

City of Cedar Key

The Island City

Phone (352) 543-5132 • Fax 1-866-674-2419 • P.O. Box 339 • Cedar Key, Florida 32625

Community Redevelopment Agency (CRA)

August 20, 2026

City Hall

4:00 PM

Agenda

Call to Order

Chair's Comments

ACTION ITEM: Approval of Meeting Agenda

ACTION ITEM: Approval of Meeting Minutes of July 16, 2026

Clerk's Office

ACTION ITEM: FY 2025-2026 Budget Discussion by James Moore

ACTION ITEM: Approve Resolution No 503 Authorizing Participation in the Florida Main Street Program

ACTION ITEM: Approval of Required Administrative Pay of \$24,000 for Florida Main Street Program to the Clerk

ACTION ITEM: Approval of the Clerk to Attend the 2026 Annual FRA Conference in October 2026

CRA Initiatives

ACTION ITEM: Receive a Presentation for a New Scope of Work from AECOM

Board Member Comments

DISCUSSION ITEM: National Coastal Resiliency Fund (NCRF) Pursuit of Nature-Based Solutions to Resiliency by Josh Mills of Davey Resource Group

DISCUSSION ITEM: Purchase of Beachfront Motel

DISCUSSION ITEM: Grocery Store RFP

Adjournment

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Cedar Key Community Redevelopment Agency Meeting **MINUTES**

16 July 2026

3:00 PM

(To Follow Special Commission Meeting)

Call to Order

Chair's Comments

Acceptance of Agenda

Motion: Commissioner Sera. Second: Commissioner Weible. Vote: Unanimous.

Acceptance of Meeting Minutes from June 3, 2026

Motion: Commissioner Weible. Second: Commissioner Sera. Vote: Unanimous.

Public Comments

Clerk's Report

Discussion Item: James Moore CRA Budget Reconciliation Status

Discussion Item: Florida Main Street Application Appendices

CRA Attorney Report

Discussion Item: Resiliency & Recovery Grants Program Update

ACTION ITEM: Island Hotel Appeal to Grant Award Amount

Allow the grant applicant of Island Hotel 30 days to pull the proper permits and work collaboratively with the city to ensure compliance. Motion: Commissioner Beckham. Second: Commissioner Weible. Vote: Unanimous.

CRA Projects

ACTION ITEM: Approval of Pocket Park Redevelopment Project Report

Motion: Commissioner Beckham. Second: Commissioner Sera. Vote: Unanimous.

Discussion Item: Retention of Anchor Consulting Services

CRA Initiatives

Discussion Item: Public Housing Update-Fugate, Ankersen

Discussion Item: Resiliency Planning-CRA Chair

Discussion Item: Grocery Store-Board Member Weible

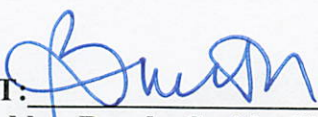
Board Member Comments:

Discussion Item: FY 2027/2028 Budget Planning Schedule

Adjournment at 4:01 PM

Mayor Wortham

ATTEST:



Prepared by: Brooke Smith, City Clerk

City of Cedar Key - CRA
 Budget vs. Actuals__Budget_FY26_P&L___Report
 October 1, 2025-July 30, 2026

	Actual	Budget	Money remaining	Percent remaining
Income				
Tax Increment Revenue	1,023,015	1,023,015	0	4.39876E-07
Interest Revenue	11,960	-	(11,960)	
Transfer In	771	88,027	87,256	99%
Unappropriated TIF Carryforward	-	30,839	30,839	100%
Total Income	\$ 1,035,745	\$ 1,141,881	\$ 106,136	9%
Expenditures				
CRA Professional Services	17,615	-	(17,615)	
CRA Contracted Services	45,345	-	(45,345)	
CRA Other Administrative & Operating expenses	319	120,566	(319)	
CRA Capital Projects	149,102	353,000	203,898	58%
CRA Debt Service Expenses	655,379	668,315	12,936	2%
Uncategorized CRA Expenditures	-	-	-	
Total Expenditures	\$ 867,760	\$ 1,141,881	\$ 153,555	13%
Excess / (Deficiency) of Revenues over Expenditures	167,985			

**CITY OF CEDAR KEY
CITY COMMISSION MEETING
AGENDA SUMMARY COVER SHEET**

ACTION ITEM: Approve Resolution No. 503 Authorizing Participation in the Florida Main Street Program

Department: City Clerk's Office

Prepared By: Brooke Beck-Smith, City Clerk

REQUESTED ACTION

Approve Resolution No. 503 formally authorizes the City of Cedar Key's participation in the Florida Main Street Program and endorsing the City's application for designation as a Florida Main Street community.

BACKGROUND AND SUMMARY

The City Commission previously approved the City's participation in and application to the Florida Main Street Program. Resolution No. 503 is presented to formally document that prior approval and satisfy the program's application and participation requirements.

The resolution confirms the City Commission's support for the Florida Main Street application, authorizes participation in the program, and demonstrates the City's commitment to downtown revitalization, historic preservation, economic development, community engagement, and the continued vitality of Cedar Key's traditional commercial district.

Approval of Resolution No. 503 does not represent a new policy direction or a separate request to initiate the application. It memorializes the Commission's previous action in the formal resolution format required by the Florida Main Street Program.

PROGRAM ALIGNMENT AND BENEFITS

Participation in the Florida Main Street Program will support the City's ongoing efforts to:

- Preserve Cedar Key's historic character and community identity;
- Strengthen and support local businesses;
- Encourage appropriate investment within the historic commercial district;
- Promote economic development and downtown revitalization;
- Improve coordination among the City, CRA, businesses, property owners, residents, and community organizations;
- Identify training, technical assistance, grant, and funding opportunities;
- Support community events, marketing, and business-development initiatives; and

- Coordinate Main Street activities with the City's CRA, historic preservation, resiliency, and redevelopment priorities.

**CITY OF CEDAR KEY, FLORIDA
RESOLUTION NO. 503**

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF CEDAR KEY, FLORIDA, AUTHORIZING PARTICIPATION IN THE FLORIDA MAIN STREET PROGRAM; ENDORSING THE CITY'S APPLICATION FOR DESIGNATION AS A FLORIDA MAIN STREET COMMUNITY; PROVIDING FOR A COMMITMENT TO SUPPORT THE PROGRAM SUBJECT TO ANNUAL BUDGET APPROVAL; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Florida Main Street Program has been established by the State of Florida to assist communities in developing public-private partnerships that revitalize historic downtowns and traditional commercial districts through the Main Street Approach; and

WHEREAS, the Secretary of State will select a limited number of Florida communities to participate in the Florida Main Street Program based upon available resources and the merits of submitted applications; and

WHEREAS, the City of Cedar Key recognizes the economic, cultural, historic, and community benefits associated with participation in the Florida Main Street Program; and

WHEREAS, the City Commission desires to support the submission of an application for designation as a Florida Main Street community and to partner with local businesses, property owners, nonprofit organizations, and residents to further downtown revitalization efforts.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF CEDAR KEY, FLORIDA, AS FOLLOWS:

Section 1. Authorization.

The City Commission hereby endorses and authorizes the submission of the City of Cedar Key's application to participate in the Florida Main Street Program for the purpose of advancing the revitalization of the City's historic downtown through the Main Street Approach.

Section 2. Financial Commitment.

The City Commission agrees to financially support participation in the Florida Main Street Program for a period of three (3) years; however, any financial obligation beyond the current fiscal year shall be expressly subject to annual appropriation and approval by the City Commission through its annual budget process. Nothing in this Resolution shall be construed as creating a binding multi-year financial obligation or indebtedness of the City.

Section 3. Effective Date.

This Resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED by the City Commission of the City of Cedar Key, Florida, this ____ day of _____, 2026.

Commissioner	Vote
James Wortham, Mayor	_____
Jolie Davis	_____
Nancy Sera	_____
Heath Davis	_____
Mel Beckham	_____

CITY OF CEDAR KEY, FLORIDA

By:

James Wortham, Mayor

ATTEST:

Brooke Beck-Smith, City Clerk

Approved as to Form and Legal Sufficiency:

City Attorney



FLORIDA MAIN STREET PROGRAM APPLICATION

Application Deadline: Tuesday, September 1, 2026 by 5:00 p.m. ET

*Florida Main Street is a program of the Florida Department of State,
Division of Historical Resources, Bureau of Historic Preservation*

COMPLETED APPLICATIONS MUST BE **RECEIVED** IN THE FLORIDA MAIN STREET OFFICE BY THE DEADLINE
DATE AND TIME (DOCUMENTATION MUST BE PROVIDED)

FLORIDA MAIN STREET
R.A. GRAY BUILDING
500 S. BRONOUGH STREET, 4TH FLOOR
TALLAHASSEE, FL 32399-0250
850.245.6345

FloridaMainStreet@DOS.MyFlorida.com

ELECTRONIC APPLICATIONS MUST BE **SUBMITTED** VIA PERSONALIZED MICROSOFT TEAMS LINK BY THE
DEADLINE DATE AND TIME. LINKS ARE OBTAINED BY CONTACTING FLORIDA MAIN STREET STAFF DIRECTLY.

APPLICATION GUIDELINES AND INSTRUCTIONS

The statewide Florida Main Street Program is administered by the Florida Department of State, Division of Historical Resources, Bureau of Historic Preservation. Each year, the Florida Secretary of State

designates Apprentice Main Street Programs to participate in the statewide program from the applications received. The maximum number of Apprentice Programs to be selected each year for participation in the program is indicated in the application solicitation announcement published in the Florida Administrative Register. Applications are evaluated on a competitive basis consistent with the provisions of [Chapter 1A-36, Florida Administrative Code](#).

Pre-Application Assistance is provided, upon request, to entities interested in making application for participation in the Florida Main Street Program. At a minimum, such assistance shall include meeting with community representatives, conducting a pre-application webinar annually, and responding to inquiries. Depending upon availability of resources, such assistance may also include an assessment visit to the proposed Local Program Area by the Program Coordinator.

BACKGROUND

The Florida Department of State, Division of Historical Resources initiated the Florida Main Street Program in 1985. The state coordinating program is based on the Main Street Four-Point Approach® that was developed by the National Main Street Center of the National Trust for Historic Preservation. Over 2,000 revitalization programs nationwide have adopted this preservation-based approach. While concentrating on revitalization of the community's historic commercial center, these local volunteer-based programs enhance the economic vitality, quality of life, and civic pride of the whole community while countering sprawl and encouraging greater citizen participation in the decisions that are shaping their future.

MAIN STREET AMERICA®

Main Street America® is a program of the National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation. To help communities achieve their economic goals, the National Main Street Center/Main Street America® has developed a comprehensive revitalization strategy that pairs thoughtful preservation of historic assets with sensible business practices. By blending common sense with sound planning, economic development, promotion and design - all tailored for local needs - the Main Street Four-Point Approach® has already produced dramatic results. The cumulative success of the Main Street Programs on the local level has earned Main Street the reputation as one of the most powerful economic revitalization tools in the nation.

A community or district may not call itself "Main Street," nor may it employ a Main Street Executive Director without an application and official designation by the Florida Department of State, Division of Historical Resources under the National Main Street Center program.

THE MAIN STREET FOUR-POINT APPROACH®

Design involves improving the downtown's image by enhancing its physical appearance - not just the appearance of buildings, but also that of streetlights, window displays, parking areas, signs, sidewalks, promotional materials and all other elements that convey a visual message about the downtown and what it has to offer.

Organization means building cooperation and consensus among all the groups that play roles in the downtown - bankers, civic groups, government, merchants and individual citizens - to ensure that the Main Street program benefits from a community-wide vision of the future.

Promotion involves marketing the downtown's unique characteristics to shoppers, investors, new businesses, tourists and others. Effective promotion creates a positive image of downtown through retail promotional activity, special events and ongoing programs that build positive perceptions of the district.

Economic Vitality means strengthening the existing economic base of downtown while diversifying it. Economic Vitality activities include helping existing businesses expand, recruiting new businesses to provide a balanced mix, converting unused space into productive property and sharpening the competitiveness of downtown merchants. By strengthening the downtown's economy, communities are able to support the ongoing use of historic commercial buildings, preserving unique community assets.

THE PRINCIPLES OF MAIN STREET

While the Main Street Four-Point Approach® provides the format for successful revitalization, implementation is based on eight principles that pertain to all areas of the revitalization effort:

1. **Comprehensive.** Downtown revitalization is a complex process and cannot be accomplished through a single project. For successful long-term revitalization, a comprehensive approach must be used.
2. **Incremental.** Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed, and more ambitious projects undertaken.
3. **Grassroots.** Local leaders must have the desire and the will to make the project successful. The National Main Street Center and the state Main Street Program provide direction, ideas, and training, but continued and long-term success depends upon the involvement and commitment of the community.
4. **Public/private partnership.** Both the public and private sectors have a vital interest in the economic health and physical viability of the downtown. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.
5. **Identifying and capitalizing on existing assets.** Business districts must capitalize on the assets that make them unique. Every district has unique qualities – like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization process.
6. **Quality.** Quality must be emphasized in every aspect of revitalization of the Local Program Area. This applies equally to each element of the program, from storefront design to promotional campaigns and to educational programs.
7. **Change.** Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the Apprentice Program grows and becomes an Accredited Program.
8. **Implementation-oriented.** Activity creates confidence in the Apprentice Program and ever-greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects pave the way for larger activities as the revitalization effort matures.

NATIONAL MAIN STREET/MAIN STREET AMERICA® PERFORMANCE STANDARDS

Upon formal Main Street designation there are two tiers: Apprentice and Accredited. The National Main Street "Performance Standards" are used for evaluation.

Apprentice Programs have committed to the comprehensive Main Street Approach but have not met the rigorous Performance Standards required to be Accredited.

Being an Accredited community is a "mark of distinction that signifies commitment to comprehensive revitalization and community engagement." To be selected as Accredited the program must meet the following "Performance Standards:"

1. Broad-based public/private support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Vision and mission statements relevant to community conditions and to the Local Organization's organizational stage
3. Comprehensive Main Street work plan; active in all four-points
4. Historic preservation ethic
5. Active board of directors and committees, following the Four-Point Approach©
6. Adequate operating budget
7. Paid professional Executive Director. Communities with more than 5,000 population are required to hire a full-time Executive Director; communities with less than 5,000 population may employ a part-time Executive Director
8. On-going training for staff and volunteers. Attendance at all quarterly meetings, annual state conference and national conference are required *✓state conference + national conference*
9. Reporting of key reinvestment statistics
10. Current member of the National Main Street network *yes*

SERVICES TO NEWLY DESIGNATED APPRENTICE MAIN STREETS

- **Reconnaissance Visit.** A one-day visit by the Program Coordinator to the community following designation to promote the Apprentice Program, train the board, and meet local stakeholders.
- **Resource Team Visit.** A three-day Resource Team Visit by an interdisciplinary team of experts in downtown revitalization issues will be provided to first-year communities. Resource Team Visits include an intensive series of meetings and workshops to assist the Apprentice Program in establishing a sound work plan that will address program needs in each of the areas of the Main Street Four-Point Approach©. Each Resource Team Visit will be concluded with a public meeting to present team findings and recommendations that will be documented by a written report.
- **Annual Assessment.** A one-day visit to the Local Program Area by the Program Coordinator to (a) assess the Apprentice Program progress toward annual and long-term goals, (b) assist with goal setting for the coming year, and (c) identify training and technical assistance needs for the coming year. Observations and recommendations will be included in a written report provided to the Apprentice Program.
- **Consultant Assistance.** On-site technical assistance will be provided by Florida Main Street staff, other state agencies, and professional consultants with expertise in a range of disciplines relating to historic preservation, organizational development and downtown revitalization.
- **National Main Street "Designated" Membership.** During the first year following designation, Florida Main Street will pay the Apprentice Program's membership in the National Main Street network.

- **Grant Match Waiver.** All Florida Main Street communities receive the required grant match waiver for the Division of Historical Resources Small Matching Grant award. Small matching grants can be used for historical surveys, architectural drawings, design guidelines, educational materials, long term planning and many other functions necessary for Main Street implementation.
-

BENEFITS TO ALL APPRENTICE PROGRAMS

- **Program Coordinator and staff** who are responsible for conducting the statewide Florida Main Street Program and delivery of related training and technical assistance services.
- **Statewide Main Street 101 Training** that includes the Main Street Four-Point Approach® and historic preservation training for all Executive Directors, board members and volunteers.
- **Florida Main Street Quarterly Meetings** that rotate among regions of the state. Each quarter Executive Directors, board members and others gather for a one to two-day meeting that may include single or multiple topic workshops, presentations, and tours or demonstrations by the host community, and may include presentations or training by a consultant with specialized expertise.
- **Preservation on Main Street Annual Conference** is a multi-day conference that focuses on current downtown revitalization and preservation issues, and includes plenary sessions, educational sessions, and networking opportunities. Presenters include regional and national professionals.
- **Technical Assistance and on-site visits** to monitor the Apprentice Program and assist with work plan and board development. On-site visits shall be consistent with available resources.
- **Promotion of the Local Program Areas** and events on Florida Main Street social media pages and website.
- **Grant opportunities** through National Main Street and other organizations.
- **Secretary of State's Florida Main Street Awards Program** that Apprentice and Accredited Programs are eligible to annually submit and be recognized for outstanding achievement at the Secretary of State's Florida Main Street Awards Banquet.
- **National Main Street Accreditation** to programs that meet the National Main Street Performance Standards. To be designated as Accredited "signifies commitment to comprehensive revitalization, community engagement, and rigorous outcome measurement." Accredited Main Street Program designation includes a press release from National Main Street, a certificate, and the use of the Accredited branding logo.
- **Program of the Month** is an honor bestowed upon an Accredited Program by the Secretary of State. Designation includes a statewide press release, a certificate and social media coverage.

During the first three years following Main Street designation, Apprentice Programs are required to attend all 101 Training sessions, quarterly meetings, and the Preservation on Main Street Annual Conference.

HELPFUL HINTS FOR APPLICATION COMPLETION

MAKE SURE THE APPLICATION IS COMPLETE

- A. Follow the application format. Keep responses brief and in the order indicated.
- B. Proposed Local Program Area should be the small, well-defined traditional commercial core of your community. Select the area that has the strongest concentration of historic commercial buildings. Avoid the temptation to include peripheral areas with scattered buildings, residential neighborhoods and vacant land.
- C. Applicant must demonstrate a commitment to actively participate in the Florida Main Street Program for a minimum of three years and the intent should be to continue after the initial period.
- D. Offer a competitive salary to attract a qualified professional Executive Director. Offer job security by providing stable program funding. Do not expect the Executive Director to raise funds that are used for sustaining the Apprentice Program.
- E. Provide a generous travel budget. The Executive Director is required to attend Florida Main Street training sessions, quarterly meetings and the Annual Florida Main Street Conference. Other members of the Apprentice Program board and volunteers are also encouraged to attend these meetings.
- F. Population and demographic data is available from the U.S. Census Bureau (<https://www.census.gov/>).
- G. Unemployment data is available through the Agency for Workforce Innovation (<https://floridajobs.org/workforce-statistics/data-center/statistical-programs/local-area-unemployment-statistics>).
- H. The tax base information requested in the application is available from your county's tax assessor. The appraised value is the value assigned to the property before any exemptions. The assessed value of property is the value upon which property taxes are based, usually after all exemptions have been taken.
- I. Each applicant will have time to present digital photographs and additional material during the public meeting at which applications are considered.

SUPPLEMENTAL MATERIALS TO BE SUBMITTED

- A. The original signed application and all attachments must be submitted in a three-ring binder. Include with the original set eight (8) copies of the completed application and appendices.
- B. Twenty-five (25) color high resolution **digital** photographs of the proposed Local Program Area on a flash drive. Each photo shall be labeled with the name of the city and a number. The number shall key the photo to a description sheet giving the address of the building, the direction from which the slide was taken (North, South, etc.). The photos shall also be keyed to a map of the proposed Local Program Area. DO NOT put images in a PowerPoint format. Please use JPG format only.
- C. Each copy of the application form must be accompanied by the required attachments as indicated below. Tabs should be included in the binder to indicate Attachments A through J.

**CITY OF CEDAR KEY
COMMUNITY REDEVELOPMENT AGENCY
AGENDA SUMMARY COVER SHEET**

Agenda Item: Approval of Florida Main Street Program Administrative Incentive Pay

Department: City Clerk's Office

REQUESTED ACTION

Approve administrative incentive pay in the amount of \$24,000 for the City Clerk's administration, coordination, and implementation of the Florida Main Street Program, subject to confirmation of budget availability, applicable payroll requirements, and review by the City Attorney.

BACKGROUND

The City of Cedar Key is pursuing participation and designation through the Florida Main Street Program as part of its continuing efforts to preserve the community's historic character, support local businesses, strengthen the downtown commercial district, and promote responsible economic revitalization.

Successful administration of the Florida Main Street Program requires consistent local leadership, coordination, documentation, reporting, community engagement, and communication among the City, CRA, businesses, property owners, volunteers, state program representatives, and other community partners.

These administrative responsibilities align directly with the existing functions of the City Clerk's Office, which serves as the central administrative and records-management office for the City and CRA.

JUSTIFICATION

The proposed \$24,000 administrative incentive recognizes a substantial expansion of the City Clerk's assigned duties beyond the traditional responsibilities of the position. The Clerk's Office will provide the continuity, accountability, and centralized oversight necessary to establish and maintain the Florida Main Street Program.

The additional duties are anticipated to include:

- Serving as the City's primary administrative contact for the Florida Main Street Program.
- Coordinating the City's application, designation requirements, annual work plans, and ongoing program compliance.
- Maintaining official program records, reports, meeting documentation, performance information, and supporting materials.
- Coordinating with Florida Main Street representatives, the CRA, City Commission, department heads, businesses, property owners, volunteers, and community partners.
- Supporting the development of a local Main Street organizational structure and its committees.
- Coordinating meetings, training opportunities, technical assistance, and community engagement activities.
- Assisting with grant identification, applications, administration, documentation, and reporting associated with downtown revitalization.
- Supporting business development, business retention, historic preservation, community promotion, and downtown improvement initiatives.
- Integrating Main Street projects and priorities with the CRA redevelopment plan, City budget, capital planning, grant programs, and other economic-development efforts.
- Monitoring required benchmarks, deadlines, deliverables, and program outcomes.
- Preparing updates and recommendations for presentation to the CRA and City Commission.

ALIGNMENT WITH THE CITY CLERK'S OFFICE

Placement of the Florida Main Street administrative function within the City Clerk's Office provides logical and efficient alignment because the office already performs many of the governmental functions necessary for successful program administration. These include official records management, agenda preparation, meeting coordination, public notices, budget coordination, grant administration, CRA administration, intergovernmental communication, website and public-information coordination, and implementation of actions approved by the CRA and City Commission.

Assigning these responsibilities to the Clerk's Office will:

- Establish one central point of accountability for the program.
- Improve coordination between the City, CRA, businesses, residents, and state program representatives.
- Integrate Main Street goals with existing CRA revitalization projects and funding priorities.
- Reduce duplication of administrative services.
- Provide continuity despite changes in volunteer participation or committee membership.
- Ensure that records, deadlines, reports, and program requirements are properly maintained.
- Allow the City to use existing administrative capacity instead of immediately creating a separate full-time Main Street position.

CRA AND REDEVELOPMENT ALIGNMENT

The Florida Main Street Program supports objectives that are consistent with community redevelopment, including economic development, elimination of blighting conditions, historic preservation, commercial revitalization, improved public spaces, business support, and increased activity within the redevelopment area.

Because the City's historic commercial district is a central component of the CRA, coordinated Main Street administration may advance CRA priorities by:

- Supporting the preservation and productive use of historic structures.
- Encouraging reinvestment in commercial properties.
- Strengthening existing businesses and supporting new business development.
- Improving the appearance, identity, and economic vitality of the redevelopment area.
- Coordinating grants, incentives, capital improvements, and promotional activities.
- Building partnerships among local government, property owners, businesses, nonprofit organizations, and residents.

Any expenditure of CRA funds should be documented as serving a public redevelopment purpose, included within the adopted CRA budget, and consistent with the CRA redevelopment plan and applicable Florida law.

ATTACHMENT G - Funding Certification

As the duly authorized representative of City of Cedar Key
 (name of organization/government), I hereby certify that on August 20, 2026 (date)
City of Cedar Key (name of organization/government)
 has \$ 24,000.00 in-hand and \$ 24,000.00 pledged for year one of the
 Apprentice program's participation in the Florida Main Street Program and that these funds are allocated
 for this purpose. I further certify that this organization/government has \$ 24,000.00
 in-hand and \$ 24,000.00 pledged for three years for the Apprentice Program's
 participation in the Florida Main Street Program, as indicated in the Budget Summaries included in this
 application.

 Signature of duly authorized representative

08/20/2026

 Date

James Wortham, Mayor
 Printed name and title of duly authorized representative

s. 837.06, Florida Statutes, False official statements -- Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083, Florida Statutes.
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ATTACHMENT H - Certification of Intent to Hire an Executive Director

As the duly authorized representative of City of Cedar Key
(name of organization/government), I hereby certify that City of Cedar Key
(name of organization/government) agrees to employ a professional Main Street Executive Director for
a period of at least three years following execution of a formal Florida Main Street Agreement between
the Division of Historical Resources and our agency/organization for participation in the Florida Main
Street Program.

NOTE: Communities with more than 5,000 population are required to hire a full-time Executive Director;
communities with less than 5,000 population may employ a part-time Executive Director.

Signature of duly authorized representative

Date

James Wortham Mayer
Printed name and title of duly authorized representative

CITY OF CEDAR KEY
CITY COMMISSION MEETING
AGENDA SUMMARY COVER SHEET

Agenda Item: Approval for the City Clerk to Attend the 2026 Florida Redevelopment Association Annual Conference

Department: City Clerk's Office

Prepared By: Brooke Beck-Smith, City Clerk

REQUESTED ACTION

Approve attendance by City Clerk Brooke Beck-Smith at the 2026 Florida Redevelopment Association Annual Conference in October 2026 as part of her professional development and continued progress toward earning the Florida Redevelopment Association Redevelopment Administrator (FRA-RA) designation.

BACKGROUND AND SUMMARY

The Florida Redevelopment Association Annual Conference provides specialized training related to community redevelopment agency administration, redevelopment planning, financial management, statutory compliance, economic development, public-private partnerships, project implementation, and community revitalization.

Attendance is directly related to the City Clerk's responsibilities in administering and supporting the Cedar Key Community Redevelopment Agency. The Clerk's Office is responsible for coordinating CRA meetings and records, assisting with the budget, monitoring projects and agreements, supporting grant administration, maintaining required documentation, coordinating with consultants and community partners, and helping implement the policies and priorities established by the CRA Board.

JUSTIFICATION

Community redevelopment agencies operate under specialized statutory, financial, reporting, and ethical requirements. Continued professional education is important to ensure that the City's CRA is administered consistently, transparently, and in accordance with applicable requirements and established redevelopment practices.

Conference attendance will provide the City Clerk with training and resources that can be applied directly to Cedar Key's redevelopment activities, including:

- CRA budgeting, financial management, and reporting;
- Compliance with Florida redevelopment laws and requirements;

- Redevelopment planning and project implementation;
- Grants, incentives, and other redevelopment funding opportunities;
- Business retention, economic development, and downtown revitalization;
- Historic preservation and resilient redevelopment;
- Public-private partnerships and property redevelopment;
- Community engagement and intergovernmental coordination; and
- Current redevelopment practices, legislative developments, and emerging issues affecting Florida CRAs.

PURPOSE OF THE FRA-RA DESIGNATION

The FRA-RA designation demonstrates that a redevelopment professional has completed specialized education in the administration and operation of Florida community redevelopment agencies. Earning the designation will strengthen the Clerk's knowledge of the legal, financial, planning, and administrative requirements that apply specifically to CRA operations.

The designation will benefit the City and CRA by:

- Building specialized CRA knowledge within the City Clerk's Office;
- Improving the administration, documentation, and oversight of CRA activities;
- Supporting informed recommendations to the CRA Board and City Commission;
- Strengthening internal accountability and continuity;
- Improving coordination with attorneys, auditors, consultants, businesses, property owners, and governmental partners;
- Reducing the City's dependence on outside assistance for routine CRA administrative matters;
- Supporting compliance with redevelopment statutes, reporting requirements, adopted plans, and funding restrictions; and
- Providing the City with an administrator who has received formal training specific to Florida redevelopment agencies.

The purpose of obtaining the FRA-RA designation is not solely personal professional development. It is an investment in the City's internal administrative capacity and will

provide long-term institutional knowledge for the management of CRA funds, projects, records, and redevelopment initiatives.

ALIGNMENT WITH THE CITY CLERK'S OFFICE

The FRA-RA designation directly aligns with the City Clerk's existing and expanding responsibilities. The Clerk's Office serves as the administrative connection among the CRA Board, City Commission, staff, consultants, auditors, businesses, residents, and other redevelopment partners.

The training will also support the Clerk's work involving Florida Main Street, grant administration, economic development, historic preservation, public records, financial coordination, project monitoring, and implementation of Commission and CRA directives. These responsibilities overlap significantly with the objectives and daily operations of the Cedar Key CRA.

Florida Redevelopment Association (FRA)
ANNUAL CONFERENCE

October 20-23, 2026

Sunseeker Resort Florida Gulf Coast, Curio by Hilton
Charlotte Harbor

2026

REGISTRATION INFORMATION

The **2026 Florida Redevelopment Association Annual Conference** will be held on **October 20-23, 2026**, at the **Sunseeker Resort Florida Gulf Coast, Curio by Hilton**, in Charlotte Harbor.

The conference is an opportunity for redevelopment professionals, elected officials, and appointed officials who oversee administering redevelopment (economic development) programs in Florida cities and counties, and community redevelopment agencies (CRAs) who have separate, dedicated trust funds that can be spent on redevelopment projects, to meet in person. Attendees at the conference will have opportunities to enhance leadership skills, learn from municipal experts, share ideas with peers, discuss strategies for Florida's future, and hear about the latest in products and services for redevelopment projects.

Don't miss this opportunity to learn, network, and share!

DEADLINES

- ▶ **September 25, 2026:** Conference registration fee increases by \$100.00 after 5:00 p.m.
- ▶ **October 2, 2026:** Last day to reserve hotel accommodation with group block
- ▶ **October 16, 2026:** Online registration closes

REGISTRATION FEES

Full Registration (October 20-23, 2026)

Member: \$495.00; Nonmember: \$595.00
(Late registration fee applied September 26, 2026)
Member: \$595.00; Nonmember: \$695.00

CRA Board Training Course (October 21)
\$50.00

Tours (October 21, 2026)
\$50.00 per tour (1 tour per person)

Academy Graduation and Awards Banquet
(October 22, 2026)
\$75.00 Guest Ticket

Guest/Spouse Registration (October 20-23, 2026)
(Nonprofessional relations only)
\$325.00

Full registration and **guest/spouse** registration fee covers your name badge and admission to all conference sessions and the exhibit hall, refreshment breaks, light continental breakfasts each day, Wednesday's Welcome Luncheon in the exhibit hall, Wednesday's Welcome Reception in the exhibit hall, Thursday's Networking Luncheon in the exhibit hall, and Thursday's Academy Graduation and Awards Banquet. Tours are an additional fee. **NOTE:** Registration fees will increase by \$100.00 per registration/guest for all registrations made after 5:00 p.m. on September 25, 2026.

CANCELLATION POLICY

Conference registration cancellation requests must be emailed to mmontgomery@flcities.com no later than 5:00 p.m. on September 25, 2026, to be eligible for a conference registration refund. A \$50.00 cancellation fee will be applied to all cancellations. Refunds will be issued after the conference. **No refunds will be made after September 26, 2026, or for early departure from the conference.**

REGISTRATION INFORMATION

Online Registration – Credit Cards Only

Click here to register online and pay with a credit card. The FRA accepts Visa, Mastercard, or American Express.

Mail Registration – Checks Only

Complete the registration on page 9 if you are paying by check. Mail the registration form and check to the Florida Redevelopment Association Annual Conference, P.O. Box 1757, Tallahassee, FL 32302 by **September 25, 2026.**

HOTEL INFORMATION

The Sunseeker Resort Florida Gulf Coast, Curio by Hilton, 5500 Sunseeker Way, Charlotte Harbor, is the conference venue. Your paid registration confirmation email will include a hotel booking link to secure your reservation. Note that hotel reservations are not available until conference registration opens. The cutoff date for reservations is **October 2, 2026.** The FRA has secured the special rate of \$225/night + 12% tax. The FRA room block tends to fill up quickly, so reserve your room once your registration is complete. The FRA will never call you to book a room, nor does the FRA use a third party for hotel reservations. These calls and third-party operators are not authorized by the FRA and are not part of the room block. Self-parking for overnight conference attendees has been discounted to \$10/night plus tax.

SPECIAL NEEDS

If you are physically challenged and require special services, or if you have special dietary restrictions (e.g., specific allergies, kosher, and vegetarian requests), please attach a written description to your registration form.



QUESTIONS? Contact Meredith Montgomery, Meeting Planner, Florida Redevelopment Association/Florida League of Cities, Inc., 850.701.3636; mmontgomery@flcities.com



TENTATIVE PROGRAM

(Schedule and speakers subject to change)

TUESDAY, OCTOBER 20, 2026

1:00 p.m. - 5:00 p.m.

Registration Desk Open

3:00 p.m. - 5:30 p.m.

FRA Board of Directors Meeting

WEDNESDAY, OCTOBER 21, 2026

7:30 a.m. - 6:00 p.m.

Registration Desk Open

7:15 a.m. - 12:00 p.m.

**Tour (bus): Historic Downtown Fort Myers
Redevelopment Tour**

(Additional fee of \$50.00; pre-registration required)

Step into the story of a downtown area that has been redefining itself for more than four decades. This guided tour of Historic Downtown Fort Myers showcases the powerful evolution of the original redevelopment area—highlighting 42 years of vision, investment, and transformation.

Traveling to and from Sunseeker Resort, attendees will also gain insight into the momentum building across Fort Myers' three additional redevelopment areas: Cleveland Avenue, Dr. Martin Luther King, Jr. Boulevard, and East Fort Myers—each playing a critical role in the city's broader growth strategy.

At the heart of the experience is an immersive journey through the Downtown CRA, where energy and opportunity are reshaping the urban core. Explore key destinations such as Montage at Midtown, the Collaboratory, Sidney & Berne Davis Art Center, Common Ground, Florida Repertory Theatre, The Luminary Hotel, and Centennial Park.

From a thriving arts and culture scene to innovative public spaces, waterfront assets, and forward-looking mixed-use development, this tour delivers a compelling, on-the-ground perspective of how strategic redevelopment is driving connectivity, economic vitality, and a vibrant sense of place in Downtown Fort Myers.

7:15 a.m. - 12:00 p.m.

**Tour (bus & boat): Cape Coral CRA Waterfront
Redevelopment Boat Tour**

(Additional fee of \$50.00; pre-registration required)

Join us to experience Cape Coral's remarkable waterfront transformation from a perspective few get to enjoy. This exclusive boat tour through the Cape Coral Community Redevelopment Area offers an up-close look at the public and private investments reshaping the City's downtown waterfront.

Cruise through the Bimini Basin as you learn about its ongoing redevelopment and the vision for this signature waterfront destination. View transformative mixed-use developments, along with waterfront parks, marina improvements, and other projects that are enhancing connectivity, creating vibrant public spaces, and attracting new investment throughout the CRA.

Along the way, City staff will discuss the redevelopment strategies, public-private partnerships, infrastructure investments, and long-term planning efforts that are driving economic growth while preserving Cape Coral's unique waterfront character. As an added highlight, participants will enjoy a front-row view of Florida's tallest American flag—a 250-foot landmark unveiled during the City's Fourth of July celebration and now a striking new symbol in the Cape Coral skyline.

Whether you're seeking innovative redevelopment ideas, practical insights from an active CRA, or simply a memorable experience on the water, this tour provides an engaging look at redevelopment in action and the vision shaping Cape Coral's future.

7:15 a.m. - 12:00 p.m.

Tour (bus): Charlotte County

(Additional fee of \$50.00; pre-registration required)

Charlotte County's Community Redevelopment Areas showcase a dynamic mix of growth, renewal, and community investment. In the Charlotte Harbor CRA, Sunseeker Resort highlights the area's appeal with its relaxed yet luxurious waterfront experience. Nearby, the Parkside CRA is undergoing significant transformation, with the former Cultural Center site set to be rebuilt as

a central hub for the emerging Parkside Community. McGuire Park has already been revitalized into a vibrant gathering space featuring a splash pad, sports courts, a ninja ropes course, and a fishing dock. The Family Services Center serves as a vital resource, uniting numerous organizations to provide essential services and programs for residents of all ages. To the northwest, West Port is emerging as a major master-planned community near key attractions like the fairgrounds and sports facilities, including Charlotte Sports Park—an 82-acre venue and spring training home of the Tampa Bay Rays that also offers year-round events, recreation, and access to nearby environmental trails.

8:00 a.m. - 12:00 p.m.

CRA Board Training Course

Presented by: Renee Jadusingh, Esq., FRA-RA, FRA Past President, Executive Director, Delray Beach CRA

This is a general educational session designed for CRA staff, elected and appointed officials, volunteers, and advisory board members. It provides a succinct overview of what you need to know that you don't know in the universe of CRAs. Learn some helpful, practical, legal, and administrative best practices for CRA policymaking success.

11:30 a.m. - 6:30 p.m.

Exhibit Hall Open

12:00 p.m. - 1:15 p.m.

Welcome Luncheon in the Exhibit Hall

1:15 p.m. - 2:15 p.m.

Welcome and Keynote Address

Keynote Speaker: John Talmage, Lee County Economic Development Office, Fort Myers

Keynote Presentation: Current Economic Development Projects



Join us for an engaging keynote presentation featuring an insightful discussion of current economic development projects and the trends shaping communities today. Drawing on extensive experience and expertise, Mr. Talmage will share real-world perspectives, emerging opportunities, and the challenges facing economic development professionals.

Presented in a conversational style without slides or notes, this dynamic session encourages meaningful dialogue and offers attendees a unique opportunity to hear firsthand insights into the issues influencing growth, investment, and redevelopment across our communities.

John has spent nearly 40 years working in local economic and community development, both for municipal governments and national research organizations. Currently, John is the Director of Economic Development for Lee County. Previously, he served as the Chief of Staff to the City Manager of the City of Fort Myers and served for several years on the Sanibel City Planning Commission.

John began his career working for the New York City Council during the Dinkins and Giuliani Administrations, focusing on development along the Brooklyn Heights, Williamsburg, and Greenpoint waterfronts. He directed Economic Development for the City of New Orleans during the Nagin Administration and served as a Senior Policy Advisor to Mayors Diaz of Miami and Mallory of Cincinnati.

John left local government to serve as the CEO/President of Social Compact, a research organization serving the federal regulatory community, cities around the country, and community development organizations specializing in micro-market and demographic research.

John facilitates a Community Real Estate Development Program for the University of South Florida's Florida Institute of Government throughout Florida and is a Senior Research Fellow in Economic Development at Florida International University's Metropolitan Institute.

John has served on a number of boards, including the Florida Export Finance Corporation, Florida Community Loan Fund, Habitat for Humanity of Lee & Hendry Counties, CareerSource Southwest Florida, Foundation for Lee County Public Schools, Sanibel Community Association, F.I.S.H., CROW, and the Sanibel Sea School. John has been recognized for his work in community development by both the United States Congress and the New York State Assembly and has received over 35 awards for his contributions to economic and community development around the country.



2:15 p.m. - 2:30 p.m.

Refreshment Break in the Exhibit Hall

2:30 p.m. - 3:30 p.m.

Best Recipes for Return on Investment (ROI)

How does your CRA Financial Plan stack up? Redevelopment Plans need a balanced strategy for maximum success. Private sector Blight Removal and Replacement creates a needed increment for Public Sector Enhancements that will support long-term sustainability. This program focuses on convincing ways to gain support to plan, budget, and build.

2:30 p.m. - 3:30 p.m.

From Corridor to Destination: Re-envisioning Lakeland's Memorial Boulevard

See how one corridor can change a city's trajectory. This session showcases Lakeland's approach to repositioning Memorial Boulevard through strategic planning for corridor infrastructure investments, market-ready redevelopment sites, and community-centered planning, to create vibrant gateways, stronger mobility connections, and catalytic opportunities for long-term economic growth.

2:30 p.m. - 3:30 p.m.

From Transparency to Trust: Strategies for Communicating CRA Projects and Public Investment

This session will explore practical, modern communication strategies that CRAs of all sizes can implement to effectively disseminate information, increase transparency, and strengthen public confidence. Attendees will learn how to leverage short-form video updates, newsletters, social media, and visual storytelling to translate complex redevelopment initiatives into clear, accessible, and engaging content.

3:30 p.m. - 3:45 p.m.

Refreshment Break in the Exhibit Hall

3:45 p.m. - 5:00 p.m.

Clean & Safe Programming

This session explores how Clean & Safe Programming strengthens community policing through proactive engagement, beautification, and cross-department collaboration. Learn how ambassadors, data-driven deployment, and neighborhood partnerships reduce

quality-of-life issues, build trust, and create safer, more vibrant redevelopment districts.

3:45 p.m. - 5:00 p.m.

A Connected Community: The Renaissance of Lake Wales

Lake Wales CRA is revitalizing its historic "City in a Garden" vision with pedestrian-friendly streetscapes, lush landscaping, mixed-use housing expansion, and restoration of landmarks like the Walesbilt Hotel. Guided by tactical planning documents, the city aims to strengthen mobility, preserve history, enhance quality of life, and build a vibrant, connected community.

3:45 p.m. - 5:00 p.m.

Beyond Promotion: Using CRA Communications to Attract Business, Investment, and Redevelopment Opportunities

This session explores how CRAs can use communications as a strategic redevelopment tool rather than just a promotional function. Attendees will learn how to market CRA projects, programs, and opportunities to support business attraction, investor confidence, and private-sector engagement while staying compliant with statutory requirements. Through practical examples and a clear decision-making framework, this session will help CRA professionals shift from marketing and promotion to purposeful communications that advance redevelopment outcomes.

5:00 p.m. - 6:30 p.m.

Welcome Reception in the Exhibit Hall

THURSDAY, OCTOBER 22, 2026

8:00 a.m. - 3:00 p.m.

Registration Desk Open

8:00 a.m. - 1:00 p.m.

Exhibit Hall Open

8:00 a.m. - 9:00 a.m.

Light Continental Breakfast in the Exhibit Hall



9:00 a.m. - 10:15 a.m.

From Work Plan to Action: A Grassroots Approach to Mobility Programming

To secure high-density land use as an incentive for vertical redevelopment in the Westgate CRA, an action-driven traffic mitigation work plan was developed, leveraging CRA funds to address anticipated traffic congestion through infrastructure improvements, programmatic initiatives, and P3 cross-jurisdictional partnerships. The CRA launched an innovative, incentive-based voluntary Traffic Demand Management (TDM) program in collaboration with the WPBgo Mobility Coalition to encourage multimodal alternatives for large employers, multifamily developments, institutions, and residential neighborhoods District-wide.

9:00 a.m. - 10:15 a.m.

Embrace Your Superpower: Leveraging Partnerships to Support Economic Development

The session will describe how communities can engage with and leverage community partners. It will showcase how Regional Planning Councils (RPCs) play key roles in revitalization, how local stakeholders are vital partners in redevelopment, and how communities can leverage similar partnerships to advance economic development.

9:00 a.m. - 10:15 a.m.

Door-to-Door Dialogue

Safe Neighborhoods Initiative – going door-to-door engaging residents. Hear about the trials and successes of bringing multiple departments together to work as one through neighborhood outreach. See what tools and resources can make the walk more productive and make a bigger impression in your city.

10:15 a.m. - 10:30 a.m.

Refreshment Break in the Exhibit Hall

10:30 a.m. - 11:30 a.m.

The St. Augustine Experience

Discover how St. Augustine leverages three distinct Community Redevelopment Areas (CRAs) to preserve its rich history while fostering strategic growth and economic vitality. This session explores how each CRA reflects the unique character and priorities of its district, supporting targeted redevelopment, infrastructure investment, and community enhancement. Attendees will gain insight into the City's innovative special

projects and programs—from historic preservation, mobility improvements, residential repair, and grant programming to public space enhancements and economic development initiatives—that collectively shape the St. Augustine experience. Learn how coordinated planning, public-private partnerships, and community engagement drive sustainable progress in the Nation's Oldest City.

10:30 a.m. - 11:30 a.m.

Creative Affordable Housing Strategies: Smart CRA Investments, Building ADUs, Unit Creation, and More

The session explores how the Tampa CRA dedicates 30% of its budget to affordable housing through unit creation, rehabilitation, infill development, down payment assistance, and strategic acquisition. It also highlights Delray Beach CRA's recent Accessory Dwelling Unit study and an innovative ADU townhouse project expanding local housing options.

10:30 a.m. - 11:30 a.m.

Designing the Future: Parks, CPTED, and CRA Guidelines that Shape Redevelopment

This session highlights how the City of Niceville and the City of Fort Walton Beach are using design-driven strategies to guide impactful redevelopment within their Community Redevelopment Areas. The presenters will demonstrate how intentional design choices shape public spaces, elevate safety and mobility, and support long-term redevelopment goals. The session will also explore how CRAs can utilize design guidelines to influence both public and private investment, establish a cohesive district identity, and create resilient, high-quality places. Attendees will leave with practical, replicable strategies for integrating design, safety, and phased implementation into their own CRA projects.

11:30 a.m. - 1:00 p.m.

Networking Luncheon in the Exhibit Hall

1:00 p.m. - 2:30 p.m.

Keynote Address

Keynote Speaker: Shellie Phelps, Artist, Author, Public Speaker, and Community Consultant

Keynote Presentation: *Becoming a Very Big Fish – A Small Town's Journey to Becoming Who They Always Were*



"Becoming a Very Big Fish" is the candid story of a small town's creativity, teamwork, resilience, and incredible transformation. This presentation blends storytelling with practical wisdom on

how towns – and people – can discover their own unique superpower by embracing authenticity. Attendees will leave believing that growth and positive change are possible – even in the most unlikely places.

Shellie Phelps is a nationally recognized public speaker and community consultant who helps small towns rediscover their identity through creative revitalization. A lifelong artist and art educator, she blends vision, storytelling, and collaboration to inspire communities across the United States. This year, she has launched a pilot program through the North Florida Economic Development Partnership to take a boots-on-the-ground approach with a Rural Revitalization Revival in North Florida. She has had the opportunity to work with the communities featured on the hit HGTV show "Home Town Takeover" and recently published her first book, *Becoming a Big Fish*.

2:45 p.m. - 3:00 p.m.

Annual Membership Meeting

3:00 p.m. - 4:30 p.m.

The RITE Rebrand: Creating a Competitive Economic Ecosystem

The Davie Community Redevelopment Agency (CRA) will discuss its rebranding initiative, covering the risks and benefits of rebranding, effective marketing techniques, strategies for engaging the business community, and the overall rebranding process. Participants will gain insights to assess the suitability of rebranding for their needs.

3:00 p.m. - 4:30 p.m.

Small Town Redevelopment

This is a targeted discussion focused on revitalizing underused areas in the Cities of Apopka and Bartow. The redevelopment focuses on strengthening the local economy and improving the quality of life while preserving the identities and character of the two cities as Small Towns.

Unlike large urban redevelopment, the City of Apopka and City of Bartow's Small-Town redevelopment is incremental for commercial and residential development, community-driven, and place-based for community activation.

3:00 p.m. - 4:30 p.m.

Workforce Housing Turns 20: Lessons Learned and Next Steps

Palm Beach County's Workforce Housing Program is entering its 20th year. It has evolved as conditions have changed; today, it has over 1,500 rental units and several hundred for-sale units to its credit, including some delivered in partnership with local CRAs. Panelists will share successes and challenges, both past and present.

6:00 p.m. - 7:00 p.m.

Banquet Reception

7:00 p.m. - 9:00 p.m.

Academy Graduation and Awards Banquet

Help us congratulate our Academy graduates, award winners, and the 2026-2027 Board of Directors. (This event is included with a full registration. Guest tickets are available for an additional fee. See page 9 for details.)

FRIDAY, OCTOBER 23, 2026

8:00 a.m. - 10:00 a.m.

Registration Desk Open

8:30 a.m. - 9:30 a.m.

Light Continental Breakfast



8:30 a.m. - 11:30 a.m.

Breakfast with the Experts

Enjoy a light continental breakfast at this flexible networking session. Breakout groups will focus on redevelopment hot topics such as affordable housing, ongoing maintenance in a CRA, and many more. This will be a great opportunity to network, share success stories, and learn from your peers.

9:30 a.m. - 11:30 a.m.

Hot Legal Topics in Redevelopment

Laws relevant to CRAs change often. Join us for a session on hot legal topics in redevelopment. We will have our best CRA legal minds discuss the 2019 changes to Chapter 163, Part III, Florida Statutes, and legislation on topics impacting redevelopment and CRAs.

9:30 a.m. - 11:30 a.m.

Brownfields: Looking Beyond the “Brownfield Areas” Designation

For many Florida CRAs, the term “Brownfield Area” carries a heavy stigma that can alienate property owners and create public relations hurdles for local governments. But what if you could access federal cleanup resources without the immediate “blanket” designation? This session explores a strategic reversal of the traditional process: securing EPA Assessment Grants first to identify actual environmental conditions before committing to a formal local resolution. We will discuss how to leverage federal funding for site assessments, engage property owners without causing “designation dread,” and ensure that formal Brownfield Area boundaries are only drawn when—and where—contamination actually exists. Join us to learn how to navigate the technicalities of the FDEP and EPA programs while protecting your city’s image and property values.

11:30 a.m.

Conference Adjourns

2026 FRA ANNUAL CONFERENCE REGISTRATION FORM

Sunseeker Resort Florida Gulf Coast, Curio by Hilton • Charlotte Harbor • October 20-23, 2026

Florida Redevelopment Association

P.O. Box 1757 • Tallahassee, FL • 32302-1757 • 850.701.3636 • mmontgomery@flcities.com

Online Registration – Credit Cards Only: [Click here](#) to register online and pay with a credit card. The FRA accepts Visa, Mastercard, or American Express.

Mail Registration – Checks Only: Complete the registration form if you are paying by check. Mail the registration form and check to the Florida Redevelopment Association Annual Conference, P.O. Box 1757, Tallahassee, FL 32302 by **September 25, 2026**.

Registration Deadline: After 5:00 p.m. on September 25, 2026, registrations are subject to a \$100.00 fee increase.

Special Needs: If you require special services or have dietary needs, please attach a written description to your registration form.

Cancellation Policy: Conference registration cancellation requests must be emailed to mmontgomery@flcities.com no later than 5:00 p.m. on September 25, 2026, to be eligible for a conference registration refund. A \$50.00 cancellation fee will be applied to all cancellations. Refunds will be issued after the conference. **No refunds will be made after September 26, 2026, or for early departure from the conference.**

Full Name: _____ Nickname (for badge): _____

Title: _____ Organization: _____

Email: _____ Phone: _____

Guest/Spouse** (if purchasing): _____ Nickname (for badge): _____

REGISTRATION TYPE	MEMBER	NONMEMBER	TOTALS
Full Registration (October 20-23, 2026)	\$495.00	\$595.00	_____
Full Registration (October 20-23 – After September 25)	\$595.00	\$695.00	_____
CRA Board Training Course (October 21 at 8:00 a.m.)	\$50.00	\$50.00	_____
Tour (bus): Historic Fort Myers (October 21 at 7:15 a.m.)	\$50.00	\$50.00	_____
Tour (bus/boat): Cape Coral CRA Waterfront (October 21 at 7:15 a.m.)	\$50.00	\$50.00	_____
Tour (bus): Charlotte County (October 21 at 7:15 a.m.)	\$50.00	\$50.00	_____
Guest/Spouse Registration** (October 20-23, 2026)	\$325.00	\$325.00	_____
Extra Ticket: Academy Graduation and Awards Banquet (October 22 at 6:00 p.m.) (The banquet ticket is included with a full registration and a guest registration. If attending the banquet only and not attending conference, a banquet ticket must be purchased.)	\$75.00	\$75.00	_____
TOTAL			\$ _____

**CITY OF CEDAR KEY
CITY COMMISSION MEETING
AGENDA SUMMARY COVER SHEET**

Agenda Item: Approval of RFP No. 2026-BGS-01 for a Boutique Grocery Store

Department: City Clerk's Office

Prepared By: Brooke Beck-Smith, City Clerk

Requested Action

Approve RFP No. 2026-BGS-01 and authorize City staff to advertise and solicit proposals for the development and operation of a boutique grocery store in Cedar Key.

Background and Summary

The City Commission has identified the need for a boutique grocery store that will provide residents and visitors with convenient access to groceries, fresh food, household necessities, and other essential products.

RFP No. 2026-BGS-01 seeks proposals from qualified businesses, developers, operators, or teams capable of establishing, maintaining, and operating a boutique grocery store within Cedar Key. Proposals must address the proposed location, property control, financing, design, construction or build-out, regulatory compliance, ongoing maintenance, staffing, inventory, and long-term operation of the business.

Because the City does not currently own property designated for this project, proposers will be responsible for identifying and securing an appropriate location. Any proposed development or build-out must comply with applicable City standards, historic preservation requirements, floodplain and FEMA requirements, building codes, permitting requirements, and other applicable regulations.

Approval of the RFP authorizes staff to advertise the solicitation and receive proposals. Any recommended selection, agreement, incentive, financial commitment, or use of City resources will be presented separately to the City Commission for consideration and approval.

Fiscal Impact

There is no direct fiscal impact associated with approving and advertising the RFP, other than customary advertising and administrative costs. Any proposed City funding, incentive, partnership, property interest, or other financial commitment will require separate review and approval by the City Commission.

Staff Recommendation

Staff recommend approval of RFP No. 2026-BGS-01 and authorization for City staff to advertise the solicitation and receive proposals.

Attachment

RFP No. 2026-BGS-01 – Boutique Grocery Store

CITY OF CEDAR KEY

REQUEST FOR PROPOSALS

Development, Implementation, Operation, and Maintenance of a Boutique Grocery Store

Solicitation Number	RFP 2026-BGS-01
Issue Date	[INSERT DATE]
Optional/Required Pre-Proposal Meeting	[INSERT DATE, TIME, AND LOCATION OR "NOT APPLICABLE"]
Questions Due	[INSERT DATE AND TIME]
Proposals Due	[INSERT DATE AND TIME]
Delivery Location	City Clerk, City of Cedar Key, 809 6th Street, Cedar Key, Florida 32625
Procurement Contact	City Clerk [INSERT EMAIL] [INSERT PHONE]

The City does not own or offer a project site through this solicitation. Each Proposer must identify and demonstrate control of a suitable property within the municipal limits of Cedar Key.

DRAFT FOR CITY AND LEGAL REVIEW

1. Invitation and Notice

The City of Cedar Key, Florida (the “City”), invites proposals from qualified grocery operators, property owners, developers, businesses, or integrated development teams to establish and continuously operate a boutique grocery store within the municipal limits of Cedar Key. The successful Proposer will identify and secure a privately owned or leased site; complete all due diligence, design, permitting, construction, and resilient build-out; furnish and stock the store; implement the business; and provide ongoing operation and maintenance.

The City seeks a financially sustainable neighborhood market that serves year-round residents while complementing Cedar Key’s historic, coastal, and tourism-based economy. The desired store will provide dependable access to fresh foods, everyday grocery staples, household necessities, and locally sourced products at reasonable prices.

No Proposer shall obtain property, contractual, reimbursement, development, or other rights by submitting a Proposal, participating in negotiations, or being ranked by the City. The City shall not be contractually or otherwise bound until a final written agreement has been approved by the appropriate governing body and fully executed by authorized representatives.

2. Background and Community Need

Cedar Key is an island community in Levy County with a year-round population, seasonal residents, visitors, working waterfront businesses, and recurring exposure to coastal storms and flooding. The City desires a grocery operation that improves local food access, strengthens economic resilience, supports local producers where practical, and can prepare for and recover from severe weather.

The City does not own property designated for this project. Proposers are expected to use their market knowledge and private-sector resources to identify a viable location and assemble a team capable of delivering and operating the complete project.

3. Solicitation Objectives

- Establish a well-managed boutique grocery store within Cedar Key’s municipal limits.
- Provide fresh produce, dairy, meat or protein options, frozen foods, pantry staples, bread, beverages, household necessities, personal-care items, and emergency supplies.
- Incorporate local seafood, produce, prepared foods, and Cedar Key-area products when legally and commercially feasible.
- Complete a context-sensitive build-out that meets all applicable City, state, federal, floodplain, coastal, wind, fire, accessibility, sanitation, and food-safety requirements.
- Create a resilient operation with storm preparation, protected refrigeration, backup power, alternate supply arrangements, and a post-disaster reopening plan.
- Secure substantial private investment and minimize the amount and risk of any public assistance.

- Maintain the property, improvements, equipment, and grocery operation throughout the agreement term.

4. Anticipated Procurement and Agreement Structure

This is a best-value Request for Proposals. The City will evaluate qualifications together with the proposed site, grocery concept, development approach, financial capacity, implementation schedule, requested public assistance, and long-term operating commitments. The City may shortlist, interview, request clarifications from, and negotiate with one or more Proposers.

Any selection is expected to result in negotiation of an economic development, incentive, performance, or similar agreement appropriate to the final project. If a City or Community Redevelopment Agency ("CRA") contribution is proposed, it will be subject to independent legal eligibility, public-purpose findings, funding availability, the applicable budget and CRA plan, and separate approval by the responsible governing body.

5. Minimum Proposer Requirements

A Proposal may be submitted by an individual entity or a team. At a minimum, the Proposer must:

- Be authorized to conduct business in Florida before contract execution.
- Demonstrate relevant grocery retail, specialty-market, food-service, commercial development, or comparable operating experience.
- Identify the party responsible for property control, development, construction, store operations, and maintenance.
- Demonstrate access to sufficient capital for site control, design, construction, equipment, opening inventory, and operating reserves.
- Be able to obtain all required professional and contractor licenses, permits, insurance, and bonds.
- Disclose any material litigation, bankruptcy, contract default, termination for cause, code enforcement action, or regulatory action during the preceding five years.

6. Site Identification and Control

6.1 Location

The proposed site must be within the municipal limits of Cedar Key and suitable for the proposed use. The City does not guarantee the availability, condition, title, zoning, development capacity, floodplain suitability, utility capacity, or commercial viability of any property.

6.2 Evidence of Site Control

The Proposal must include one or more of the following:

- Recorded ownership documentation;

- An executed lease;
- An enforceable option to purchase or lease;
- A letter of intent or written commitment signed by the property owner; or
- Other evidence acceptable to the City demonstrating a realistic ability to obtain site control.

If binding site control has not been secured by the Proposal due date, the City may condition selection upon the Proposer obtaining acceptable site control within [60/90] days. The City may discontinue negotiations if site control is not timely established.

6.3 Required Site Information

- Street address, parcel identification number, current owner, acreage, and existing building square footage.
- Description and term of the proposed ownership, lease, or development arrangement, including renewal rights.
- Current zoning, future land use, proposed use status, and any anticipated variance, conditional-use, rezoning, or development approval.
- FEMA flood zone, preliminary base flood elevation, available elevation certificate, and any Coastal High Hazard Area or Coastal A Zone considerations.
- Historic district status and anticipated historic preservation approvals, if applicable.
- Existing utilities and anticipated water, sewer/septic, grease, electric, communications, solid waste, and stormwater needs.
- Parking, pedestrian access, ADA access, delivery/loading, emergency access, bicycle access, and waste collection arrangements.
- Photographs, preliminary site plan, floor plan, and summary of known building or site conditions.

7. Scope of Services and Responsibilities

7.1 Due Diligence and Feasibility

The selected Proposer will be responsible for all investigations necessary to confirm feasibility, including title and survey review, zoning, floodplain analysis, elevation data, environmental conditions, structural condition, utility capacity, access, parking, market demand, construction cost, insurance availability, and financing.

7.2 Design and Professional Services

The Proposer will retain appropriately licensed Florida professionals to prepare plans, calculations, specifications, cost estimates, permit applications, and certifications. The design must be compatible with Cedar Key's scale and character and must address customer circulation, storage, deliveries, food safety, accessibility, flood resilience, wind resistance, energy use, and future maintenance.

7.3 Turnkey Build-Out

The Proposer will provide or cause to be provided all labor, supervision, materials, equipment, and services necessary for a complete, operational store, including as applicable:

- Demolition, site work, foundations, structural repairs or improvements, exterior envelope, roofing, openings, and interior construction.
- Electrical, plumbing, HVAC, ventilation, refrigeration, lighting, fire alarm, suppression, and life-safety systems.
- Food-safe flooring, walls, ceilings, counters, sinks, preparation areas, restrooms, storage, receiving, and employee areas.
- Walk-in coolers and freezers, refrigerated and frozen cases, shelving, displays, carts or baskets, checkout counters, point-of-sale, inventory, security, and communications systems.
- ADA-compliant routes, entrances, service areas, restrooms, parking, and signage.
- Parking, loading, delivery, refuse, recycling, grease, stormwater, landscaping, exterior lighting, and signage improvements.
- Generator or other backup-power system sized to protect critical refrigeration, lighting, communications, and safety functions.
- Testing, inspections, commissioning, correction of deficiencies, warranties, closeout documents, and certificate of occupancy or completion.

8. Codes, Permits, FEMA, and Resilience Requirements

All work must comply with the codes, maps, standards, and laws in effect when permits are submitted and work is performed. The Proposer is solely responsible for determining the requirements applicable to the selected site. Applicable requirements may include, without limitation:

- City of Cedar Key Code of Ordinances and Land Development Code, including zoning, historic preservation, floodplain management, signage, parking, and site-development requirements.
- The then-current Florida Building Code, Florida Fire Prevention Code, Florida Accessibility Code, and applicable electrical, plumbing, mechanical, energy, and existing-building provisions.
- FEMA National Flood Insurance Program requirements, effective Flood Insurance Rate Maps, base flood elevations, City-required freeboard, and applicable floodway or coastal construction requirements.
- ASCE 24 flood-resistant design and construction provisions and applicable ASCE 7 wind and structural loading provisions as incorporated by the governing code.
- Elevation, dry floodproofing when legally permitted, flood-damage-resistant materials, flood openings, anchoring, and protection or elevation of utilities and critical equipment.
- Coastal High Hazard Area and free-of-obstruction requirements when applicable.
- Impact protection, windborne-debris protection, wind-resistant roofing and exterior components, and anchoring of exterior and rooftop equipment.
- Federal, state, and local accessibility, environmental, food-safety, sanitation, occupational safety, health, and licensing requirements.

The City's review or approval of a Proposal, concept, plan, incentive, or agreement does not constitute zoning approval, development approval, floodplain approval, a building permit, historic preservation approval, health approval, or any other regulatory authorization. All required approvals must be obtained through the ordinary processes, and no favorable outcome is guaranteed.

9. Grocery Concept and Minimum Service Expectations

9.1 Required Concept Narrative

The Proposal must describe the store's identity, target customers, product mix, pricing approach, staffing, hours, services, sourcing strategy, and relationship to Cedar Key's community and working waterfront.

9.2 Core Grocery Function

The store must remain principally a grocery and neighborhood-market operation. Specialty, prepared-food, beverage, souvenir, or tourism-oriented sales may complement—but may not materially displace—the core grocery function promised in the Proposal and final agreement.

The proposed inventory should address, at minimum:

- Fresh produce; dairy and eggs; meat, seafood, or other protein options; bread; frozen foods; and refrigerated foods.
- Shelf-stable pantry staples, canned goods, cereal, snacks, beverages, basic baking and cooking supplies, and condiments.
- Household cleaning products, paper goods, personal-care items, pet basics, and commonly needed over-the-counter items when properly licensed.
- Storm and emergency items such as water, ice, batteries, shelf-stable foods, sanitation supplies, and basic first-aid products.
- Local seafood, produce, prepared foods, and locally made goods when legally, safely, and commercially feasible.

9.3 Customer Access

The Proposal must state anticipated days and hours of operation; holiday and seasonal schedules; plans for delivery, curbside pickup, or online ordering; accessibility accommodations; and plans to accept SNAP/EBT and pursue WIC authorization if eligible and commercially feasible.

10. Implementation and Opening Plan

Provide a milestone schedule measured from agreement execution, including:

1. Finalize site control and complete due diligence.
2. Complete concept and construction design.
3. Submit and obtain required development and regulatory approvals.

4. Close financing and authorize construction.
5. Complete construction and install equipment.
6. Recruit and train employees; establish suppliers and operating procedures.
7. Obtain food, business, occupancy, and other operating approvals.
8. Receive initial inventory, conduct a soft opening, and begin full operations.

The Proposal must identify a proposed outside opening date, material dependencies, critical risks, and remedies for delay. The final agreement may establish milestone deadlines, notice requirements, cure periods, and termination or repayment rights.

11. Operations, Maintenance, and Asset Management

The selected Proposer will be responsible for all costs and activities necessary for continuous, safe, lawful, clean, and attractive operation, except for any responsibility expressly accepted by another party in the final agreement. Responsibilities include:

- Daily management, staffing, payroll, training, inventory, merchandising, customer service, accounting, and tax compliance.
- Cleaning, sanitation, food safety, pest control, grease management, refuse and recycling, and restroom upkeep.
- Utilities, communications, security, landscaping, parking, loading, signage, and exterior upkeep as assigned by the property agreement.
- Preventive maintenance, inspection, repair, and replacement of refrigeration, freezer, HVAC, electrical, plumbing, generator, point-of-sale, security, fire-safety, and grocery equipment.
- Maintenance of roofs, openings, structural components, floodproofing features, drainage, and other building systems as allocated between owner and operator.
- Maintenance of all licenses, permits, registrations, certifications, insurance, and supplier agreements.
- Prompt correction of code, health, safety, accessibility, and maintenance deficiencies.
- Capital replacement planning and adequate reserves for equipment failure and building maintenance.

If the operator leases the site, the Proposal must include a responsibility matrix identifying the operator's and landlord's maintenance, capital-repair, insurance, casualty, and storm-recovery obligations. The final lease must be consistent with the commitments made to the City.

12. Disaster Preparedness and Continuity of Operations

The Proposal must include a preliminary hurricane and continuity-of-operations plan addressing:

- Pre-storm staffing, inventory, communications, facility protection, shutdown, and evacuation procedures.
- Protection of refrigerated and frozen inventory and critical records.
- Backup power, generator maintenance, fuel supply, safe operation, and testing.

- Alternate suppliers, delivery routes, emergency purchasing, and inventory prioritization.
- Employee accountability and customer communications before and after a closure.
- Post-storm damage inspection, food-safety assessment, cleanup, repairs, and safe reopening.
- Coordination with City emergency-management personnel when requested and legally appropriate.
- Target reopening timeframes based on site access, utilities, safety, and regulatory authorization.

13. Potential City or CRA Assistance

The City may consider a lawful, reasonable, and performance-based form of assistance; however, no assistance is promised. A Proposer requesting assistance must identify the specific amount, form, purpose, timing, public benefit, and minimum assistance necessary for the project to proceed.

Potential forms of assistance, if separately authorized, may include development coordination, letters of support, marketing assistance, an eligible CRA incentive, reimbursement of approved eligible costs, or another lawful economic-development measure. The City will not guarantee financing, profitability, site acquisition, zoning, permits, insurance, utilities, or third-party approvals.

Any financial assistance may be subject to:

- A demonstrated funding gap and verification of private investment and financing.
- Eligibility under applicable law, the City budget, and the CRA plan, if CRA funds are proposed.
- Governing-body approval at a public meeting and execution of a separate agreement.
- Payment only after completion, inspection, and submission of invoices, proof of payment, permits, lien releases, and other documentation.
- A minimum continuous operating term of [FIVE/SEVEN/TEN] years.
- Milestone, minimum-hour, grocery-inventory, maintenance, reporting, and public-benefit requirements.
- Prorated repayment, clawback, lien, mortgage, guaranty, letter of credit, or other security if the project fails to open, closes early, materially changes use, or defaults.

14. Required Proposal Contents

Proposals should be organized in the following order and include sufficient detail for evaluation:

1. Cover Letter and Executive Summary. Identify the Proposer, authorized representative, proposed site, requested City assistance, anticipated private investment, and proposed opening date.
2. Team and Organizational Structure. Identify all owners, partners, affiliates, property owners, developers, operators, consultants, architects, engineers, contractors, and key personnel.
3. Qualifications and Relevant Experience. Provide project examples, dates, costs, size, role, opening status, performance, and client references.
4. Site Proposal and Evidence of Control. Provide all information required by Section 6 and disclose contingencies.

5. Grocery Concept and Community Benefit. Describe product mix, affordability, local sourcing, customer services, hours, staffing, and year-round service.
6. Design, Build-Out, and Resilience Approach. Include preliminary plans, major systems, code and flood strategy, backup power, estimated costs, and professional team.
7. Implementation Schedule. Provide milestones, dependencies, critical path, opening date, and risk-mitigation measures.
8. Operations, Maintenance, and Disaster Plan. Address continuous operations, maintenance allocation, reserves, severe weather, and reopening.
9. Financial Proposal. Provide sources and uses, private equity, debt, requested assistance, operating pro forma, and evidence of capacity.
10. Exceptions and Requested Contract Terms. Clearly identify all exceptions to this RFP and all requested conditions.
11. Required Forms and Certifications. Submit all forms included in or added to the solicitation.

15. Financial Information

The financial submission must include:

- Total estimated project cost and detailed sources-and-uses schedule.
- Acquisition or lease costs, design and permitting, construction, equipment, initial inventory, pre-opening expenses, working capital, and contingency.
- Amount and source of Proposer equity, debt, grants, tax credits, landlord contribution, and other financing.
- Five-year operating pro forma showing sales assumptions, cost of goods, staffing, occupancy, utilities, maintenance, insurance, debt service, and cash flow.
- Evidence of available capital, financing interest, or other financial capacity.
- Specific amount and proposed structure of any requested City or CRA assistance.
- Proposed performance security and repayment or clawback terms.

Confidential or exempt financial information must be separately marked with the specific legal basis asserted. The City cannot guarantee confidentiality and will determine disclosure obligations under Florida law.

16. Evaluation and Selection

An evaluation committee may review responsive Proposals using the following criteria. The City may adjust the final criteria by addendum before the Proposal deadline.

Criterion	Points
Proposed site, suitability, and evidence of site control	20
Grocery concept, affordability, and community benefit	20
Experience, qualifications, references, and project team	15

Criterion	Points
Build-out, code compliance, FEMA/flood resilience, and backup power	15
Financial capacity, private investment, and project feasibility	15
Implementation schedule and readiness to open	10
Reasonableness of requested public assistance and overall value	5
TOTAL	100

16.1 Selection Process

The City may use any combination of written evaluation, clarification requests, interviews, presentations, site visits, reference checks, financial review, due diligence, and negotiations. The City may negotiate with the highest-ranked Proposer, negotiate concurrently with more than one Proposer when permitted, discontinue negotiations, or reject all Proposals.

16.2 Conditions Precedent to Final Award

- Acceptable evidence of site control.
- Verification of financial capacity and project financing.
- Agreement on scope, milestones, operating obligations, maintenance, public benefit, remedies, and any assistance.
- Confirmation of legal eligibility and funding availability for any City or CRA participation.
- Approval by the appropriate governing body and execution of definitive agreements.

17. Proposal Instructions

Submission Deadline	[INSERT DATE AND TIME]
Submission Method	[INSERT SEALED HARD-COPY AND/OR ELECTRONIC REQUIREMENTS]
Copies	[INSERT NUMBER OF ORIGINALS/COPIES AND ELECTRONIC FORMAT]
Envelope/Subject Label	RFP 2026-BGS-01 – Boutique Grocery Store
Questions	Submit in writing to [INSERT CONTACT AND EMAIL] by [INSERT DEADLINE].
Addenda	Proposers are responsible for obtaining and acknowledging all addenda.

Late Proposals may be rejected. Oral explanations or instructions are not binding. Only a written addendum issued by the City may modify this solicitation. Proposers must not contact elected officials or evaluation committee members regarding this solicitation except through the designated process.

18. General Terms and Reservations

- The City may reject any or all Proposals, waive nonmaterial irregularities, cancel or reissue the solicitation, request additional information, or make no award.
- All costs of Proposal preparation, due diligence, negotiation, design, financing, and participation are the Proposer's sole responsibility.
- The City may investigate qualifications, finances, references, ownership, litigation, regulatory history, and any other matter relevant to responsibility and risk.
- Selection, ranking, negotiation, or governing-body authorization does not create a contract or entitlement.
- The Proposer is responsible for verifying all information and may not rely on estimates, concepts, or property information supplied by the City without independent confirmation.
- Any resulting agreement will be governed by Florida law, with venue as provided by law in Levy County, Florida.
- The selected Proposer must comply with applicable public-records requirements, including section 119.0701, Florida Statutes, when applicable.
- The selected Proposer must comply with applicable E-Verify requirements, including section 448.095, Florida Statutes.
- The selected Proposer must disclose conflicts of interest and comply with applicable ethics, lobbying, nondiscrimination, and drug-free workplace requirements.
- The selected Proposer may not assign the award, agreement, site-control arrangement, or controlling interest without prior written City approval where required by the final agreement.

19. Anticipated Agreement Protections

The final agreement is expected to address, as applicable:

- Final project scope, plans, budget, financing, site control, schedule, and opening deadline.
- Minimum operating term, required hours, core grocery categories, and material-change restrictions.
- Private investment and conditions for any public payment or reimbursement.
- Maintenance, capital repair, casualty, insurance, condemnation, and restoration responsibilities.
- Construction contracting, permits, inspections, warranties, bonds, lien releases, and closeout.
- Insurance limits, additional-insured status, indemnification, waiver of claims, and risk allocation.
- Performance reporting, inspections, audit rights, record retention, and public-records compliance.
- Events of default, notice, cure, suspension, termination, recapture, clawback, security, and survival provisions.
- Ownership and disposition of plans, fixtures, equipment, improvements, and publicly funded assets.
- Force majeure and hurricane provisions that distinguish excusable delay from permanent nonperformance.

20. Proposed Project Performance Standards

Proposers should state whether they accept or propose revisions to the following preliminary standards:

Performance Item	Proposed Requirement
Opening deadline	No later than [] months after agreement execution, subject to approved extensions.
Minimum operating term	[FIVE/SEVEN/TEN] continuous years after opening.
Hours	At least [] hours per week over at least [] days, subject to approved seasonal adjustments.
Core inventory	Continuous, commercially reasonable stock across the categories identified in Section 9.
Maintenance response	Immediate response for health/safety/refrigeration failures; other deficiencies corrected within agreed cure periods.
Reporting	Quarterly during development and annually after opening, plus prompt notice of closures or material defaults.
Closure	Advance notice where practicable and immediate notice of unplanned closure exceeding [] consecutive days.

21. Required Forms

The City may attach or issue by addendum its standard forms. At minimum, the final solicitation should include:

- Proposal Signature and Certification Form.
- Acknowledgment of Addenda.
- Conflict of Interest and Non-Collusion Affidavit.
- Public Entity Crimes Statement.
- Drug-Free Workplace Certification.
- E-Verify Certification.
- Public Records Acknowledgment.
- Proposer Reference Form.
- Site Control/Property Owner Authorization Form.
- Financial Proposal and Requested Assistance Form.
- Exceptions to RFP and Proposed Agreement Terms Form.

Appendix A – Proposal Checklist

- ☐ Signed cover letter and executive summary

- ☐ Complete proposer and team identification
- ☐ Qualifications, resumes, project examples, and references
- ☐ Site information and acceptable evidence of site control
- ☐ Property owner authorization when Proposer is not the owner
- ☐ Concept plan, site plan, and preliminary floor plan
- ☐ Code, floodplain, FEMA, resilience, and backup-power approach
- ☐ Implementation schedule and proposed opening date
- ☐ Operations, maintenance, and disaster-continuity plans
- ☐ Sources and uses, five-year pro forma, and evidence of financial capacity
- ☐ Detailed request for City/CRA assistance, if any
- ☐ Exceptions and requested contract terms
- ☐ Required certifications and acknowledged addenda

Appendix B – Site and Property Owner Certification

Proposed Site Address: _____

Parcel Identification Number: _____

Property Owner: _____

Proposer's Current Site-Control Interest: _____

Expiration Date of Option, Letter of Intent, or Lease Contingency: _____

The undersigned property owner acknowledges the proposed grocery store project and authorizes the Proposer to identify the property in its Proposal. This acknowledgment does not obligate the City to approve the site, project, development application, incentive, or agreement.

Property Owner Signature: _____ Date: _____

Printed Name and Title: _____

Appendix C – Financial Proposal Summary

Item	Amount / Description
Property acquisition or lease commitment	\$ _____
Design, permitting, and professional services	\$ _____
Construction and resilient build-out	\$ _____
Fixtures, furnishings, refrigeration, and equipment	\$ _____
Initial inventory and pre-opening expenses	\$ _____

Item	Amount / Description
Working capital and operating reserve	\$ _____
Contingency	\$ _____
Total Project Cost	\$ _____
Proposer equity	\$ _____
Debt and other private financing	\$ _____
Requested City or CRA assistance	\$ _____

Appendix D – References

Reference 1

Organization/Project: _____

Contact Name and Title: _____

Telephone and Email: _____

Project Type, Location, Cost, and Completion/Opening Date: _____

Reference 2

Organization/Project: _____

Contact Name and Title: _____

Telephone and Email: _____

Project Type, Location, Cost, and Completion/Opening Date: _____

Reference 3

Organization/Project: _____

Contact Name and Title: _____

Telephone and Email: _____

Project Type, Location, Cost, and Completion/Opening Date: _____

Appendix E – Drafting Notes Before Issuance

The following items must be completed or confirmed before publication:

- Insert solicitation number, dates, contact information, submission method, and required copies.
- Decide whether a pre-proposal meeting is required and whether property tours will be offered.
- Determine whether the City or CRA intends to identify a maximum incentive amount or invite proposers to request assistance.
- Select the preferred minimum operating term, opening deadline, weekly hours, reporting frequency, and clawback schedule.
- Attach the City's current standard procurement forms, insurance requirements, and protest procedures.
- Confirm advertising, evaluation, negotiation, public-meeting, and award procedures with the City Attorney.
- Confirm the lawful authority, public purpose, CRA eligibility, and security for any proposed public assistance.
- Have the City Attorney, floodplain administrator, building official/contracted provider, fire official, and CRA counsel or administrator review the final document.