

Comprehensive Master Plan

For the Revitalization of Gulf Boulevard, Indian Rocks Beach, Florida



Indian Rocks Beach Action 2000, Inc.
September, 2000

OUR MISSION:



"Indian Rocks Beach Action 2000, Inc. seeks to transform our Main Street, Gulf Boulevard into a vital, thriving, attractive and highly desirable area within which to live, conduct business, shop, dine, recreate, vacation and simply enjoy the finer qualities of life".

EXECUTIVE SUMMARY:

This Comprehensive Master Plan is the result of thousands of hours of evaluation and analysis by citizen volunteers to create a “blue print” for achieving specific beautification goals for Gulf Boulevard, our main thoroughfare streetscape. This project was undertaken by Indian Rocks Beach Action 2000, Inc. with the intention of preserving and enhancing the City of Indian Rocks Beach’s small town character and charm; those very qualities that have continued to attract residents and increase property values for the last half century.

Indian Rocks Beach Action 2000, Inc. is a 250-member citizen volunteer organization created and supported by Indian Rocks Beach residents and businesses. Action 2000’s primary goal is to restore, revitalize and improve the appearance and quality of Gulf Boulevard. A large number of non-member residents and business owners have also provided input, assistance and support in the development of this restoration and revitalization effort, some have even pledged funding or in-kind services to support implementation of specific projects. It is clear that the Master Plan’s concepts, ideals and identified projects have a broad base of support within the City.

The Master Plan includes: 1) goals, conceptual diagrams and schematics for improvements to the City’s main thoroughfare; 2) a list of specific projects that can be implemented to achieve these goals; 3) a multi-year project implementation schedule; 4) possible public and private funding sources; 5) a series of recommended policies and strategies concerning adherence to existing City ordinances that are directly associated with quality of life and community standards; 6) consideration for improving and strengthening development and property

maintenance criteria and; 7) short and long-term priorities to focus available resources toward the activities deemed most important. The complete conclusions and recommendations of the Master Plan may be found on pages 30-33.

It is important to note that this “Master Plan for Gulf Boulevard Restoration and Revitalization” should be considered an implementation document within the context of, and consistent with, the City’s adopted Comprehensive Plan. The Master Plan is designed as a means of taking action to fulfill the goals, objectives, policies and intent of the City’s Comprehensive Plan. The Master Plan is intended as a “work in progress.” It is a plan to be updated and revised at regular intervals to create a record of accomplishments as well as to evaluate and propose solutions to any new issues or concerns that have an impact on the City of Indian Rocks Beach’s character or quality.

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CHAPTER ONE- BACKGROUND

- **Character:**



Gulf breezes, sandy beaches, small town family atmosphere, and a casual and independent attitude. These are the things that have given Indian Rocks Beach its special character. Unfortunately, similar attributes have been irreparably lost by many of its neighbors.

The City of Indian Rocks Beach has undergone significant change over the past few years. Many of these changes have been positive in nature, while others have been undesirable. Of particular concern is the preponderance of properties on Gulf Boulevard (both residential and commercial) which have fallen into disrepair through neglect. Indian Rocks Beach Action 2000, Inc. as a 501(c)(3) non-profit corporation, has

developed this Master Plan as a guide for an incrementally phased revitalization program. Indian Rocks Beach Action 2000 hopes to generate a sense of civic pride and encourage revitalization along Gulf Boulevard through incentives and cooperation with the City. We believe that Indian Rocks Beach has a very brief window of opportunity to preserve our precious small town amenities, while improving its overall image.

- **Demographics:**

The city has recently experienced a significant demographic change. Where the previous full time population consisted of fishermen, elderly retirees, and those engaged in tourist oriented businesses; today's population has shifted to include a predominance of young families and commuting professionals. Section 2.2 discusses the ramifications of this demographic shift in more detail.

- **Economic Factors:**

The tourism-based economy of IRB centers on motels, restaurants and other related commercial enterprises. Shops and services that respond to the needs of a more family oriented, professional community have augmented those businesses in recent years. The arrival of the Holiday Inn Harbourside Hotel in the Triangle has had a positive economic and physical effect on that area. The efforts of the City to spur redevelopment in this area have been hindered by the lack of a finalized plan for improvements to Gulf Boulevard (SR699) from Walsingham Road southward.

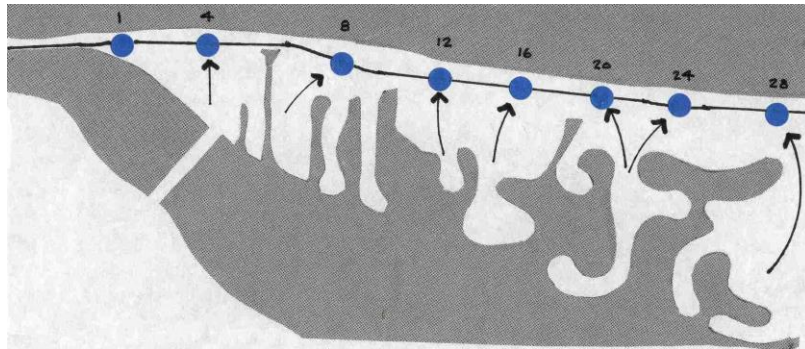
- **Land Use:**

The East Side of Gulf Boulevard in Indian Rocks Beach is characterized by a random scattering of businesses

and residences. The West Side of Gulf Boulevard and the beachfront are subject to increasing pressure for higher density redevelopment. This has the potential to dramatically alter the small-scale character of Indian Rocks Beach. Implications are discussed in Section 2.3.

- **Design and Planning Issues:**

In September 1999, the City Commission unanimously approved IRB Action 2000's "Concept Plan", which presents a master plan approach to the overall revitalization process of Gulf Boulevard. The basis of the IRB Action 2000 scheme is one of executing progressive small projects within the overall plan.



Although the streetscaping components of the plan (plantings, benches, light posts, pedestrian shelters uniform newsracks, etc.) are perhaps the most visible and easiest accomplished, the overall plan must include economic revitalization and cooperative participation of private property owners and businesses to be successful. Additionally, there are potentially long range issues (such as underground power and communications lines or alternative water sources), which are currently being addressed in contacts with various State, County and other agencies. The master

plan includes these issues as ultimate objectives as long as they can be accomplished cost effectively.

The inability to clearly define the future condition of Gulf Boulevard south of Walsingham Road dictates that this plan's initial projects concentrate on the area north of Walsingham Road. This in no way implies that the southern area is any less important. Additionally, while the efforts of IRB Action 2000 are focused on Gulf Boulevard, adjacent areas may contribute to any problems and must therefore be considered in formatting solutions. Sections 4 presents the "Concept Plan" in detail.

- **Funding Opportunities:**

Effective revitalization need not mean big taxes. Successes are continuously being achieved through close cooperation among public agencies, private funding sources plus citizen contributions of funds and in kind donations. These successes serve as models for the IRB program. In January 2000, the City raised initial funds through sponsorship of a Gala to help support this strategy. The City Commission has placed these funds in a designated Trust Fund. Section 6 introduces various funding methods and solutions.

CHAPTER TWO - NEEDS ASSESSMENT

2.1 Institutional Framework:

Indian Rocks Beach is a municipal government that exercises planning, building and zoning powers on behalf of the community. The City maintains an active Community Development function that is advised by a Planning and Zoning Board as overseen by the City Commission. The City has wrestled with several issues that are related to the appearance of and function of Gulf Boulevard in recent years. These include restaurant parking requirements, outdoor seating, sign regulations, pedestrian safety and the Downtown Business Triangle.

Gulf Boulevard is maintained by Pinellas County north of SR688, and by the Florida Department of Transportation (FDOT) south of SR688. These entities control the permitting of driveway connections, right-of-way use and maintenance.

The Florida Department of Environmental Protection (FDEP) implements the Coastal Construction Control Line (CCCL) along the Gulf of Mexico. Generally, the CCCL follows the alignment of the seawall at the present time; however, relocation of the line is currently being revised by the FDEP. This will have the effect of increasing setbacks for new development of gulf-front properties.

Stormwater quality and quantity standards are established and enforced by the Southwest Florida Water Management District (SWFWMD). The City of Indian Rocks Beach has committed to a long-range program of stormwater drainage improvement. New development must provide on-site storage for a portion of rainfall (currently 0.70"). This retention requirement

dramatically affects the appearance throughout the city, and influences the feasibility for development of available lots.

Within the framework of the roles of these various governmental institutions, Indian Rocks Beach Action 2000, Inc. was created in 1999 to work toward an improved function and appearance of Gulf Boulevard as the city's main street. Rather than liabilities, evolving regulations and environmental concerns present challenges to seek creative solutions with which to enhance the small beach community image.

2.2 Demographics:

Historically, Indian Rocks Beach had a high proportion of Non-resident property owners, including weekenders from neighboring cities and seasonal visitors from the North. This group generally had little concern for the community, other than the beach and its restaurants. A major change in the mix of various age groups has taken place in the city over the past decade. Indian Rocks Beach has experienced an influx of young families. Essentially, this change has given Indian Rocks Beach a greater "sense of community". According to an article in the St. Petersburg Times (23 April 2000), "Two-thirds of those who have either bought or built homes in the city between 1996 and 1999 are between 30 and 49." Improvements to properties have brought an average jump in property values of nearly \$11,000 between 1997 and 1999. Newly released figures by the county appraiser's office indicate that the tax authority values for IRB have increased by 8.8% in the past year. The number of building permits being issued by the IRB Community Development Department to expand existing homes for third and fourth bedrooms continues to grow.

Permits for new homes are normally for 3 to 4 bedrooms.

This demographic change, from predominantly tourist/retirement character to one of small town neighborhoods, has brought about the necessity to accommodate the changing needs of the community. The influx of young children is one of the most significant. While the two local churches presently offer programs for youths, our teenagers are in need of after school activities. The above referenced St. Petersburg Times article and the City's Comprehensive Plan point out the need for open space play areas. At the time of writing of this report, the community is studying the feasibility of a YMCA facility within the City. The City should address this issue on a priority basis.

2.3 Land Use:

Land use along the West Side of Gulf Boulevard generally contrasts with that on the East Side. The West Side is predominately single family residences and tourist accommodations consisting of: small motels, single family residences, small scale multi-family rental and condominium units, and a limited number of large, high rise condominium complexes. Some exceptions occur where a few older business properties, that existed prior to enacted regulations, still remain.

It is in the City's best interest that the adopted height and density limits for the West Side of Gulf Boulevard should remain and be stringently enforced. Adherence to these policies will preserve the "scale" of our development, which is one of the City's attributes that contrasts favorably with the Sand Key and Madeira Beach areas in the minds of citizens and visitors. Preserving the scale of development is both a challenge and a necessity.

Because of limited frontage along Gulf Boulevard our community does not have the luxury of creating the large boulevard setbacks that exist in other areas such as Sand Key. Increasing density and allowing larger scale developments will create a "hedge row" of box-like structures that will effectively "wall off" the entire western face of Gulf Boulevard.



Over time, development on the East Side of Gulf Boulevard has resulted in a scattering of clustered commercial land uses, single family and small-scale multi-family dwellings, and tourist accommodations. Based on a study done by the City in 1996, there are about 50 commercial uses along Gulf Boulevard (retail, restaurant, motel, shopping centers, grocery, gas stations and rental apartments, etc.), an average of about two commercial uses per block. The "strip commercial" nature and appearance of the East Side of the Boulevard is broken only by the presence of a limited number of residential uses and the low rise, small scale nature of the commercial development. Spillover effects from this commercial development have adversely impacted the adjacent residential neighborhoods when

parking, noise, property maintenance, and rowdiness are not properly controlled. In response, the City has adopted a noise ordinance, established “no parking” zones, and stepped up enforcement of landscaping, dumping, and other nuisances regulations.

There is an opportunity to strengthen the continuity of both the residential neighborhoods and the business environment by encouraging the clustering of business uses along Gulf Boulevard, but this must be done quickly. There are already demands for higher density development on the West Side of Gulf Boulevard. As development pressures increase and land on the barrier islands becomes an increasingly scarce commodity; demands for higher density development and taller buildings along the East Side of the Boulevard will also become a reality. If this development is not managed and taller buildings are allowed to develop on the East Side a “canyon” effect could easily be created that would effectively destroy our small town atmosphere.

There are presently three public parks directly on Gulf Boulevard. One at the Pinellas County Beach Access between 17th and 19th; and the City parks, the Nature Preserve between 9th and 10th and the 12th Avenue Park. Recently, Pinellas County has requested the City’s assistance in finding additional land, preferably beachfront property that could be purchased for an additional County Park. The City should be very aggressive in its pursuit of this opportunity to create more recreational land and open space within the City, especially open space along the boulevard. Action 2000 pledges its support to the City and County with this effort.

Public facilities located just off the boulevard include the City Hall, Public Library, Historical Society, Beach Art Center and Kolb Park. Each are accessed via 15th and 16th Avenues. The IRB Fire Station and Rescue Squad are located on 1st Street in the Triangle area. The Post Office is also located in the Triangle area on 4th Avenue. The two churches in the City are also just off Gulf Boulevard and are accessed via 17th and 21st Avenues.

The planned restoration/revitalization of the Triangle is of tremendous importance to the way Indian Rocks Beach is perceived. While this area is peripheral to the Gulf Boulevard Master Plan, its relationship to the Boulevard is important. Some of the greatest blight along the Boulevard may be found on the Triangle’s western edge, which is along the eastern side of Gulf Boulevard between 1st and 5th Avenues. Pedestrian safety and stormwater drainage problems are a major concern in this area. Although physical blight is widely recognized as present within the Triangle, all structures and rental space (except for one small commercial space in an existing building; one vacant structure on the boulevard; and one building on 2nd Street) are occupied and apparently producing revenue for the owner/landlord. In recent years the City has expended considerable sums of tax payer dollars acquiring land for a future park and/or parking lot; landscaping and beautifying portions of 1st and 2nd Streets; etc. with the hope that private land owners would develop or redevelop their properties. Property owners in the Triangle often note that they have plans, but to date no proposed projects have been presented for approval. Given the City’s limited resources it seems prudent to wait for proposals and action by the landowners before expending considerable additional sums of taxpayer dollars. In this way the City’s funding and efforts will be leveraged to their

maximum extent. In the interim, the City should step up code enforcement efforts to eliminate blighted conditions that are in violation of the City Code.

In summary, escalating property values on the seacoast are bringing general pressure to utilize the limited available land. Indian Rocks Beach is at a critical junction between the forces that desire increased development and utilization of seacoast communities and those that desire the preservation of the “small town” and “family” atmospheres that have and continue to attract new residents and increase property values. Economic pressures have begun to test the adequacies of existing ordinances and the resolve of the community to allow orderly redevelopment while protecting the values and scale of community life that, with the exception of the beach itself, is the essence of the community. **It is therefore in the City’s best interest that a citywide policy prohibiting structures that exceed the adopted height and density limits should remain and be stringently enforced.** Three trends are reflective of this desire to protect the current values and scale of the community: 1) Participants in the City’s Five Year Capital Improvement Planning effort overwhelmingly supported the primary goal of maintenance of the City’s existing “small town” character; 2) Proposals to allow variances to density and height limitations, the noise ordinance adoption and enforcement, sale of City owned property along the boulevard (12 Avenue Park) have generated substantial attendance and opposition of current residents when these items are considered at City Commission, Board of Adjustment, and Planning and Zoning Board meetings; 3.) The broad based community support of IRB Action 2000’s efforts and goals. It appears clear that there is a very strong desire to preserve and protect

the very ambiance, esthetics and character of the community that first attracted the current residents to Indian Rocks Beach.

2.4 Open Space



Both this document and the City’s comprehensive plan recognize the necessity for reclaiming open space within the city. The City should be very aggressive in its pursuit of any opportunities to create more recreational open space, especially open space along Gulf Boulevard. IRB Action 2000 pledges its support to the City and County with this effort.

2.5 Public Property:

The paving of the right of way of Gulf Boulevard (from 5th Avenue to 28th Avenue) has generally left little land for public planting. There are pieces of City owned land at each point where the avenue intersects the Boulevard at the East Side. These generally provide from 150 to 250 square feet for potential plantings, subject to ordinances governing sight lines, utility easements, etc.

The City of IRB possesses some easements contiguous to the boulevard, which offer the potential for improvements. These present an opportunity for true private/public cooperation through the encouragement of adjacent private property owners to concurrently improve their holdings. The City owned easement between 14th and 15th Avenues may have the potential of offering pleasant pedestrian access to what is presently an alley at the rear of shops and restaurants.

2.6 Private Property:

Many private properties are in disrepair along Gulf Boulevard. Improvements to private property are an integral part of the Master Plan and gaining individual property owners support is a necessity. To foster goodwill and promote participation, IRB Action 2000 has initiated a program of recognition to private residents and local business people who demonstrate initiative in improving the appearance of their properties. This program could be one in which the City jointly participates. The "door hanger" program, initiated by the previous IRB Community Development Director, could be formally integrated with an expanded IRB Action 2000 awards procedure which includes incentives, live media coverage and publicity.

2.7 Memorials and Monuments

Giving inhabitants a sense that they are an integral part their town's history can maintain and reinforce civic pride over a course of many years. The Historical Society is an excellent cornerstone. A citywide plan for monuments and memorials would carry the message that each individual can have a place within the city's history. Currently IRB Action 2000 is working on a comprehensive plan for monuments and memorials within the city.

2.8 Pedestrian Safety:



Pedestrian safety is a primary concern in Indian Rocks Beach. The City has recently installed three small landscaped and lighted traffic-calming islands along the length of Gulf Boulevard. Because of the need to preserve numerous turning movements into residences and businesses, feasible placements for future islands are limited. Experience with the first three of these islands has indicated a noticeable reduction in vehicular speed and recognition of the presence of pedestrian activity. Additionally, speed limits in the town have been reduced, appropriate intersections have been designated as 4-way stops, more traffic control signs have been installed, and there have been promises of increased attention and enforcement of the traffic laws. All of these are important, especially given the presence of additional children and families choosing to live in the

City and activities such as walking, jogging, and bicycling that take place within its limits.

One major problem still remains; there are no designated pedestrian crossings at the intersections where significant volumes of pedestrian traffic access our beaches.

2.9 Bicycle Safety:

Many residents of Indian Rocks Beach enjoy bicycle riding; even more residents might enjoy riding if they felt the streets safer for bicycle traffic. With that in mind, recent progress has been made to upgrade bicycle safety:

- The Parks & Recreation Board made a recommendation in 1999 to provide Bicycle Lanes (undesignated) on Gulf Boulevard, with the hopes of connecting the Largo Narrows Nature Park to West Bay Drive. The commission approved the recommendation, making a formal request to the County. In August 2000 preliminary work by the County has begun; they will install experimental bike lane striping on Gulf Boulevard.
- The new nature preserve will provide "wide sidewalk access" and bicycle racks to accommodate bicyclists that want to enjoy Indian Rocks Beach on the way to a Nature experience.
- The Parks & Recreation board is working on a plan to create an "Indian Rocks Beach Parks Route" which would designate certain "back streets" as the preferred route for bicyclists, joggers, rollerbladers, etc. The route would be marked in an aesthetically

pleasing way, specify distances between destinations, and would encourage motorists to "share the road" as our citizens and visitors visit the many Parks of Indian Rocks Beach.

2.10 Vehicular Traffic & Parking

2.10.1 Vehicular Traffic:

Gulf Boulevard carries both inter-city and local traffic. Average weekday volumes are about 14,000 vehicles per day, which increase to approximately 16,000 vehicles per day on weekends. There is sufficient capacity to handle the traffic north of Walsingham. *South of Walsingham (SR688), the road (SR699) is inadequate to handle current and future volumes.* Entering and exiting turning movements at Fourth Avenue cause serious congestion that often backs up into the Walsingham intersection. Additionally, problems of stormwater drainage and pedestrian crossings to the beach present safety concerns.

In 1999, the FDOT conducted a study to widen Gulf Boulevard between Walsingham and Park Boulevard. Three alternatives were presented at a public hearing. Because of estimated high costs of right of way acquisition, the project was placed by FDOT low on its list of projects. It is anticipated that any significant improvement will be 5 to 10 years away, even though traffic conditions in this area continue to deteriorate and the affected communities require more immediate solutions.

2.10.2 Parking:

One measure of the attractiveness and success of Indian Rocks Beach are the parking shortages that result on peak beach days and evenings in selected areas of the City. The former is the result of beach goers and the latter results from several successful businesses with inadequate space for onsite parking. The Beach Accesses provide significant non-metered parking spaces to help accommodate City residents and visitors. The County Park between 17th and 18th Avenues also provides a substantial number of metered parking spaces for beach goers. Overnight parking is prohibited within the County Park and allowed by “permit only” within the Beach Accesses. The overnight parking limitations are intended to return these areas to a more “residential character” and use after sunset.

It is not uncommon for beach, restaurants and lounge parking to “overflow” onto the residential streets east of Gulf Boulevard. This overflow results in the actual and increased potential for conflicts and adverse impacts. Adverse impacts include: litter, noise, blocking of driveways, impeding of emergency vehicle access from Gulf Boulevard, damages to property, and problems associated with public drunkenness. Part of the solution for these problems is enforcement of the City’s parking and nuisances ordinances. Another part of the solution is addressing the problem of inadequate parking through a comprehensive analysis and approach to the problem. A parking study to address the problem and identify solutions is recommended.

The parking study should determine citywide minimum and optimum parking space requirements. **This study should be undertaken with the understanding that the City cannot and should not be paved over just to**

meet the demand for parking on peak days or to resolve the problems of a few businesses that are unable to provide adequate on site parking for their customers. Likewise, the study should find ways for the City to discourage the use of residential streets for business or beach related parking to avoid the spread of the adverse impacts into the residential neighborhoods. The goal of the parking study should be to strike a balance between parking demand and supply, identify problem areas, potential solutions, and potential revenue sources for implementing solutions. Solutions could include metered parking for non-residents on the Beach Accesses and enforcement of business capacity/parking space ratios. The preferred solutions are those that mitigate the need for parking, such as streetscape improvements to encourage pedestrian and bicycle traffic or use of existing public and private parking lots combined with a “for fee” shuttle service. Incentives for businesses to cooperate with the City in establishing a “walk and shop” environment, similar to other Florida cities should be explored.

2.10.3 Public Transportation:

Beach area workers, residents and tourists use public transit. The Pinellas Suncoast Transit Authority’s regular bus route links the beach to Tarpon Springs and to Tyrone Mall in Seminole. The PSTA will begin a “Beach Trolley” to connect Sand Key with Pass-a-Grille within a few months of the writing of this report. The PSTA has prepared a ridership survey (requested by IRB Action 2000), and is cooperating in locating transit stops to coincide with the Concept Plan and with Public School bus routes. It is suggested that some stops be converted into dual use “shelters” that serve as both transit stops and pedestrian rest areas.

2.11 Visual Clutter



2.11.1 Signage:

Recent public forums point to the visual clutter from signage as one of the main detractors to the look and appeal of Gulf Boulevard.

IRB Action 2000 strongly endorses the efforts of the Planning and Zoning Board, to seek a workable revision to the Signage Ordinance. Signage concepts being recommended by the P&Z Board suggest moving toward more awning signage and signs directly on the buildings. *Whatever ordinance is enacted there will be a waiting period of years before all signs can be made to comply. This suggests that immediate action is desirable.*

2.11.2 News & Advertising Racks:

The visual blight of multi-color plastic or rusting metal news and advertising racks is a problem common to most communities in the State. Working in concert with

our neighboring cities, publishers, distributors and the City, IRB Action 2000 has made progress toward reaching a solution that is equitable to all parties, while drastically improving the image of our main street. The newly enacted right-of-way ordinance will enable the city to better regulate this element of the streetscape to provide both access to printed material and a less cluttered, less hazardous environment along our streets and sidewalks.

2.11.3 Utility Poles and Lines

The Gulf Beaches provide the State and County with a valuable economic asset. Through the united efforts of the Mayors' Council ("Big C"), City Managers Council and Florida Main Street urgings, Pinellas County has recently recognized the need to find means of reducing the visual clutter of overhead lines along the barrier islands. The hazards presented by overhead lines downed in a tropical storm are all too familiar to us. Long-range plans should include continuing dialog with these agencies to work toward eventually burying communication and power lines, as long as an economically feasible method can be devised.

2.12 Maintenance:

Many nuisance trees such as Brazilian Pepper threaten desirable plantings. The City has the right to trim all trees that hinder pedestrians, limit sight lines of motorists or pose windstorm hazards. Similarly, the city has a responsibility to enforce the ordinance that restricts the placement of trash containers in front yards. These efforts, in combination with encouragement of property owners to maintain their properties, would have an instant positive effect.

2.13 Donating Mechanism:

At present, there is no mechanism in place for people to donate money for projects that they perceive as worthwhile. It is recommended that the city adopt a uniform and coordinated (citywide) system for the receipt and disbursement of donations.

CHAPTER THREE - OBJECTIVES

"The City of Indian Rocks Beach strives to ensure a safer and brighter future for its residents by being responsive to the needs of its citizens, visitors, commerce and natural environment, while securing the integrity and quality of life in our family oriented beach community."

In 1999, the City of Indian Rocks Beach held a series of workshops to evaluate priorities for capital expenditures in compiling the five-year Plan. These workshops were conducted by the City Manager and the Treasurer, and were attended by Commissioners and representatives of the City boards. After considerable discussion and revision, the above "Mission Statement" was agreed to and approved unanimously by the City Commission.



Similar sentiments (concern for pedestrian safety, preservation of our small town qualities, our unique

"Florida look" and a tidier image) were overwhelmingly expressed by the general public in various forums. These overall objectives have been adopted by IRB Action 2000 in its own Mission Statement and Articles of Incorporation. The strategy with which to achieve these ends is based upon close cooperation among the residents, the local businesses and the City.

In recent months, a new civic pride in Indian Rocks Beach has become evident. A number of properties along Gulf Boulevard have been renovated. Landscaping is beginning to appear where blight previously existed. The time is right to move forward.

CHAPTER FOUR - THE CONCEPT PLAN

The long-range Master Plan is dependent upon executing the Concept Plan through a continuing series of "layered" projects that are enabled through interaction with external agencies, availability of resources and detailed design. The design intent is to provide visual continuity along the boulevard. The City of Indian Rocks Beach has received general guidelines for landscaping through the "Landscape Master Plan" Prepared by Phil Graham Associates. Wherever possible, it will be a priority to use xeriscape principals, while striving for an appropriate color and "Florida look". The City of Indian Rocks Beach has selected standard benches, streetlights and trash receptacles. These will be adopted as the Gulf Boulevard standards. The exception would be that the uniform color for all elements would be a recommended dark green. Listed below are some of the design components of the Concept Plan:

- Color theme
- Trees, shrubs and flowers.
- Paved or Colored Pedestrian Crossings
- Pedestrian shelters
- Bicycle lanes and Bike racks
- Traffic calming islands
- Street lights
- Benches
- Trash receptacles
- Flag/banner system
- Unified Newsracks
- Unified signage
- City Hall location signs
- Entry treatments to the City
- Underground utilities (if cost effective)



CONCEPT PLAN FOR GULF BOULEVARD

Premise:

Gulf Boulevard is the “Main Street” of Indian Rocks Beach. It is strictly linear and at present exhibits an unremarkable and at places a decrepit characteristic.

Objective:

The design intent is to provide visual continuity along Gulf Boulevard and to create a more user friendly and visually pleasant atmosphere.

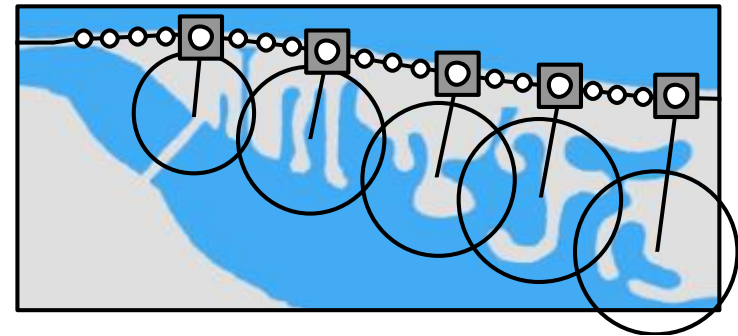
Data:

This Concept Plan represents many hours of investigation, analysis, and production, either in generating or interpreting the data from the sources below.

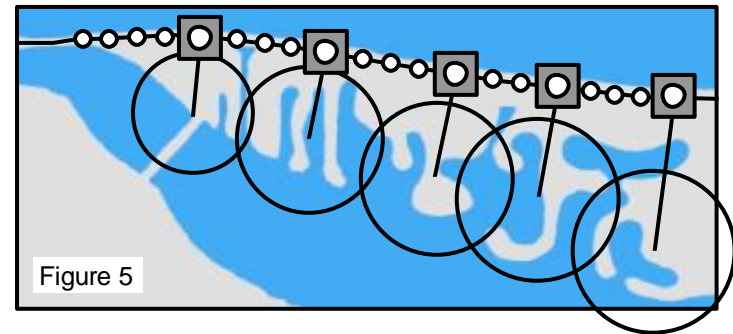
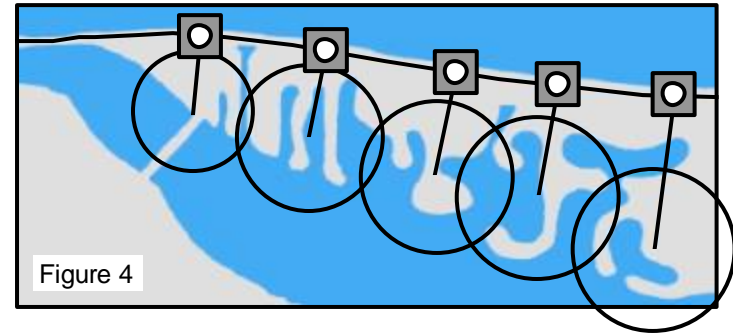
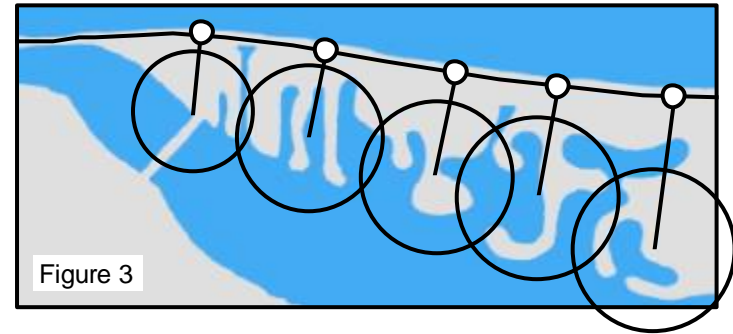
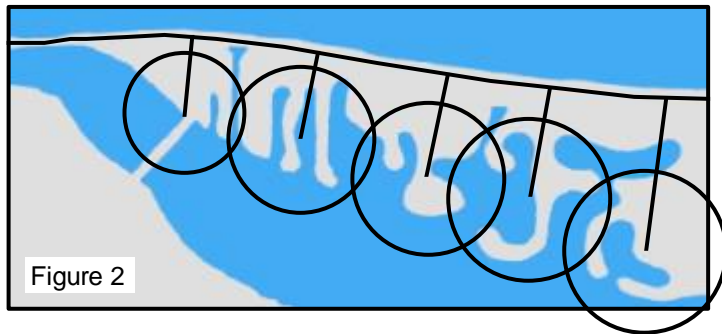
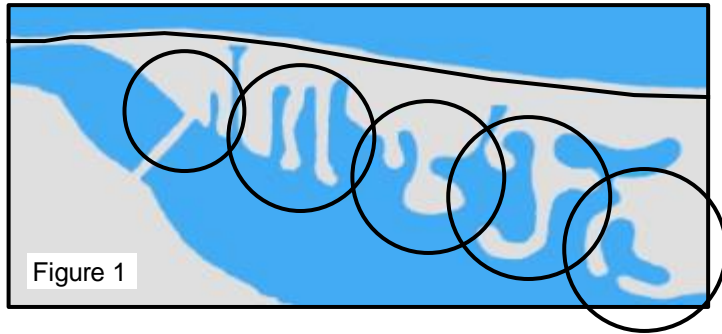
- Visioning Sessions (held with the general population)
- Interviews (residents and business owners)
- Photographic Studies (Gulf Boulevard in total for IRB)
- Traffic Usage Studies (Vehicular and Pedestrian)
- Population Density Studies
- Land Use Maps
- Aerial photographs
- Rights of Way
- Transit Ridership Study
- Demographics
- Florida Main Street
- The Comprehensive Plan for the City of IRB

Design Concept:

- There are definable centers of population on the East Side of Gulf Boulevard.
- These population centers produce concentrated traffic, both vehicular and pedestrian, at certain points along the Boulevard.
- The intersection of traffic on Gulf Boulevard with that from the population centers suggests the necessity for special places that provide pedestrian protection and visually identify areas of high activity.
- The result is a series of places that we identify as "Pedestrian Parks", at approximately every fourth block, which will act as “anchors” and give visual continuity to the Boulevard.
- Once the Pedestrian Park “anchors” are in place, the areas in between will be upgraded, uniting the entire Boulevard. This concept is reproduced graphically, with explanations, on the following page.



Concept Plan for Gulf Boulevard Indian Rocks Beach, Florida



There are definable centers of population on the East Side of Gulf Boulevard (Figure 1). These population centers produce concentrated traffic, both vehicular and pedestrian, at certain points along the Boulevard (Figure 2). The intersection of traffic on Gulf Boulevard with that from the population centers suggests the necessity for special places that provide pedestrian protection and visually identify areas of high activity (Figure 3). The result is a series of places we identify as "Pedestrian Parks" that act as anchors and begin to give visual continuity to the Boulevard (Figure 4). Once the Pedestrian Park "anchors" are in place, the areas in between will be upgraded uniting the entire Boulevard (Figure 5).

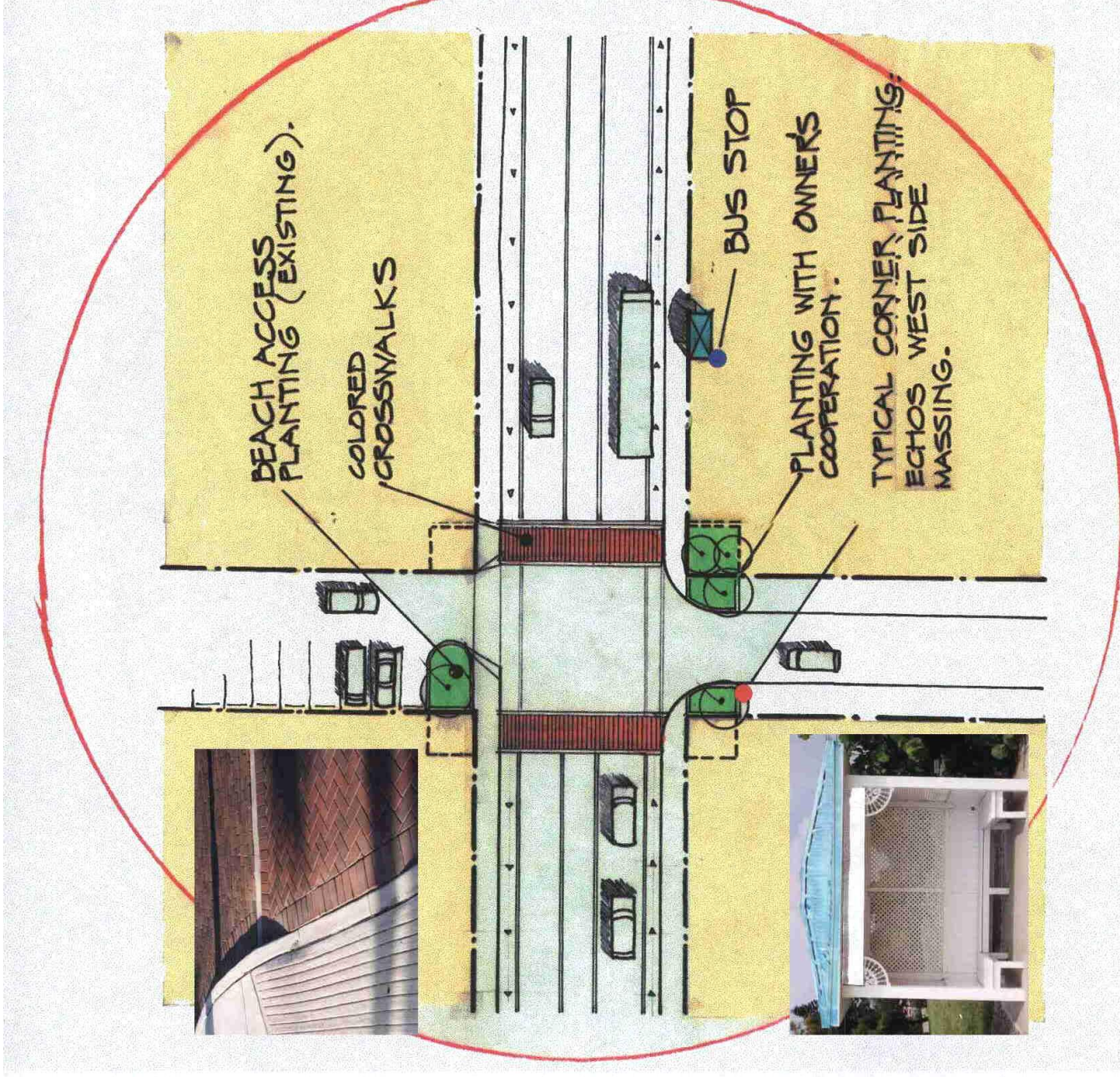
Concept Implementation:

- **It is important to establish the "Pedestrian Parks" as early as possible to enhance an orderly, logical progress.**
- Shelters will be located at the Pedestrian Parks (either at available right of way, or by permission on private property). These shelters will be "dual use" and serve as transit stops and "Pedestrian Shelters". They will accommodate pedestrians, PSTA bus riders, school children and the anticipated future "Jolly Trolley" service.
- The existing Beach Accesses provide the vocabulary for plantings. The Pedestrian Parks will have larger, more colorful planting masses to denote their importance. All corners at avenues in between will have smaller scale landscaping treatments.
- Street crossings at the Pedestrian Parks will have colored paving, plus pedestrian level lighting to mark their importance. Street furniture and plantings will be used as unifying elements in between the Pedestrian Parks.
- Unified News and Magazine racks will be located at or near the Pedestrian Parks
- Public spaces (easements, etc.) will be designed by IRB Action 2000 and executed by the City using the designated trust funds.

- Businesses will be encouraged to improve facades, signage and landscaping through grants, zero interest loans or other sources.
- Residential owners and tenants will be encouraged through awards and incentives to clean up and plant on their properties to reinforce the streetscape effect.
- Individual neighborhoods will be encouraged to work together to do their own cleanup and improvements in a spirit of civic pride.

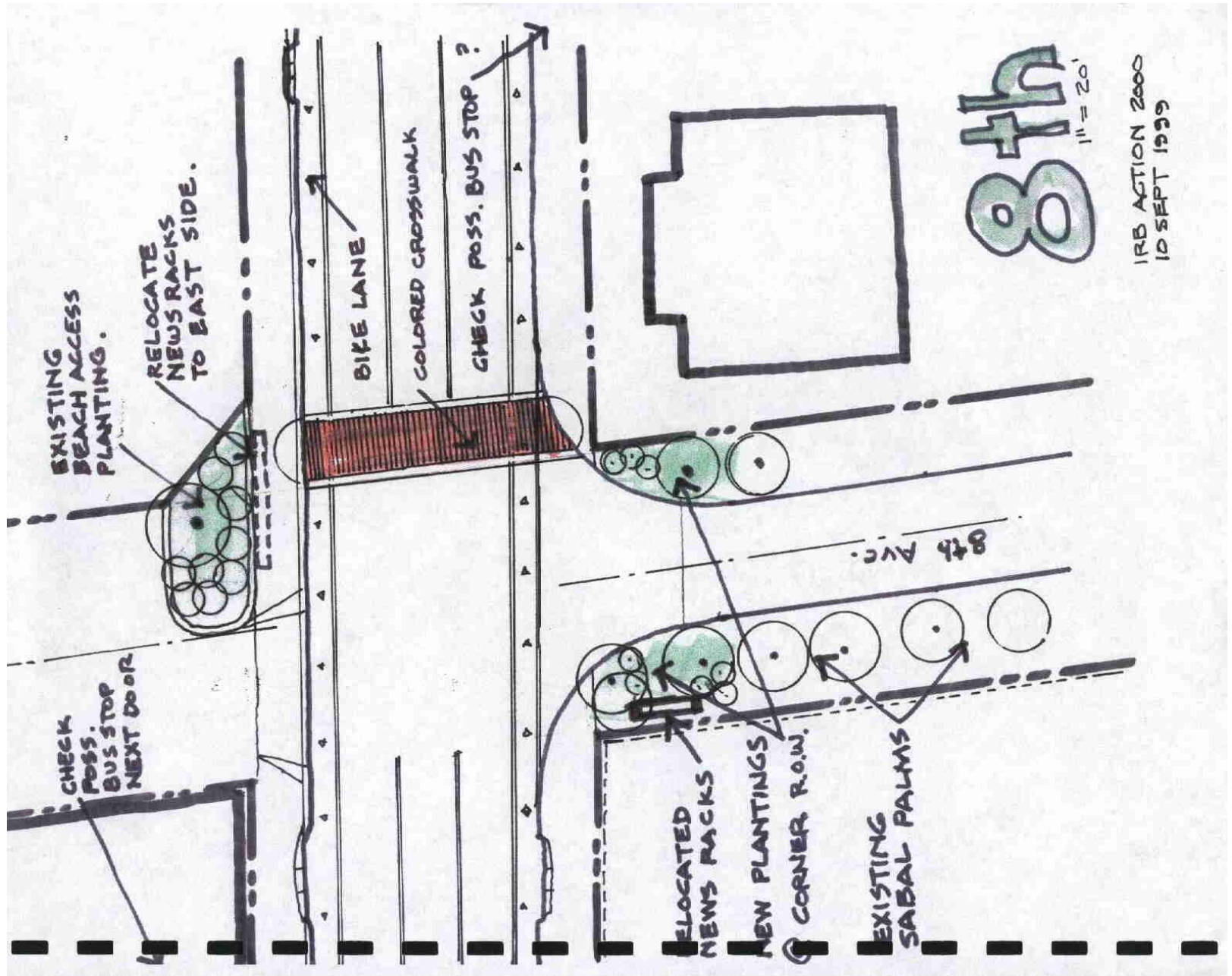


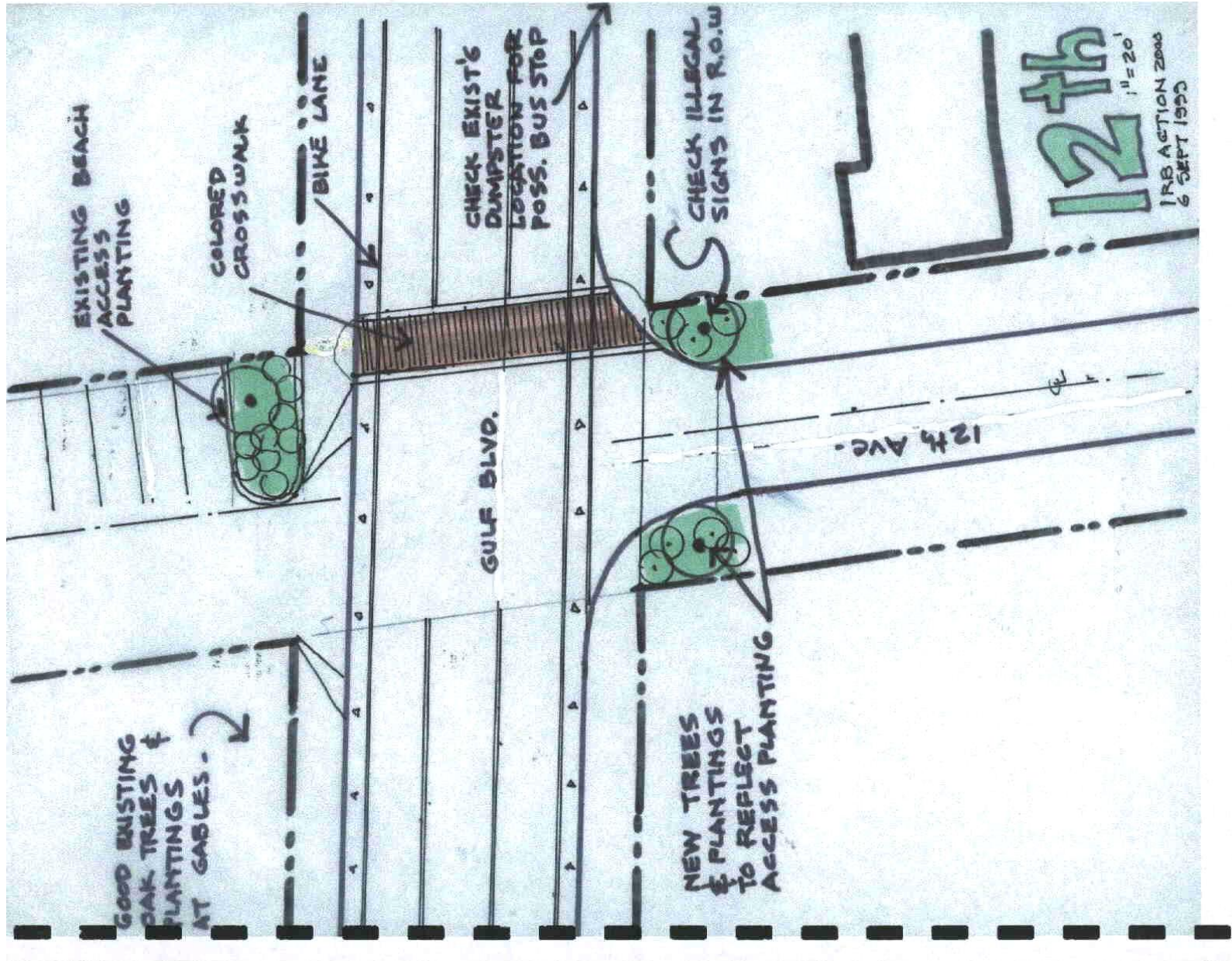
The following pages provide some preliminary design drawings and concept sketches for proposed Pedestrian Parks.

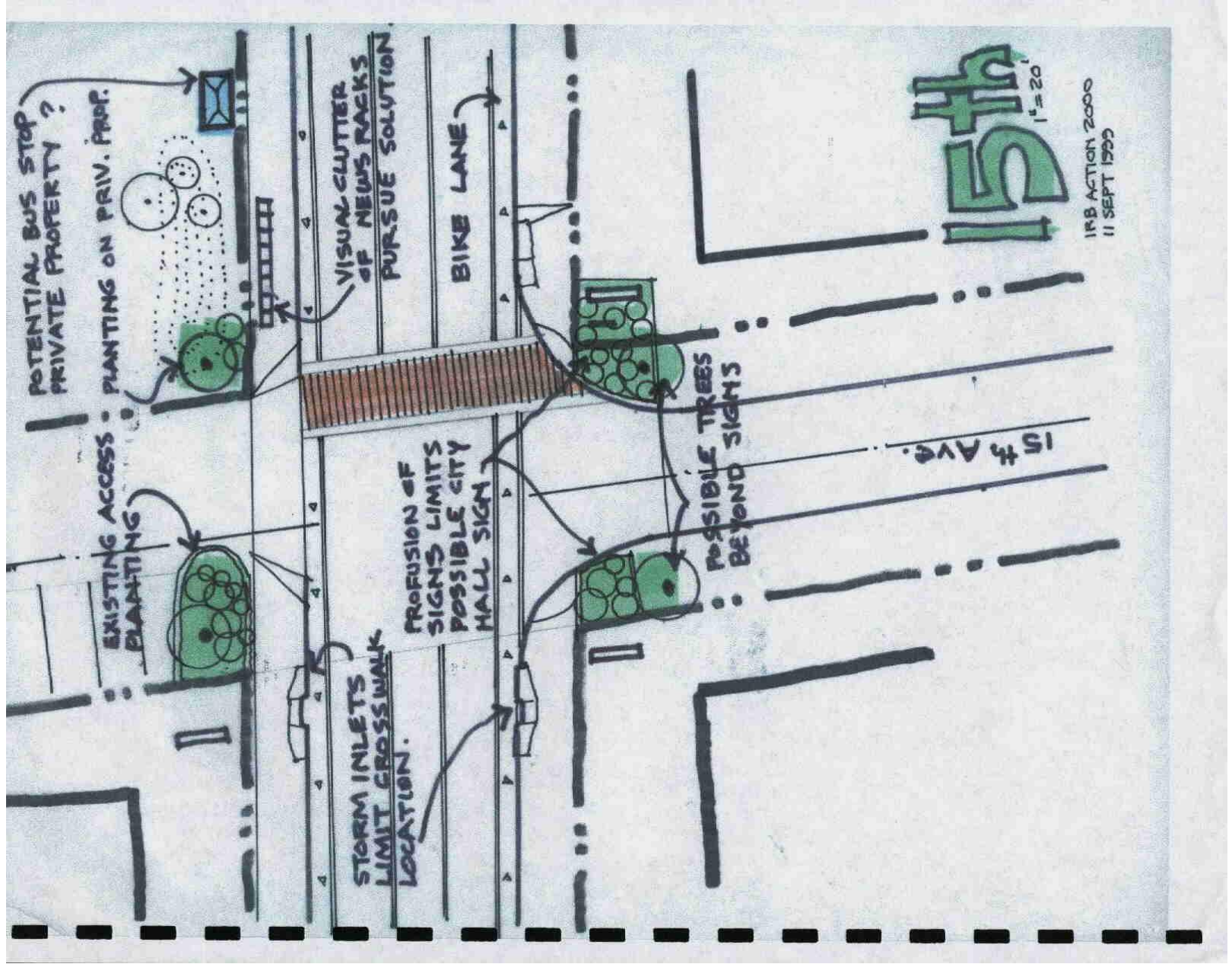


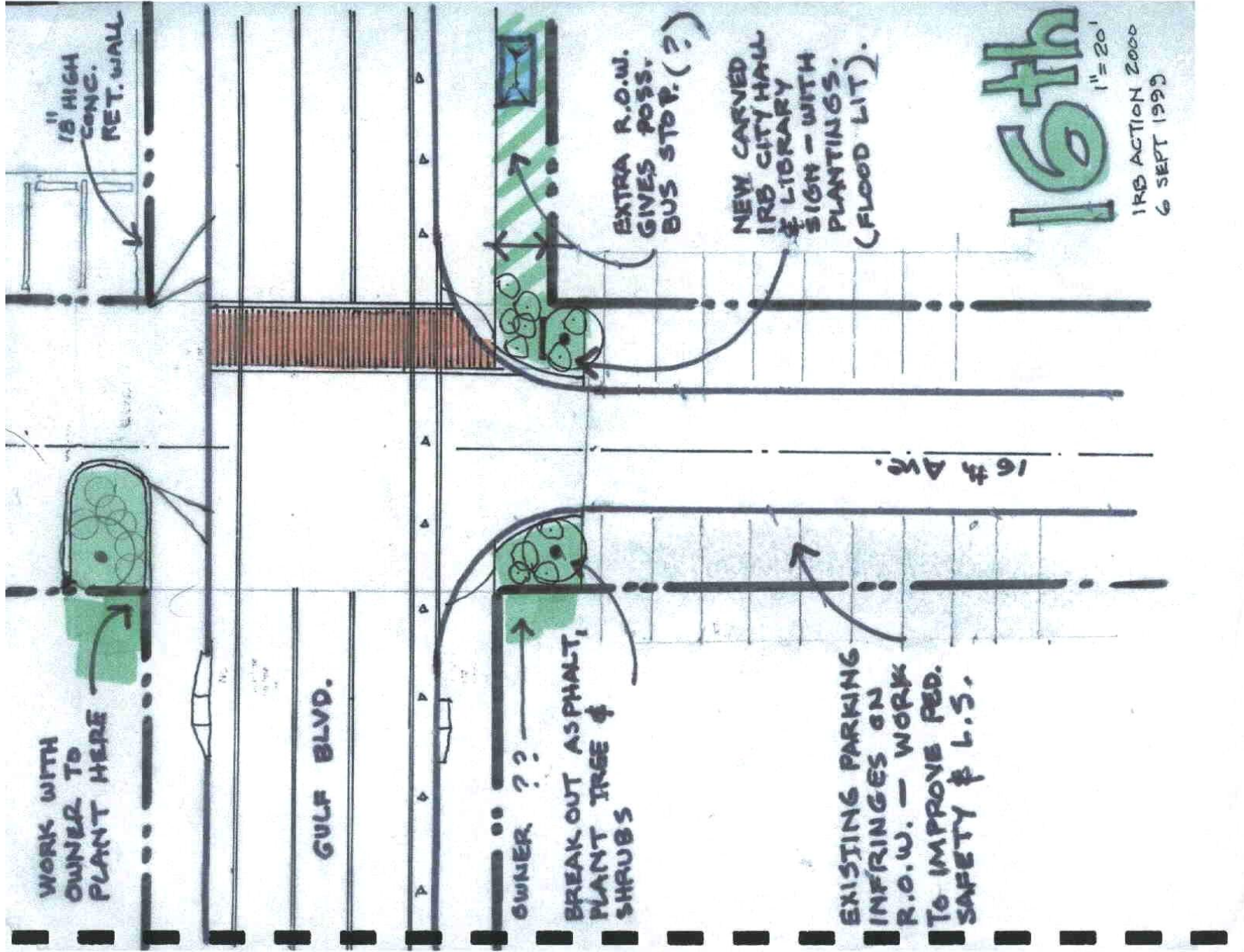
TYPICAL PEDESTRIAN NODE

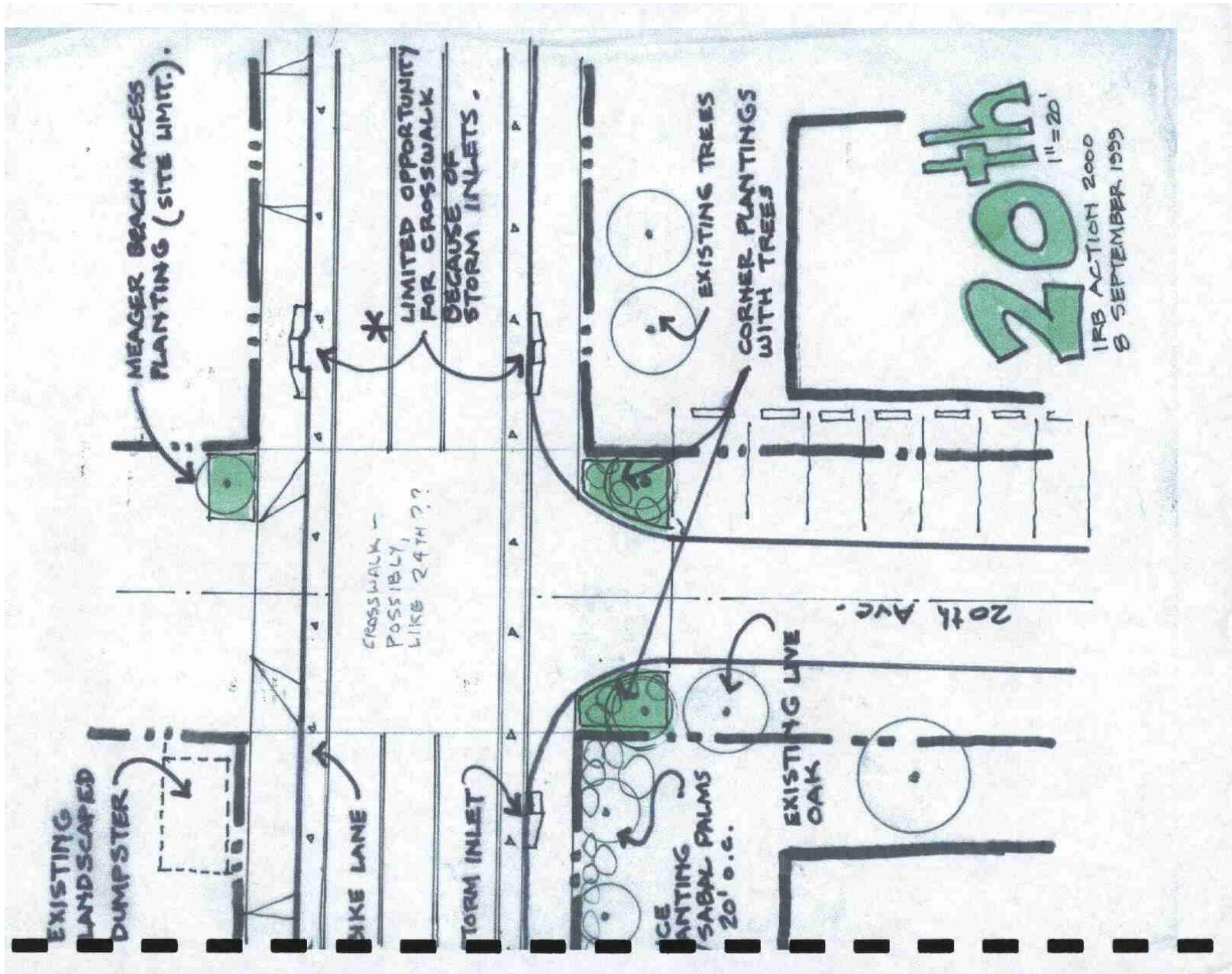
GULF BLVD. CONCEPT PLAN

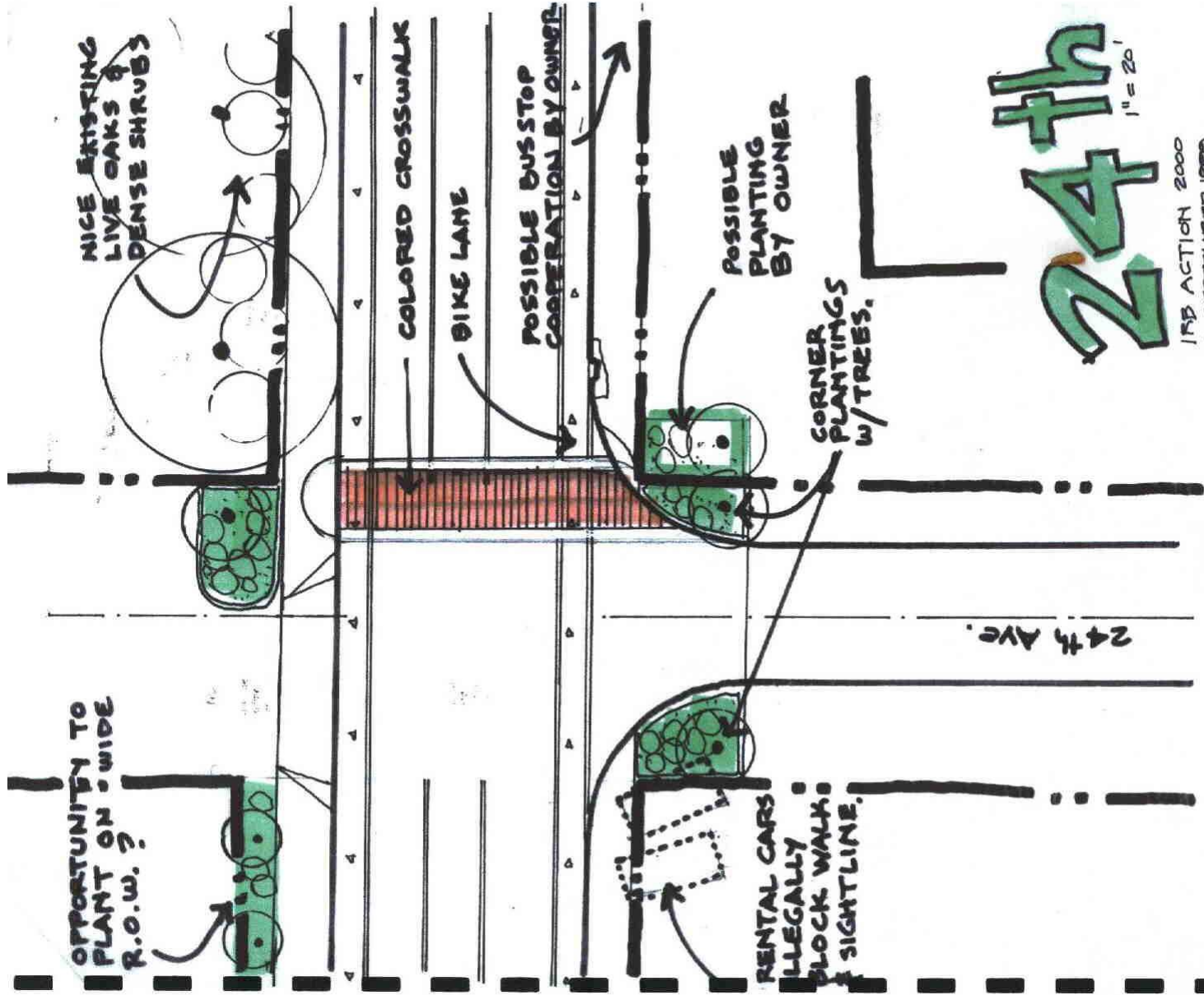






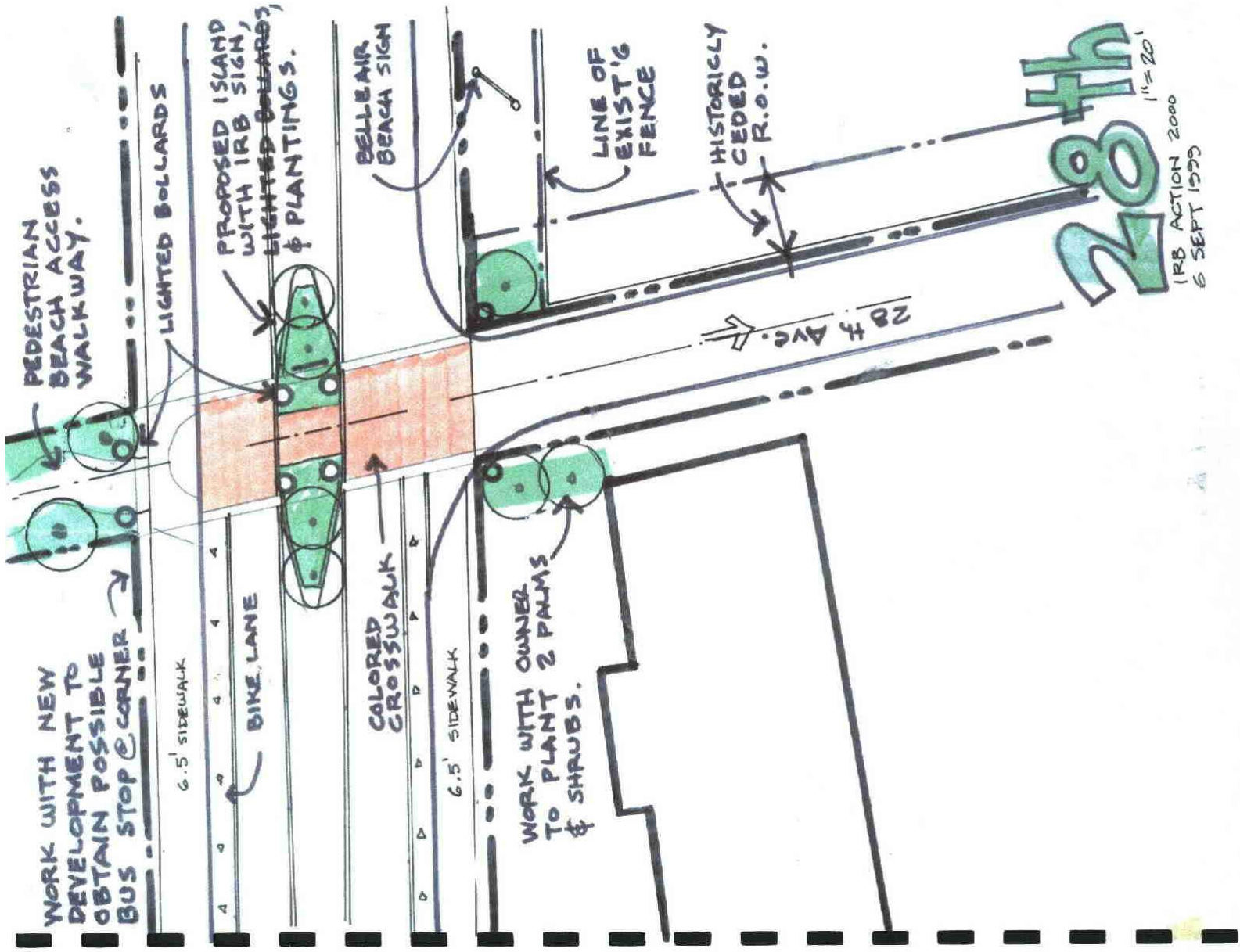


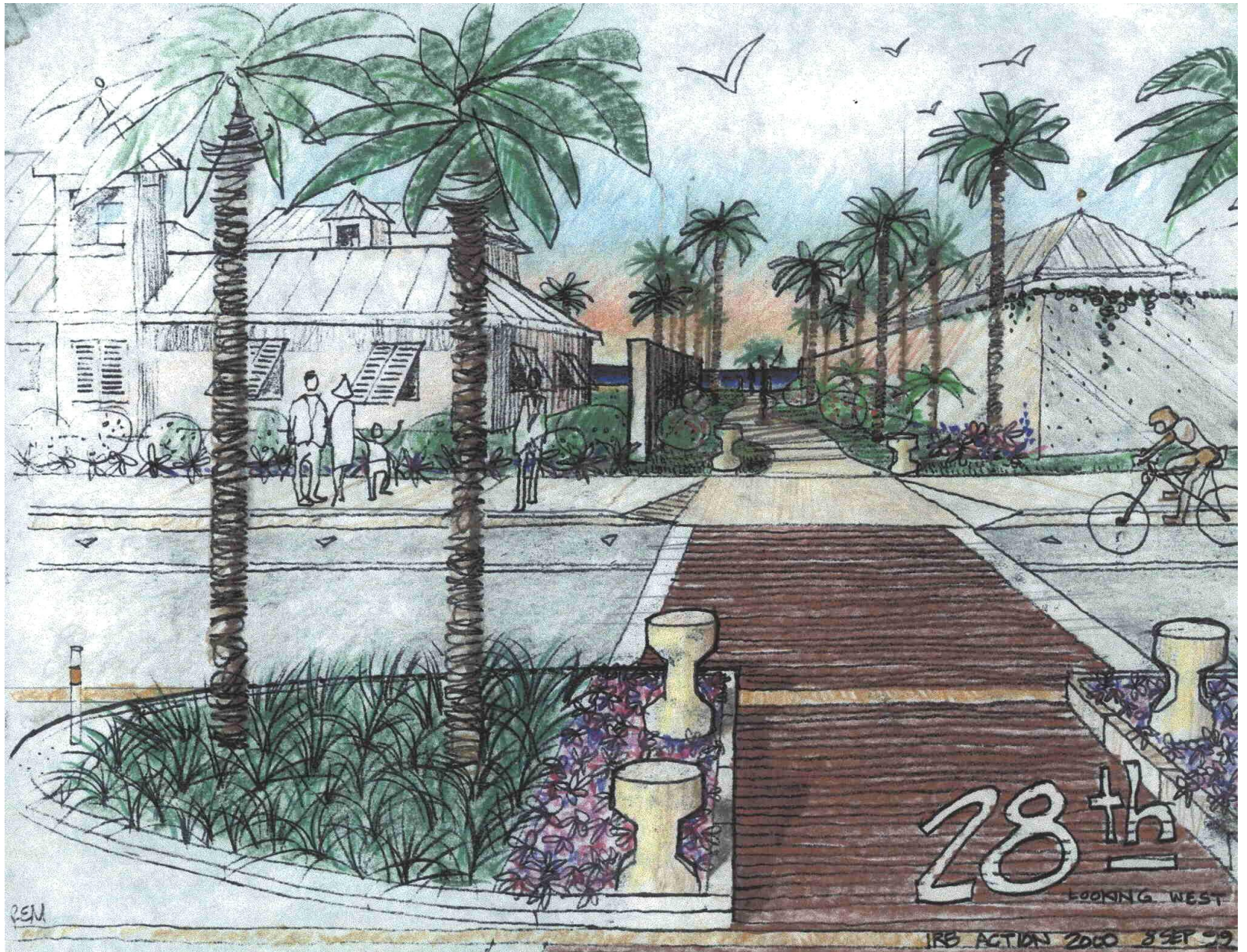




24th
1" = 20'

IRB ACTION 2000
8 SEPTEMBER 1999





CHAPTER 5 – PROJECT SCHEDULING

Approach:

Our intent is to identify, design and execute a series of small, projects that are part of an overall comprehensive long-range plan. The realization of the overall plan may be envisioned as a series of "layers". The time frame for the execution of each layer will be dependent upon two factors:

1). Research:

- Obtain IRB residents/business input and consensus.
- Determine rights of way, utilities, easements, codes, regulations, etc. (with the City).
- Select materials, estimate costs, and maintenance means (with the City).
- Obtain approvals by County and State (with the City).
- Complete surveys and data search.
- Coordinate with relevant long-range issues of the Barrier Island and county.

2). Resources:

- Identify & pursue available funds.
- Coordinate with other IRB organizations.
- Find and mobilize volunteer talent & manpower.

Phasing:

The nearly completed Beach Access projects are an example of successful phasing of improvements. Better stormwater drainage, controlled parking, landscaping and pedestrian lighting have resulted. A few of these accesses were built each year as part of a masterplan

adopted in 1986. They represent the first increment in unifying and beautifying the full length of Gulf Boulevard.

IRB Action 2000 proposes three initial phases (years 2000, 2001 & 2002). Thereafter, this Master Plan should be periodically updated to reflect progress and include new needs and opportunities. The components of each phase are contingent upon the research and resources available to do the work. The design, cost estimating, and pursuit of funding sources must be closely synchronized. It will be critical to provide lead-time for enabling permits, which will be required from City, County, State or other agencies. Furthermore, a mechanism to promote citizen participation in the process must be formulated to ensure consensus backing and financial support.

The work items under each of the phases should be flexible to maximize opportunities as they arise. With that in mind, the proposed phased projects are presented on the accompanying "Project Implementation Chart".

Project Implementation Chart-A Framework for Gulf Boulevard Revitalization, Indian Rocks Beach, Florida

YEAR ONE - 2000		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1.	General Cleanup & Tree Trimming (7th & 9th)				■							■	
2.	Enact R.O.W. Ordinance & Enforce it.				■				■				
3.	Approve IRB A2K FY2001 Budget Items									■			
4.	Commish. Approve IRB A2K "Master Plan"										■		
5.	Place Initial Pedestal Newsracks									■			
6.	Initiate Awards Program (with regular cycle)					■						■	
7.	Enact New Signage Ordinance											■	
8.	Demo Proj. (L.S., Sheter, Trees, Lighting)											■	
9.	Plantings at Selected R.O.W. Corners											■	
10.	Initial Live Oak Plantings (2 Blocks)										■		
11.	Erect Shelters (12th Ave., Nature Park, 16th)												■

YEAR TWO - 2001		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1.	Continue Newsrack Replacements	■		■			■			■		■	
2.	Work With Businesses to Organize Racks		■	■	■	■	■						
3.	Grant Applications			■									
4.	2nd & 3rd Major Projects (see #8 above)				■					■			
5.	New Signage on Blvd. For City Hall		■										
6.	Work with Pin. County on Utilities Burial Plan	■											
7.	Install Seasonal Banner System			■								■	
8.	Street Lights & Live Oak Placements			■					■			■	
9.	Gateway Sculpture at Bridge										■		
10.	Zero Int. Façade & Signage Loans Applications					■							
11.	Continue Awards Program & Fund Raising			■							■		
12.	Approve IRP A2K FY 2002 Budget Items								■				

YEAR THREE - 2002		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1.	Newsrack System Completed (Pub & Private)				■								
2.	Press for Utilities Burial		■										
3.	Continue Street Lights & Live Oak Placements			■	■				■	■	■		
4.	Complete Major Projects (Master Plan)				■		■		■	■			
5.	Update Master Plan and Set Priorities			■									
6.	Approve IRB A2K FY2003 Budget Items								■				

Note: The order of execution is dependent upon agency approvals and funding.

CHAPTER SIX - FUNDING

The following suggestion, was made in the 1995 "Ad Hoc Advisory Summary Report..."*"that the City consider sponsoring a Community Development Corporation (or other such semi-private body) to provide central focus, to build the necessary sense of momentum and to generate a growing community spirit"* (end quote)

This recommendation was adopted in September 1999 when the IRB City Commission unanimously approved the proposed "Concept Plan" presented by Indian Rocks Beach Action 2000, Inc. The subsequent fund raising Gala, sponsored by the City Commission in January 2000, is a symbolic start to the promising public / private partnership.

Additionally, Indian Rocks Beach Action 2000, Inc. has raised, and will continue to raise, funds through associate membership, events and donations. The combined sources of the City Trust Fund and of IRB Action 2000 will provide money for initial projects and matching funds as needed. IRB Action 2000 has begun to work with other civic groups and the City (through the IRB Executive Committee) to establish a uniform Donation Program, which will provide a clear and proper legal means of handling donations.

With this as a foundation, the following potential means have been identified for the consideration of those who will be working closely with the City to find various ways of funding the broad range of projects. Others will be sought.

1. Private Donation / Endowment & Fund Raising

2. Sponsorship of Zero Interest Loans.
3. Grants (Private and governmental).
4. Penny for Pinellas (Sales Tax Surcharge).
5. Municipal Bonds (Ad Valero Referendum).
6. Revenue Bond (Dedicated Fund Redemption).
7. Development Impact Fees.
8. Utilities Fees.
9. Metered/Leased Parking.
10. Assessments (Special Districts).
11. User Fees.
12. Purchase Mortgage Financing.
13. Enterprise Fund Fees

It is emphasized that these means are not necessarily in isolation, but rather have mutually complementary roles. Used together, they may produce better results in a shorter time.

General Discussion:

The key to the grassroots approach is the spurring of initiative within the private sector, without placing undue burden on government. Obviously, larger projects require comparable scale funds, which are attainable by the government.

In fairness, for any governmental expenditure, there should be a balance among "who pays - who benefits - and over what period of time?" Projects that will be of benefit to resident's twenty years from now should aim at spreading the cost of acquisition over those years, rather than burdening today's residents with all costs.

Scores of Florida municipalities have been able to undertake revitalization projects with very little civic resistance when the citizens were able to see the real

benefits and were assured that the cost was within justifiable bounds and was being shared equitably over the appropriate period of time.

The City Commission is seeking ways to meet our citizens' expectations, while also avoiding possible deficit situations. It is doubtful (with the growing civic pride and the undeniable change in our city's demographics to young affluent families) that we will see a decrease in those expectations.

Projects may be financed by one or more of these payment methods and preferably by combinations when advantageous. The spirit and support of the community is central, and with that support there is a possibility of overcoming the relatively long period of stagnation in community amenities development (i.e., the beach accesses).

It is suggested that Representatives of IRB Action 2000 continue to work hand in hand with the City Manager and the City Commission to devise a projected capital strategy to enable an orderly, cost effective program with which to execute the long range Master Plan. The overall national, State and local economic conditions are still favorable. There is still a window of opportunity.

A discussion of funding methods may be found in Appendix A - "Means Assessment."

CHAPTER SEVEN – CONCLUSIONS

Deteriorating properties and structures, development pressures, and continuing challenges to code requirements are threats to the City's character. Economic pressures for increased density and building heights needs to be resisted, as does the encroachment of the impacts of commercialization into residential neighborhoods

The City's code enforcement program should be supported and expanded to eliminate and stop the spread of "blight" within the City, especially along our main thoroughfares. Codes and policies governing appearance and aesthetics need revision to better control: signage, litter, dumpsters, sanitation, landscaping maintenance, building heights, setbacks and density.

Amenities for residents and visitors, such as: parks, playgrounds, and open space; adequate parking and pedestrian and bikeways; recreation programs; etc. need to be provided and improved. Efforts by Pinellas County to purchase and develop additional Gulf of Mexico/Gulf Boulevard parks should be aggressively supported. The City's programs to complete the Beach Access Parks, Nature Preserve and other neighborhood stormwater improvement and open space projects should be continued.

There are a large number of projects, large and small, that can be undertaken to improve the City's image and ambiance. While the City's financial resources are limited, the talents, time, and desire of the citizens to maintain our community values are plentiful. Teamwork

can yield great results. Some of these projects require action by the City Commission; others require action by individual property owners. The vast majority, however, require a "partnership" between the City government, interested citizens and cooperating landowners and businesses.

Funding for many of the projects need NOT come solely from City tax funds. Grants, donations and contributions, private funding and "sweat equity" can be called upon to accomplish many projects. Some projects can be completed with funding from State, Regional, and County agencies through grants or improvements to their existing facilities. Other solutions include "Penny for Pinellas" and other general improvement funding programs. Larger projects should, and will, require voter approval.

Some of Indian Rocks Beach's greatest assets are the visible connection to its waterfronts and many desirable small town characteristics. These assets are currently under assault. Once they are lost, they cannot be replaced.

CHAPTER EIGHT - RECOMMENDATIONS

We have experienced the evidence of inevitable change in our small city over the past two decades. We have seen demographic and lifestyle changes which have impacted the character of the place. There presently is a growing wave of energetic community pride in our "small town image". Rapidly increasing economic pressures are making it more and more difficult to preserve that desirable image. Therefore it is first and foremost recommended that:

The City Commission adopt the Comprehensive Master Plan, by decree, to provide a framework for meeting future challenges and preserving our small town character.

The Master Plan is intended as a record of the agreed goals and a guideline for gradual, but effective implementation. The Master Plan itself includes short and longer term recommendations:

- **Short Term recommendations** are those which possess the opportunity or urgency for implementation at an early date. (It should be noted that, at the time of writing this report, many of these actions are already underway in joint cooperation between the City and IRB Action 2000. The intent here is to further refine an overall approach.)
- **Longer term recommendations** are actions that require more complex solutions, greater participation of agencies outside of Indian Rocks Beach, greater resources, or all of the above. (Note that these actions, while integral with those listed above, tend to

be more complex. They are recorded separately to focus attention on their importance to overall success of the revitalization efforts.)

8.1. Short Term Recommendations:

1. Project the image of Indian Rocks Beach as a quality small town, concerned with its future.
2. Work with Pinellas County officials to identify property between Gulf Boulevard and the Gulf of Mexico for acquisition as a County Beach Access Park.
3. Work with businesses to finalize and adopt the proposed new sign ordinance.
4. Work with publishers to adopt a proposed right-of-way use ordinance to eliminate "news rack" blight and clutter.
5. Work with Pinellas County officials regarding application of the proposed county highway beautification program to Gulf Boulevard and Walsingham Road in a manner consistent with the concepts in the Master Plan.
6. Prioritize and commence construction of the streetscape and pedestrian and bicycle safety projects.
7. Work with business and residential property owners to complete a general cleanup of the City, including beautification grants and awards programs.

8. Encourage new development to landscape in a manner consistent with the streetscape plans.
9. Adopt a uniform and coordinated system for the designation, acknowledgement and use of donations and memorial gifts.
10. Work with the City's civic and service organizations (Civic Association, Rotary Club, Homeowners Association, Beach Art Center, Library, Museum, and others) to integrate and promote Indian Rocks Beach Civic Pride.
11. Coordinate the specific projects identified in the IRB Action 2000 Comprehensive Master Plan with the City's 5-Year Capital Expenditures Budget to ensure maximum utilization of public and private funds.
12. Develop a prototype regarding the assumption of financial responsibility for project development, construction, operations, maintenance, etc. between the City Government, IRB Action 2000, and other civic and service organizations.
13. Establish an Ad Hoc Task Force to identify, pursue and obtain grants from outside sources for project implementation.
14. Work with F.D.O.T., the City, and property owners to integrate the section of Gulf Boulevard south of Walsingham Road into the concept plan. Considerations should include and identify possible beautification, pedestrian safety, bicycle safety, traffic capacity and parking issues and concerns.

8.2. Longer Term Recommendations:

1. Project the image of Indian Rocks Beach as a quality small town, concerned with its future.
2. Develop a long range Beach Management Plan, that addresses preservation and emergency management issues, as well as aesthetic and recreational issues.
3. Prepare a strategy for code enforcement linked with incentives to deal with properties that have been allowed to deteriorate.
4. Review and refine zoning and land use regulations to ensure that new development is compatible with the City's small town image and character.
5. Undertake a comprehensive parking study toward the establishment of a long range parking policy for residents, beach goers, and businesses.
6. Study potential sources of revenue to meet public expectations for improvement of the City.
7. Address the needs of the City's young families for quality recreation and community functions.
8. Work constructively with other communities regarding a long-range plan for energy & water conservation and public transportation.
9. Confront and resolve the long-standing need to define, by consensus, the development potential for the Triangle at the Narrows.

10. Work proactively with other barrier island communities to press for a program of underground utilities.
11. Attract and support quality businesses to serve the broad range of “small town” needs.
12. Organize a city wide volunteer program that encourages each neighborhood to stimulate its own pride and identity. Organize, acknowledge and support neighborhood beautification plans and “Adopt-a-Street” groups.
13. Encourage a regularly scheduled series of public forums to ensure continuing grass roots input and support of revitalization and beautification.

APPENDIX A - MEANS ASSESSMENT

Several methods of project funding are discussed below. It is not a discussion in total of all methods available and alternative strategies should be investigated. A directory published by the State of Florida, with detailed listing of potential funding sources, is available at the Indian Rocks Beach Public Library.

Private Donations/Endowments/Fund Raising:

These are the activities that produced the original City Center complex (City Hall, Kolb Park) and later the Library (Jane Bash bequest). This is not a poverty stricken community, nor do the citizens all necessarily have other higher priorities for use of their funds and talents. Some in any community will resist paying for anything, no matter how much they use or enjoy it. Others will pass time without any focus upon the great good that can be done with a little donation on everybody's part. The area of bequests, pioneered by Jane Bash, now has given new insights into the possibilities of leaving substantial sums to the City and the Friends of the Library, or other development enterprise. This community once had such spirit, but allowed it to go to sleep for a while. Reawakening of that sense of community, supplemented by participation by the business community, can provide the seed money for matching grants and endowments from non-governmental sources and foundations. The fostering of growth of community spirit alone would be worth the initiative.

Sponsorship of Zero Interest Loans:

As a main street 501(c)(3) organization, IRB Action 2000 is in a position to serve small businesses by sponsoring

loans for facade improvement and/or signage upgrades which benefit the streetscape. The Organization is seeking assistance within the community from individuals with expertise in this area.

Grants:

(Federal, State, County, District, Corporate, and Private) This is an area in which the City has had recent success. Many larger communities with whom Indian Rocks Beach competes for available funds have staff whose time is devoted solely to aggressively perusing grants and aid. IRB Action 2000 stands ready to assist the City in its efforts with grant research and acquisition.

Various monies have been available for many years, and during the time that Indian Rocks Beach had not aggressively pursued them, the share that might have been ours has gone to others. The result in simplest terms is that other cities and towns have had help in meeting needs, this City had either met needs purely upon the property tax, or had failed to meet them. Recent change in the City's policy has brought State and County Highway monies, the Preservation 2000, + SWFWMD grants, (an overdue step).

"Penny-for-Pinellas":

(A Surcharge on sales tax enacted for a limited time. Used for capital improvement projects.) Advantages are ease of budgeting (reliable size and time), prior public acceptance at referendum, visible effects all over the area County Parks, Bridges, Libraries, etc. A major disadvantage is the time constraint - it is applied for 5-year increments, so it is a less desirable funding source for a project that will take longer to pay for. It can meet any capital improvement or acquisition costing not over

\$500,000 over the 5 years. It is recognized that IRB has relative priorities of a host of capital projects to consider each year. It is hoped that public sentiment will place pedestrian safety and revitalization of our image high on the list.

Municipal Bond:

(A general obligation which requires a referendum) This approach has the advantages of low interest rates, immediately raising the full sum intended, security against inflation costs and budgetable simplicity. It also spreads the cost of acquisition over the life of the bonds. The State of Florida has an office specifically to handle municipal bond projects. Disadvantages are those associated with providing enough (and thorough enough) information to permit the electorate to make a fully informed choice. While this may be a prudent delay, it precludes taking advantage of low interest and buyer demand in a timely way.

Revenue Bond:

(Dedicated Fund, Income to Redeem the Bonds)
Advantages are timeliness; in that the City Commission can decide the matter, it does not require the Ad Valorem referendum. It also provides the opportunity to take advantage of high demand for municipal bonds at rates, locked in for the far future. A relatively low bond borrowing can be supplemented by local fund drives for matching. State assistance does help market revenue bonds. The only considerable disadvantage is in selecting and rating the strength of the dedicated fund income to pledge. Some toll roads and bridges, for example, have not generated expected revenues thus making inroads into other reserves. A specific surcharge or fee schedule upon certain and dependable charges is

the more commonly used approach. Though there is presently intense competition among Florida's communities for grants, there are multiplicities of fund-augmentations out there. Together, the City and IRB Action 2000 need to immediately establish an appropriate program of grant strategy and solicitation. To be ready to match opportunities, some fund source must be arranged, be it one or a mix among bonds, borrowings, or set-asides from such as "Penny for Pinellas".

Development Impact Fees:

(Currently assessed with development permitting)
Advantages include assessing the population-growth sector for some part of the extra costs associated with providing municipal services, and getting some of that cost-offset at the time the first costs are engendered. They include aspects of transportation, recreation, etc. and are maintained as earmarked funds to apply against the categories. In the past in Indian Rocks Beach, these have been nominal at best, yielding little. The changing demography of the city (discussed in Section 3) has brought new requirements with which to serve the community. The expectations of the residents have changed. The City Commission has, in recent years, considered applying impact fees to permits issued for adding bedrooms to existing homes. This bears further discussion.

Utilities Fees/Taxes:

This direct payment by residents (who are beneficiaries of the City's amenities) through the electric, telephone, cable TV bills seems equitable. Property owners have an almost impossible task of passing specific fees and taxes to renters, leaving their ad valorem tax burden

unaided by more direct user contributions. The City once had such fees, as do almost all other Pinellas municipalities, but chose to repeal them and do without the income sharing over recent years. While this may not be a popular means, it is a fair one.

Metered/Leased Parking:

(Focuses upon Business and Tourism as Business benefit)

Before the City can fairly address this revenue source, it needs to determine the citywide minimum and optimum parking space requirement through a study. The City cannot be converted to a paved "just in case" parking lot, nor can the projected income to cover acquisitions be reliably calculated, until the demand and generation-of-demand are identified. With such figures, it is possible to strike a balance between the costs and the benefits. Given this study, the net revenue benefits of the present "park-for-fee" at the County Park should be used to evaluate parking lots at municipal expense to encourage pedestrian activity.

Special District Assessments:

This is a major advantage for the commercial/business section, in that there can be a sharing of the facilities provided, as opposed to doing it separately for each business. A central parking area contributes to pedestrian safety, more "browsing" and less vehicular activity. It can maximize the landscape and decorative use of land at the business, if the shared parking can be nearby but off-site. While the City has some benefit, the direct and tangible benefit is to the businesses so served. To use some City "seed-money" could be justified only if the businesses so benefited would commit to a "Special District Assessment" to repay the

seed money. Such a district has been established in the "Triangle", but returns from this effort cannot yet be measured at this early date.

User Fees:

(Pay for at place and time of use)

Examples: Use of the Auditorium, use of tennis courts, shuffleboard courts, etc. The advantages are that users pay something directly to support their interests, even if the administration of the fees and pursuit of abusers may cost as much as income. Disadvantages include resentment at paying to use what their ad valorem tax monies may have brought in the first place, plus debates as to what is recreation and what is citizen function (monitor and debate public policy, research background information). Care in consideration of this, as a funding source should be exercised.

Purchase Mortgage Financing:

(Buyer-Seller Direct Agreement upon Terms)

The City is uniquely qualified to take advantage of this approach when the seller is willing to use this option. The City acquires the property to hold or use, the seller has the security of mortgage against the City's ability to pay. The terms may be very long, with payments spread over the long-term-beneficiaries, and the fleeting opportunities optimized in shorter time than the other approaches. Extra flexibility exists, in that other resources may later be committed to the payment schedule, while current pricing avoids the inflated sales costs of later time. The sole caution of this approach is to be sure that the debt schedule remains within reasonable probability to manage. With no current mortgage debt, and excellent credit rating, this approach will permit rapid action where time is a critical factor.

Enterprise Fund Fees/Surcharges:

Enterprise funds are utilized to match cost/fees with reasonable reserves for contingencies and replacements. For example: Environmental or other factors imposed upon the City required moving the sanitation service to a new location. The cost of moving not paid through grants (including land acquisition, environmental compliance, and other attendant costs) should properly be added to the sanitation service billing rather than being passed onto the general fund, or other capital funds. Again maintaining fairness in who pays/benefits. In this example, it could also be possible to trade land vacated by the sanitation facility for another parcel elsewhere.

APPENDIX B - ACKNOWLEDGEMENTS

Acknowledgements:

Indian Rocks Beach Action 2000, Inc. is grateful to the City Commission and the City Manager and his staff for continuing cooperation in the provision of statistical data, drawings and maps used in this Report. Input from the City's Planning and Zoning, Parks and Recreation, and Beautification Boards has also been of great value.

The Florida Main Street program provided assistance through its conferences, access to training manuals and guidelines. Additionally, attendance by IRB Action 2000 representatives at "Main Street Workshops", sponsored by the Pinellas County Planning Department, provided a valuable exchange of ideas with neighboring communities involved in similar revitalization efforts.

We are grateful to the office of King Engineering, of Tampa, and Architect Gregory Ravndal for providing in-kind donations.

The combined educational and professional experience of the editorial team, all of who are IRB Action 2000 Directors, has given this report its content.

Chris Papandreas – City Planning
Bill Ockunzzi – City Planning
Jan Ockunzzi – City Planning
Ralph Montgomery – Architecture
Edward Starr – Urban Design
Bert Valery (President) – Institutional Liaison

Each of the standing committees of the Board of Directors has provided input into the report. The balance of the Board of Directors is listed below:

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Suzanne Bone	John Pickens
Rich Buckhold	Ed Piniero
Frank Emser	Patricia Ryan
Susan Ledet	Larry Torgerson
David Martin	Sigal Weinfeld
Carol McGlaughlin	Ron Willett
Robert Munce	



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Individual Members

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Barrett, Liz	Downing, Jackie	Hoskins, Lou	Muneio, Patti
Barrett, Dave	Driscoll, Jim	Jackson, Martin	Murphy, Tim
Baynard, J. Thomas	Driscoll, Bets	Jessup, Connie	Murphy, Suzie
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Brandt, Julie	Fedrigo, Shirley	Leese, Harry	Pickens, Joanie
Brophy, Thomas	Gardella, David	Leese, Helen	Powell, Jane
Buckhold, Richard	Gayle, Robert	Lehman, Fred	Proctor, Frank
Christner, Margaret	Gayle, Lucy	Lehman, Renie	Proctor, Helen
Clark, Linda	Geissler, Fred	LePage, Andy	Quimby, Rogers
Clark, Tom	Gimmel, Barbara	Levesque, Carla	Rafferty, Curt
Cline, Troy	Granger, Beverly	Levesque, Victor (Memorial)	Ralph, Robert
Cline, Glenna	Greenberg, Anita	Licht, Matt	Reda, Franklin
Conner, Kim	Griffin, Pete	Loder, Matt	Reda, Delores
Coppen, Jose	Hall, Cathy	Lover, James	Reynolds, George
Crawford, Scott	Hamaeuc, Abe	Maney, Emily "Punky"	Reynolds, Mary Ann
Davies, Bruce	Hanselman, Eliane	Marshall, Hedy	Riley, Ronald
Davis, James	Haritan , Michael	Martinson, Jan	Riley, Cheryl
Davis, Michael	Haritan , Alice	McGlaughlin, Mike	Roach, Dan
De La Lama, Luisa	Harris, Robert	McGlaughlin, Carol	Roach, Wendy
Delacruz, Rick	Harris, Linda	Middleton, Margaret	Robbins, James

Individual Members Continued

Roth, Menahem
Roth, Ester
Ryan, Patricia
Savage, Bob
Savage, Helen
Scheller, Stacy
Schiefer, Kurt
Schlissing, Ken
Schlissing, Corinne
Schoening, Karsten
Schoepf, Burton
Schoepf, Betsy
Scott, George
Scott, Jean
Senia, Kay Smith
Senia, Ivan
Shears, Tim
Shears, Cathleen
Shevins, Herbert
Slaughter, John
Smith, Leon
Smith, Marian
Spencer, P.
Starr, Edward
Starr, Brenda
Strauss, Nick
Sullivan, Sandy
Sullivan, Patti
Swales, Bill
Swales, Diana
Talty, Angie
Torgerson, Larry
Torgerson, Kay
Trimble, Jeff
Truisi, Rosemary
Ulrich, Richard
Ulrich, Barbara

Valery, Bert
Valko, Martha
Van Dreissche, James
Veeder, Kate
Veeder, Joseph
Vermont, Judy
Vick, Debbie
Vogt, Karl
Vogt, Joanie
Wagenseil, Robert
Waite, Gene
Waite, Carole
Weinfield, Sigal
Weinfield, Shawn
West, Jean
Whitworth, Mike
Wideman, James
Wideman, Lee Ann
Wilderman, Glenn
Wills, Steve
Wills, Wendy
Wilson, Steve
Wilson, Theresa
Yodice, Angelo
Zoller, Jean

Business & Group Members

Beach Art Center
Beggins Enterprises
Bonham DMD
Brown & Bigelow
Calvary Episcopal
CAP Community Mgt.
Carpentry Etc.
Colonial Court Inn
Constance Jessup, Inc
Cookie Cutter
Crabby Bill's Restaurant
Four Gulf Boulevard
Gold Etc.
Graymar Secretarial
Great Bay A/C
Great Heron Inn
Green Rock Realty
Gulf Breeze
Gulf Towers Resort
Gulfside Property
Guppy's on the Beach
Holiday Inn Hotel
IRB Animal Hospital
IRB BP Station
IRB Civic Association
IRB Historical Society
IRB RV Resort
Island Shop
J.B's Petpals
J.D.'s Restaurant
Keegan's Seafood
Kitesville, USA
Klaus Body Shop
Lawrence Hollis Electric
Magic Hour Lighting
Michael Davis Co, Inc.
Mitchell Insurance Agency

Munce Marketing
Murielle Winery
Nadia's Restaurant
P.J.'s Oysters
Pelican East & West
Phoenix Grocery
Pink Alligator
Sand Dollar Computer
Sand Key Realty
Sandy Shores Motel
Sandy's Restaurant
Sea Haven Resort
Slaughter Plumbing
Tacky Turtle Take Out
The Swim Shop
Thomas Brophy
Tropical Isles Realty
Valery Insurance Agency
Whispering Waters