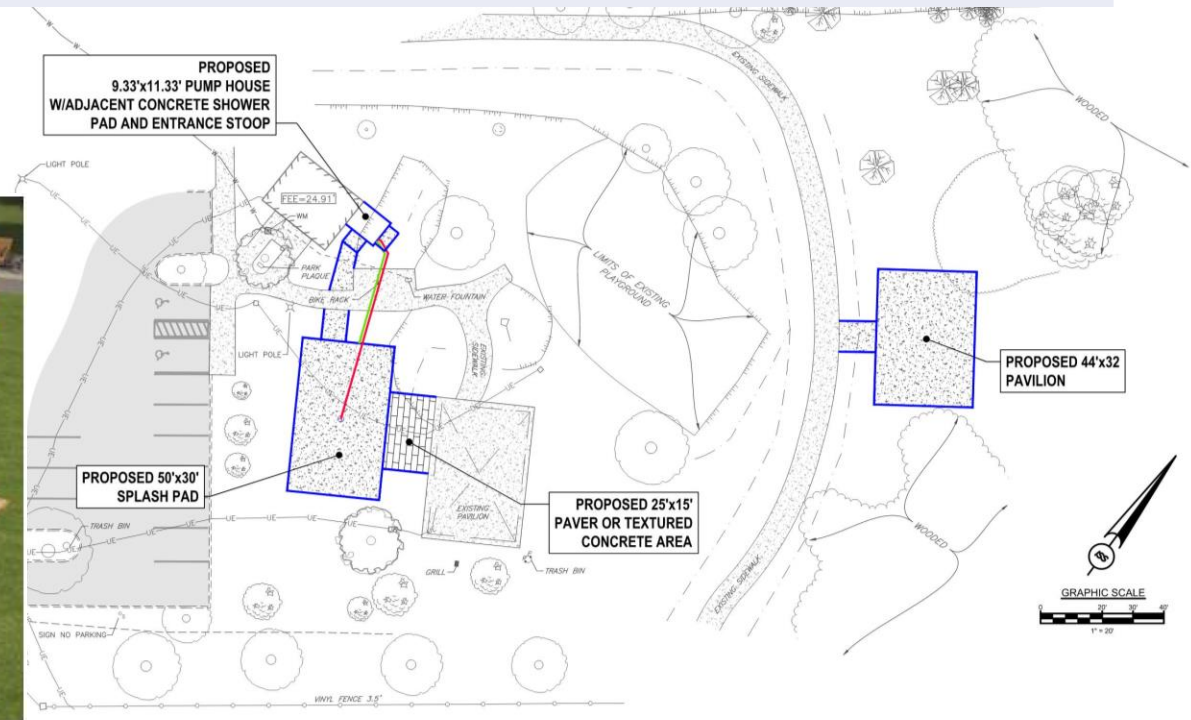
New splash pad (ADA compliant, pumphouse and equipment) and 44'x32' pavilion

Status

At 90% design, anticipated to go out for bid in March

District

3



Don “Mo” Stradley Park



Overview	Reconstruct football field with related stormwater and irrigation improvements and renovate Field House.
Status	At 90% design, anticipated to go out for bid in March/April, Some renovations including restroom fixtures and stairs are currently underway or completed
District	4

APPROVAL NEEDED

PARKS INFRASTRUCTURE AND MASTER PLAN



PLANNING & PRIORITIES

2023



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2022 SWOT ANALYSIS - APPROVED



STRENGTHS

- Regional Water Utility
- Cocoa Village
- Employee Knowledge
- Location
- Financial Status
- Culturally Diverse
- Abundance of Churches/Non-profits
- Educational Hub
- Tree City USA
- Center for Distribution Centers
- Dr. Joe Lee Smith Community Center
- Diamond Square Community

WEAKNESSES



- Cocoa's Image/Reputation
- Irregular City Boundaries
- Crime and the perception of crime
- Limited funding for improvements
- Limited control over our parks
- Affordable business space for entrepreneurs
- Incentives for City employees living in the City
- Representative of the population
- Sustainability



OPPORTUNITIES

- Cocoa Village
- Use of City Facilities & Amenities
- Annexations
- Expansion of Water/Wastewater Utilities
- Industrial Areas
- Brightline Station
- Cocoa's Image/Reputation
- Tradeschools and partnership with STEM and CTE programs
- Diamond Square Community
- Eco tourism
- Grant Eligibility
- More connected pathways
- Low-impact development
- Have a culturally and ethnically diverse workforce
- Building/Residential development
- Vacant commercial property
- Citizen participation/engagement

SWOT ANALYSIS



THREATS



- Competition for municipal employees
- Cocoa's Image/Reputation
- Lack of service and healthcare businesses
- Health of the Lagoon
- Lack of attainable workforce housing
- Homelessness
- Climate change (Storm surge, heat events, sea level rise)
- Unmanaged growth
- Lack of civic engagement

MISSION - APPROVED



The mission of Cocoa's government is

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

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



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

VISION - APPROVED

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



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CORE VALUES - APPROVED

Integrity

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

Accountability

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

Community Engagement

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

Professionalism

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

Excellence

Providing responsive and exceptional customer service.

Respect

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



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PRIORITY AREAS – NEED APPROVAL

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In order to produce an enhanced quality of life for our residents, business owners, and visitors where Cocoa achieves its vision for a safe, vibrant, and diverse city that values its rich history and environmental resources, while promoting an engaged and inclusive community with ample employment, housing, recreational, and social opportunities for all, the city must focus on these priority areas:



PUBLIC SAFETY/COMMUNITY STANDARDS

Provide effective and efficient public safety services that remains pro-active and allows for enhanced community relations and preparedness.

- Implement pro-active, community-based solutions to build strong community relations.
- Proactively and consistently respond to shifting crime trends and emerging social problems.
- Attract and retain a skilled community-oriented and diverse sworn and civilian workforce.
- Ensure training and readiness of Public Safety employees.
- Enhance community disaster preparedness initiatives.
- Enhance community standard efforts while continuing to strive for voluntary compliance.



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INVESTMENT IN PUBLIC INFRASTRUCTURE

Ensure safe and efficient public infrastructure that drives growth and development in an environmentally responsible manner.

- Ensure the delivery of safe, clean drinking water to all utility customers.
- Enhance the City's transportation networks. (Train, Bicycle, Walk, Drive, Public Transit, Multi-modal Brightline Station)
- Invest in environmental stewardship.
- Support a safe, accessible, well-maintained network of parks, facilities and greenspace.
- Continually invest in parking solutions for Cocoa Village.



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ECONOMIC/COMMUNITY DEVELOPMENT

Enhance efforts to make the City of Cocoa a thriving and competitive economic driver along the Space Coast.

- Enable growth through enhanced and modernized infrastructure.
- Maintain and attract new industry, jobs and investment through targeted marketing efforts, data collection and maintenance.
- Support education, training and job readiness programs.
- Improve residential development and rehabilitation programs to ensure a diversity of housing options.



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COMMUNITY OUTREACH & ENGAGEMENT

Engage residents, business owners and visitors to participate in and be informed about their community.

- Continue to find new ways to communicate and reach the entire community with the latest news and information.
- Engage residents in volunteer boards and committees through community outreach programs.
- Ensure branding standards are maintained.
- Encourage a diverse array of special events at city facilities that attract a diverse audience.



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ORGANIZATIONAL EFFECTIVENESS

Drive efficiency with impact focused workflow and attraction and development of a qualified workforce.

- Enhance efforts to attract, develop and support a qualified and capable workforce reflective of the community.
- Leverage the latest technology to deliver efficient and effective public services to the community.
- Improve organization efficiency and effectiveness by analyzing workflow processes.
- Maintain the City's long-term fiscal sustainability.



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APPROVAL NEEDED

PLANNING & PRIORITIES



RENT CONTROL/STABILIZATION

PROPOSED ORDINANCE DISCUSSION



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60-Day Rent Control/Stabilization Ordinance Discussion

- There are currently no statutory limits on the amount a landlord can charge for or increase rent.
- A 60 day notice is required before the end of an annual lease to increase rent.
- A 15 day notice is required before the end of a month-to-month lease to increase rent.
- Landlords are also not required to offer lease renewals for their tenants.
- Per Florida Statutes rent controls are not allowed except in **declared housing emergencies** as approved by the voters on annual basis.



60-Day Rent Control/Stabilization Ordinance Discussion

- There are several County/Cities that have attempted to or have enacted Ordinances.
- **Orange County** – Ordinance limiting rent increase, placed on the ballot in 2022 and passed. Currently now implemented as it is being challenge in the Courts.

“Shall the Orange County Rent Stabilization Ordinance, which limits rent increases for certain residential rental units in multifamily structures to the average annual increase in the Consumer Price Index, and requires the County to create a process for landlords to request an exception to the limitation on the rent increase based on an opportunity to receive a fair and reasonable return on investment, be approved for a period of one year?”



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60-Day Rent Control/Stabilization Ordinance Discussion

- **Tampa** – Council voted to draft an Ordinance declaring a housing crisis and present the measure to voters. Council then voted at the next meeting not to move forward with the Ordinance.
- **Miami-Dade County** - Passed an Ordinance in May 2022. Requires a 60-day notice for any increases more than five percent.



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ON-STREET DINING

UPDATE



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On-Street Dining Discussion

- **City of Cocoa Sidewalk Café Ordinance**
 - \$25 fee (renewed annually)
 - Only permitted as an accessory use for food/beverage sales establishment
 - Tables and chairs can only be in front of the permitted establishment
 - Cannot interfere with pedestrian traffic along sidewalk
- **Temporary Covid Outdoor Dining Resolution**
 - Enacted due to Covid-19 indoor dining restrictions
 - Included sidewalk and public parking spaces
 - Two businesses were granted the use of parking spaces for expanded dining
 - Village Idiot Pub
 - Pub Americana
 - Extended multiple times by Council and directed Staff to make a permanent Ordinance in December 2022



On-Street Dining Discussion - continued

- Examples of Cities issuing Sidewalk Café or On-Street Dining Permits
 - **City of Mount Dora**
 - \$100 fee (on-time)
 - Must be eating/drinking establishment – site plan with # of seats
 - Not allowed during special events without City/Event Organizer authorization
 - No On-Street Dining permits
 - **City of Winter Park**
 - \$50 annual fee
 - Café seat fees – paid annually
 - 1-4 seats: \$80
 - 5-8 seats: \$100
 - 9-12 seats: \$120
 - 13-16 seats: \$140
 - 17+ seats: \$160
 - Additional transportation impact fees may be required depending on roadway
 - Eating/drinking establishments only – site plan with # of seats



On-Street Dining Discussion - continued

- **City of Delray Beach**
 - \$150 fee (one-time)
 - \$4.75 per square feet of City ROW/public parking
 - Additional FDOT ROW fees apply to specific roadways (\$5-\$10 per sq. foot)
 - Subject to limitations in each specific district
- **City of Key West**
 - One-time application of \$100
 - Café seat fees \$592.20 annually
 - Requests to change layout of seats - \$50
 - Site plan detailing # of seats added



On-Street Dining Discussion - continued

- **City of Orlando**

- Existing eating/drinking establishment
- Seats/tables must be removed at the close of each business day
- Must have separate contract with pressure washing company and provide service record to City as requested
- Café fees
 - \$500 for 1-5 tables or up to 200 square feet
 - \$750 for 6+ tables or over 201 square feet
- Separate sewer and transportation impact fees
 - \$182 per seat in a covered area
 - \$91 per seat in an uncovered area



On-Street Dining Discussion - continued

Council Consideration

I. Discontinue On-Street Dining

II. Continue with Current On-Street Dining

III. Establish new Sidewalk and Outdoor Dining Permit Ordinance

- Charge annual fee of \$50
- Charge \$5 per square foot fee up to 200 sq. Ft. (up to \$1,000) and \$7 over 200 sq. Ft. (At least \$1,400)
- Limit no more than 2 parallel or 2 angled parking spaces per establishment
 - Must be directly in front of the establishment applying for permit
- Only establishments with primary service as food/beverage sales
 - Must have appropriate licenses



On-Street Dining Discussion - continued

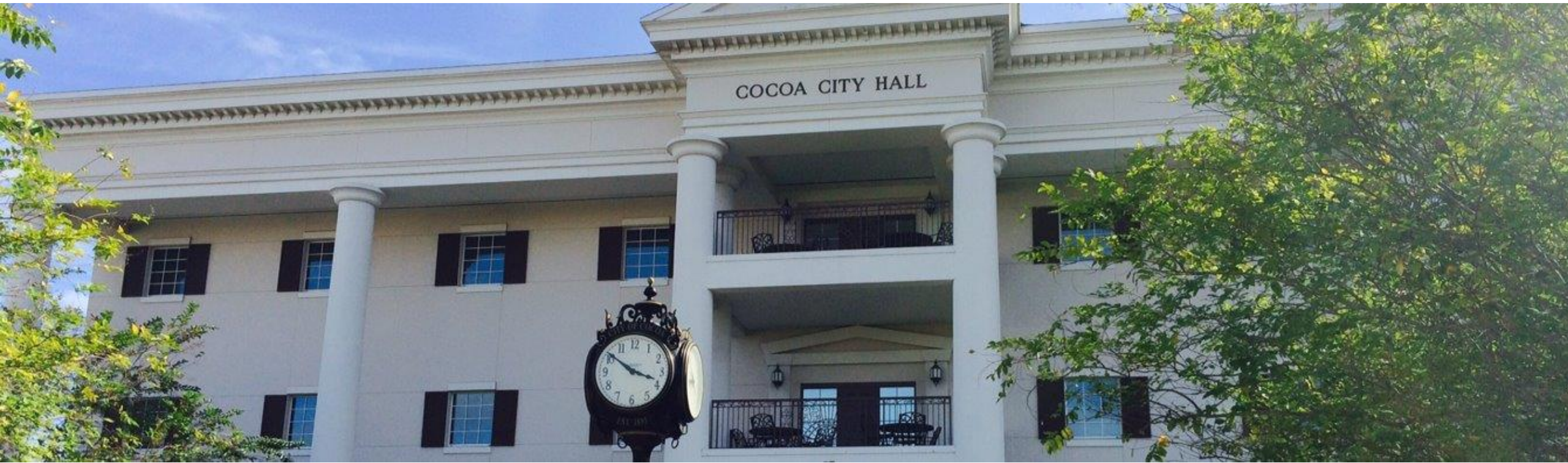
- **Council Consideration**

III. Establish new Sidewalk and Outdoor Dining Permit Ordinance

- Require pressure washing of public sidewalk/parking space once a month by the owner of the establishment
- Require site plan with seating arrangements – protective barriers if using parking spaces
- Require hold harmless affidavit
- All existing establishments must reapply under the new Ordinance and pay the appropriate fees – no businesses will be grandfathered in the program



FY 2023/24 Budget Preparation OVERVIEW



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New Money (Estimates)

FY24 Budget	
Property Tax Increase 3% (Current Millage Rate)	\$253,000
Fire Assessment 3%	\$94,000
Utility/Stormwater Indirect Cost Allocations 5%	\$400,000
*Utility Return on Investment (ROI) 3%	<u>\$211,000</u>
Total Estimated Increase in Revenue:	\$958,000

*ROI is expected to decrease in FY25

Increase in Expenses (Estimates)

FY24 Budget	
General Fund Salaries 3%	\$678,000
General Fund Medical Insurance 13%	\$474,000
General Fund Electric/Utilities 9%	<u>\$73,000</u>
Total Estimated Expenses	\$1,225,000
Total Estimated Shortfall:	(\$267,000)

FY24 Debt Service Expenses will be \$340,000
less, due to Debt Payoff in FY22/FY23

General Fund Deferred Capital (FY23)

Police Department (PD)	
Vehicles/Van (10)	\$475,000
Building Renovations (Kitchen, Bathroom and Lockers)	\$84,000
Carport Enclosure Evidence Yard	<u>\$108,000</u>
Total Deferred Capital (PD)	\$667,000
Public Works Department	
Building Rehab (Porcher House, City Hall Carpet, Old Fire Station 3, Civic Center and Fleet Control Access System)	\$519,000
Above Ground Fuel Storage Tank at PD	<u>\$130,000</u>
Total Deferred Capital (PW)	\$649,000



BUDGET FUND BALANCE



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General Fund – Unassigned Fund Balance

Fund Balance	
Preliminary Unassigned Fund Balance – Year End FY22 (as of 2/23/23)	\$16,043,672
Liquidity Reserve	(\$8,303,672)
Prior Year Committed	(\$3,800,000)
Recommendation of Unassigned Fund Balance Use:	
Road Paving	(\$500,000)
Additional Grant Match Fiske/Broadmoor Acres	(\$1,100,000)
Fire Pumper Truck	(\$850,000)
Police + Fire High School Cadet Program	(\$300,000)



General Fund – Unassigned Fund Balance

Fund Balance	
Affordable Housing or Downpayment Assistance Program	(\$400,000)
Firefighter and Police Officer Recruitment Program	(\$300,000)
Dixon/IRD Project	(\$250,000)
Museums Capital	(\$240,000)



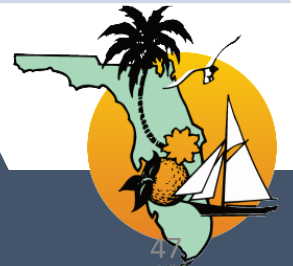
General Fund – Assigned Fund Balance (AFB)

Park Projects	Budget	Encumbered/Expenditures	Remaining Balance
Provost Park	\$900,000	(\$144,169)	\$755,831
Junny Rios Park	\$710,000	(\$95,859)	\$614,141
Stradley Park	\$575,000	(\$60,067)	\$514,933
Park Improvements	<u>\$75,000</u>	<u>(\$13,311)</u>	<u>\$61,689</u>
Subtotal:	\$2,260,000	(\$313,406)	\$1,946,594



General Fund – Assigned Fund Balance (AFB)

Projects	Budget	Encumbered/Expenditures	Remaining Balance
ERP	\$1,500,000	-	\$1,500,000
Housing	\$750,000	-	\$750,000
Village Parking	\$700,000	(\$458,621)	\$241,379
Fiske Blvd Grant Match	\$560,000	-	\$560,000
Economic Incentives	\$500,000	-	\$500,000
Fuel Tank (GF Portion)	\$310,500	(\$283,849)	\$26,651
Sustainability	<u>\$37,500</u>	=	<u>\$37,500</u>
Subtotal:	\$4,358,000	(\$742,470)	\$3,615,530



General Fund – Completed Projects/Unassigned Funds

Completed/Unassigned	Budget	Expenditures	Balance
Brevard Museum	\$70,000	(\$25,785)	\$44,215
Donation (School)	\$100,000	(\$85,000)	\$15,000
Brevard Museum Alarm	\$35,000	(\$28,929)	\$6,071
Paving	\$600,000	(\$471,777)	\$128,223
Police Headquarters	\$559,000	(\$546,514)	\$12,486
Pumper Truck (SLFRF)	\$634,500	-	\$634,500
Bracco Pond	\$82,500	(\$43,109)	\$39,391
Carl Anderson Park	\$82,500	(\$12,781)	\$69,719
Gilmore Park	<u>\$82,500</u>	<u>(\$10,431)</u>	<u>\$72,069</u>
Subtotal:	\$2,246,000	(\$1,224,326)	\$1,021,674

Total FY21 Assigned Fund Balance Budget \$8,864,000



COUNCIL PRIORITIES

2023/24



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Legislative Priorities

- 1. Funding for All Phases of State Road 524 & State Road 501 Safety & Capacity Projects**
- 2. Additional State Funding for the SHIP Program for Affordable Housing Initiatives**
- 3. Supporting additional funding for the conversion of the former Dr. Joe L. Smith Community Center**
- 4. Additional funding for Sustainability and Resiliency Projects/Initiatives**
- 5. Funding for the redesign and construction of Day Slips at Lee Wenner Park**
- 6. Funding for infrastructure improvements to facilitate the siting of a Brightline Station in Cocoa**
- 7. Protection of Local Home Rule**
- 8. Continued funding of Bonus and Incentive Pay for First Responders**



PREVIOUSLY STATED COUNCIL PRIORITIES

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GENERAL FUND

- Old Dr. Joe Lee Smith Community Center – State Funding
- Museums
- Homeless Initiatives
- **Additional Street Paving**
- J & K Septic to Sewer Conversion
- **Capital Improvements within Parks**
- Operating and Maintaining City Parks
- Subsidized Bus Routes/Bus Shelters
- Trailheads at Cocoa Conservation Area
- Enhanced Law Enforcement
- Facilitation of a Brightline Train Station in Cocoa
- Facilitation of Attainable Workforce Housing
- Municipal Swimming Pool in North/Central Area
- New Park Locations
- **Additional Funding for Upstart Cocoa**
- Recruitment and retention efforts
- Review and rewrite of the landscape ordinance
- Review of site plan/subdivision section of the code
- Reconciliation of land use and zoning code conflicts

Highlighted items – Funded in FY23 Budget

COCOA CRA

- Fishing Pier
- Civic Center Renovations
- **Cocoa Village Parking**
- **Capital Improvements within Parks**
 - On Street
 - Parking Lots
 - Lee Wenner - RFP
- Mooring Field
- Harrison Street Streetscape
- **Enhanced Law Enforcement**
- Golf Cart Community

Diamond Square CRA

- Old Dr. Joe Lee Smith Community Center – State Funding
- Extension of the CRA expiration date
- Development of the Michael C. Blake Subdivision
- More programs and services within the Dr. Joe Lee Smith Community Center

PREVIOUS COUNCILMEMBER BUDGET/PRIORITY REQUESTS

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Councilmember Goins (District 1)

- Cameras/lights/security at bathrooms
 - Gilmore park to get prepared for bathroom installation
- Churchill/Thomas/Highland/Rosa L/Edinburgh paving
- **Increase Upstart Cocoa to 4-6 businesses**
- Virginia Park – selective paving based on street assessment
- **Stripe pedestrian crossing Fern and Prospect Gilmore Park crossing**
- Solar LED lighting around Thomas Cole Stormwater pond
- **Extend 6' metal fencing in front of Gilmore Park**
- Install sewer and water service lines for Blake subdivision to lower costs to future homeowners
- Connect storm connections on Barbara Jenkins and surrounding area that will allow storm to flow to Cole Stormwater Pond to aid Bernard Street pond
- Funding to support selected non-profits for the old Dr. Joe Lee Smith Community Center moving forward
- Funding for the purchase of the Verizon property on Railroad Avenue for future storm water pond
- Expedited Code Lien process

Councilmember Hearn (District 2)

- Entryway at Fiske
- Park/pool – connect parks
- Street calming – Broadmoor Acres
- Review Code Requirements – Affordable Housing
- Expand City-wide beautification grants to \$15k
- **N Indian Cir flooding – ditch was filled in**

Councilmember Dyal (District 3)

- SR524 Publix to Walmart lighting
- Cross/sidewalks to I-95
- Cocoa Conservation Area temporary entrance (neighborhood petition)
- Push SCTPO to move up funding for SR524
- More officers/fire as development continues

Councilmember Koss (District 4)

- Pine Ridge – park desert, sidewalks @Harvard, Pineda
- Cocoa Conservation Area trailhead
- **Johnny Johnson Nature Trail**
- Pool/park
- Electric vehicles/charging stations
- No plastic @ City events (KBB Litter Quitter program) – *Not supported by Council*
- Connect spending to strategic issues
- Clearlake Walking Path
- Establishing Clearlake/Dixon/Michigan Area as a Neighborhood Strategy Area

PUBLIC INPUT

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QUESTIONS



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