

Florida Main Street Program Application

The Bureau of Historic Preservation is now accepting applications for participation in the Florida Main Street Program. The statewide Florida Main Street Program is administered by the Florida Department of State, Division of Historical Resources, of Historic year, the Florida Secretary of State selects local Main Street programs to participate in the statewide program from the applications received. The maximum number of Local Programs to be selected this year for participation in the program is indicated in the application solicitation announcement published in the Florida Administrative Weekly. Applications are evaluated on a competitive basis consistent with the provisions of Chapter 1A-38, Florida Administrative Code.

Applications must be submitted to: **Florida Main Street Program, R.A. Gray Building, 500 South Bronough Street, Tallahassee, Florida 32399-0250**

NOTE: COMPLETE APPLICATIONS MUST BE DELIVERED TO THE FLORIDA MAIN STREET OFFICE AT THE ABOVE ADDRESS NO LATER THAN 5:00 P.M. OR POSTMARKED AND MAILED OR SUBMITTED (WITH EVIDENCE) TO AN EXPRESS MAIL SERVICE ON OR BEFORE 12:00 MIDNIGHT ON THE LAST FRIDAY IN JULY.

This application is intended to serve two purposes: First, it provides an opportunity for the local Main Street organization to collect baseline information about the community, the district, and itself that will be useful in conducting a local Main Street program. Second, it allows the applicant to organize and present information relating to the Criteria for Evaluation of Applications (see pages IV and V above) to facilitate the competitive process by which local programs are selected for participation in the statewide Florida Main Street Program.

Applicant Identification

City: Moore Haven County: Glades

Applicant Organization: Glades County Economic Development Council, Inc.

Mailing Address:
P.O. Box 1003
Moore Haven, FL 33471

Name of Application Contact: Tracy Whirls

Title: Executive Director Daytime Telephone: (863) 946-0300

E-mail Address (required): twhirls@gladescountyedc.com

Applicant Certification

I certify that I am a duly authorized representative of the applicant and that, to the best of my knowledge, the information presented in this application is accurate. I further certify that it is the intent of the applicant to execute the Florida Main Street Agreement and submit a Historic Preservation Grants-in-Aid Application upon designation as a Local Florida Main Street Program. I also acknowledge that selection of applicants for participation in the Florida Main Street Program is made on a competitive basis, and neither the submission of this application nor acceptance of this application by the Bureau of Historic Preservation in any way constitutes any manner of commitment by the Bureau to select the applicant for participation in the Florida Main Street Program or to provide funding or technical assistance to the applicant.

Signature

Date

Tracy Whirls, Executive Director, Glades County Economic Development Council

Typed name and title of duly authorized representative of applicant organization

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.

Application Preparation

The Florida Main Street Program Application contains four sections, each requiring different skills and types of information for completion. Applicants are encouraged to use a committee approach (one committee per section) in preparing their applications, in lieu of hiring a consultant to do so. If a consultant is used, the various committees of the local Main Street organization are encouraged to take an active role in gathering the data required for application completion.

The community members whose signatures appear below assisted in the completion of this application.

Section I. The Community:

 Signature

 Signature

 Signature

 Signature

Section II. The Local Organization:

 Signature

 Signature

 Signature

 Signature

Section III. The Local Program Area:

 Signature

 Signature

 Signature

 Signature

Section IV. Overall Assessment

 Signature

 Signature

 Signature

 Signature

If a consultant prepared this application, completion of the following section is required:

Consultant Firm Name: Glades County Economic Development Council, Inc. _____

Mailing Address: P.O. Box 1003
Moore Haven, FL 33471 _____

Name of Consultant Contact: Tracy Whirls
Jeanette Regan, administrative assistant

Title Executive Director _____ Daytime Telephone ☎ 863) 946-0300 _____

E-mail Address (required): twhirls@gladescountyedc.com _____

Community members assisting in the Main Street application process included:

Glades County Commissioner Russell Echols
Moore Haven Mayor Dave McGee
Moore Haven City Councilman John Ahern
City Clerk Maxine Brantley
City Attorney Steve Ramunni
Moore Haven Public Works Director Mike Jones
Jerrilyn Schuleter City Hall
Moore Haven Code Enforcement Officer Larry Burleson
Glades County Property Appraiser Larry Luckey
John Martz, Business Development Manager, Glades Electric Cooperative

Glades County residents
Charles and June Morningstar
Patty Register
Ernie Burleson
Shannon Hall
Nancy Dale
Donna Storter
Lisa Langdale
Laura Ahern
Doug Korinke
Gerry Harris
Brenda Green

I. The Community

A. Category Applying Under

X Small City (<5,000 in population)

Mid-sized City (5,000 - 50,000 in population)

Urban District (traditional neighborhood commercial district within a city with population >50,000)

County-wide or Regional Programs (with one or more traditional commercial districts)

B. Historical Overview

1. Provide a brief historical overview of your community dating back to incorporation or settlement.

Moore Haven History:

The City of Moore Haven was founded on the banks of the Caloosahatchee River, more accurately on the Three Mile Canal (created in 1883 when Hamilton Disston dredged the canal to join the headwaters of the Caloosahatchee River to Lake Okeechobee) by James A. Moore 1915, on land he had purchased the previous year. In May 1916, Moore commissioned land surveyor Thomas (T.E.) Frederick to plat the town, encompassing approximately 1 square mile in area, laid out in a 15 block by 11-block grid.

The founding was followed by a tremendous volume of construction and an early population and building surge which established the town as the major commercial center of the entire Lake Okeechobee region, during which the town's historic commercial architecture was built, and those few buildings still remaining were constructed, from 1916 to 1926. The city survived a devastating fire in 1921, which seriously damaged many of the buildings in the commercial core.

Undaunted and led by pioneering landowner and the city's first Mayor, Marian Horwitz O'Brien (notably the first female mayor south of the Mason-Dixon line and one of the first female mayors in the United States) the city rebuilt, only to be struck, in the midst of recovery by a devastating hurricane in 1926 which killed 150-200 residents and destroyed more than half the city's buildings.

Remarkably, several commercial and residential buildings survived the twin disasters and remain today, although the continued survival of a few (notably the Arcade Building and the Mitchell Davis Building) is in question.

The city, led by the indomitable Mrs. O'Brien, continued to prosper, weathering the 30s, despite being financially burdened but land rich through the foreclosure of property for unpaid property taxes. During World War I, Mayor Horowitz established an emergency landing field, promoted Glades County agriculture, and began lobbying President

Herbert Hoover for the construction of the dam around Lake Okeechobee, which bears his name.

The city continued to prosper after the war years, though it never reached the level of development predicted in its early years when Mrs. O'Brien was deemed the "Duchess of Moore Haven", by The Literary Digest.

Long the single commercial center for the area, by the mid 70s, the variety of services and number of commercial establishments were far fewer than during its early years, prior to the 1921 fire and 1926 hurricane. Sugar cane production became the dominant player in the area's economy, which suffered a severe blow with the closing of the Moore Haven Mill .

The death knell for the historic commercial district was the construction, in the late 90s of the new fixed span bridge over the Caloosahatchee, replacing the old bascule bridge, which caused businesses serving local residents, to relocate west on US 27, without regard to the opportunities for economic development associated with the riverfront in the action plan drafted before the bridge was constructed.

Despite it's distinction as the county seat of Glades County, and its location on US 27, one of the major north-south connectors in the state, and more importantly, its location on the Caloosahatchee River, the western half of the intercoastal highway which crosses Lake Okeechobee and connects the Atlantic and Gulf Coasts (via Stuart and Fort Myers), retail businesses and other services are severely limited in Moore Haven.

C. Demographic and Economic Information

1. Population

	1980	1990	2000	Seasonal Peak
(a) City	1,250 ¹	1,432 ²	1,639 ³	n/a
(b) County	5,992 ¹	7,591 ²	10,576 ³	11,809*
(c) State	9,746,961	12,938,071	15,982,378	

*The seasonal peak number above is based on estimates of migrant and seasonal farmworker populations, based on IFAS reports taken from the Strategic Regional Policy Plan by the Southwest Florida Regional Planning Council. Beyond that we can only note, as that study did, "fluctuations in population can be attributed to three broad groups: part time residents (usually in winter) tourists and seasonal workers (mostly farmworkers. It is very difficult to determine the number of people within each group because of mobility and varying lengths of stay. No such statistic is available for the city of Moore Haven—we attempted to extrapolate a figure based on water hook-ups, but most established customers retain service year round.

1981¹ Florida Statistical Abstract

1991² Florida Statistical Abstract

2000³ Census website

2. Median Age

	1980	1990	2000
(a) City	32.3 ³	33.9 ²	32.7 ¹
(b) County	35.5 ³	35.5 ²	40.2 ¹
(c) State	34.7	36.2	38.7

¹2000 census²1990 census³1980 census

3. City - Persons by Race (Percentage of population total will exceed 100%)

	1980	1990	2000
White	N/A	978	61.9
African-American	N/A	281	22.3
Asian/ Pacific Islands	N/A	3	.4
Native American	N/A	10	.9
Hispanic	N/A	294	56.0
Other	N/A	160	15.1

The 1990 figures are not percentages but the actual figures obtained from the "1990 Census of Population and Housing Public Law 94-171 Data (Official) Age by Race and Hispanic Origin"

4. County - Persons by Race (Percentage of population total will exceed 100%)

	1980	1990	2000
White	N/A	5,987	78.3
African-American	N/A	922	10.8
Asian/ Pacific Islands	N/A	16	.6
Native American	N/A	431	5.6

Hispanic	N/A	605	30.1
Other	N/A	235	6.3

The 1990 figures are not percentages but the actual figures obtained from the "1990 Census of Population and Housing Public Law 94-171 Data (Official) Age by Race and Hispanic Origin"

5. State - Persons by Race (Percentage of population total will exceed 100%)

	1980	1990	2000
White	8,319,448	10,749,285	12,465,029
African-American	1,317,399	1,750,534	2,335,505
Asian/ Pacific Islands	56,740	154,302	274,881
Native American	19,257	36,335	53,541
Hispanic	858,158	1,574,143	2,682,715
Other	143,126	238,470	477,107

6. (a) Median Household Income
(b) Mean Household Income

	1980	1990	2000
(a) City	16,881	20,687	26,801
(b) County	12,165	2885	3852
(c) State	14,675	27,483	38,819

	1980	1990	2000
(a) City			
(b) County		25,830	
(c) State		29,998	

Mean Household income figures were unavailable

7. Persons below poverty level

(a) City

	# of Persons	% of Population
1980	288	16.6%
1990		
2000	381	23.8%

(b) County

	# of Persons	% of Population
1980	483	21.3%
1990	823	28.6%
2000	1487	15.2%

(c) State

	# of Persons	% of Population
1980	1,267,000	13.0
1990	1,604,000	12.45
2000	1,952,629	22.2

Fort Myers News Press/Palm Beach Post
 WAFC/FM, WOKC/FM –radio
 WINK TV from Ft Myers covers some local news
WBBH TV Fort Myers
 Served by Comcast Cable

12. Is tourism a major industry in your community? Are there major resorts or attractions nearby? If so, identify them. Are there major events held nearby? If so, identify them.

Yes. Historically, tourism opportunities have been largely confined to anglers and duck hunters who visit RV parks in Moore Haven and Glades County during those seasons. Glades County is also home to two of the state's oldest tourist destinations, Gatorama and the Cypress Knee Museum at Fisheating Creek **which is currently being restored**, both in Palmdale, approximately 17 miles north of here, Glades County is also home to the Brighton Seminole Indian Reservation, with its RV Campground and Casino. In recent years, we have branched out to promote more eco-tourism opportunities, and hope to inspire more as we create connections between the Caloosahatchee River and highways inland.

The area is host to a number of local events, including:

Chalo Nitka (Big Bass) is the 1st weekend in March and is following a full week of "Glades Youth Livestock shows and sales. It has Ranch Rodeos, fishing tournament, carnival, crafts, parade and **Native American Crafts and food booths**. This festival is sponsored by the Chamber of Commerce.

Sour Orange Festival is the 2nd Weekend in February in the Lakeport Community, includes crafts, food, music, and games, & celebrates the sour (wild) orange.

Ortona Cane Grinding Festival is the 1st weekend of February at the Ortona Indian Mounds site. This Festival celebrates the areas large sugar cane industry and the old time cane grinding for cane syrup. There are crafts, music, and lots of good food.

Catfish Festival is the last weekend in January in Buckhead Ridge and celebrates the huge catfish industry associated with Lake Okeechobee. There are crafts, fried catfish, and good music.

Brighton Seminole Indian Festival is the 3rd weekend in February. There are **rodeos**, a parade, crafts, Indian crafts & dances, alligator wrestling, great food, all for 3 days.

Efforts have been made to attract other tourists to the area. Five years ago, the Glades County Economic Development Council created the Big O Birding Festival, to attract birders to the area. As part of the Main Street endeavor, we will be working to "beef up" existing events/festivals (Chalo Nitka, Christmas on the Caloosahatchee, the annual "Big Bass" fishing tournament, etc.) through increased promotion to bring more visitors to the area, including the proposed local program area, as well as working with City officials, the Chamber of Commerce and other organizations to create new events, to expand tourism opportunities as well as fundraising opportunities for the Main Street program. A new event, the River Rally, which brought motorcycle enthusiasts from around the lake to Moore Haven in June, was added to the calendar this year, and is scheduled to be repeated next year. That event, and others, are being promoted in regional and statewide tourism promotion publications and will be more broadly promoted next year. A second new event, a proposed Barbecue Cook Off, to be held in

Tom Perry Memorial Park in the local program area, is currently in the planning stages and will be held this fall.

A key goal of the Main Street program is to identify and open a potential bed and breakfast business in the area, where information kiosks for other Glades County attractions (Fisheating Creek Campground, Gatorama, the Brighton Seminole Casino, etc.) can be located, and accommodations for tour buses made. The recent purchase of the historic Moore Haven Hotel and its possible conversion to a small bed and breakfast, with linkages with Sunburst Tours may give us the starting point for this endeavor.

We hope to build on the existing festivals and to add new events, to promote the area, increase tourism, and raise funds for more improvements.

13. Is there a marked seasonal population fluctuation due to tourism, winter residency, educational facilities, etc.? If so, explain why.

The population of the City of Moore Haven and Glades County in general nearly doubles with the winter "snowbird" season, from September through April when winter residents, many of whom have second homes or RVs in the city or county return to the area. This year, with the conversions of roughly 40 coastal RV parks to other uses, RV parks in Glades County were already booked for the 2006 season in April 2005.

List the five largest employers in your community:

14.	Employer Name	Type of Business	Number of Employees
	Moore Haven Correctional Facility	Prison	219
	Lykes Bros	Agriculture	100
	Brighton Seminole Bingo	Gaming	80
	Glades Electric Cooperative	Electricity	65
	A Duda	Agriculture	25

15. How many industrial parks are in your community? Identify them and the approximate number of businesses and employees in each.

Number of industrial parks: 0

Note: There are 130 acres zoned industrial in the City/County. The EDC is working with the Hawke Trust owners, a 29+-acre parcel, in the LPA, with some light industrial/commercial uses in that site.

Industrial Park Name	# of Businesses	# of Employees	Distance from Program Area

16. How many “big box” stores or “super centers” serve your community? Identify them and indicate the distance of each from the Local Program Area.

Number of big box stores or super centers: 1

Store Name	Distance from Local Program Area
Wal-Mart SuperCenter	16 miles, Clewiston

17. How many strip shopping centers serve your community? Identify them and approximate the number of businesses in each. Indicate the distance of each from the Local Program Area.

Number of strip shopping centers: 2

Shopping Center Name	Number of Businesses	Distance from Local Program Area
Sugarland Plaza	Approximately 8	16.02
Treasure Island Plaza		31.98

18. How many enclosed regional malls serve your community? Identify them and approximate the number of businesses in each mall. Indicate the distance of each mall from the Local Program Area.

Number of enclosed regional malls: 1

Mall Name	Number of Businesses	Distance from Local Program Area
Edison Mall	Approx. 150	65 miles

19. Summarize the current development, demographic and economic trends in your community:

According to the economic element, prepared as an addendum to the Glades County Comprehensive Plan by the Southwest Florida Regional Planning Council in May 2002, retail businesses and other services within Glades County in general and Moore Haven in particular, are extremely limited and severely stressed. Only 44 businesses, not counting a few lawn service and others which operate from home, are housed in commercial buildings in Moore Haven. The City is served by one grocery store, two bank branches, and only four chain stores (Burger King, Subway, NAPA, and Dollar General). The city has no pharmacy, no hospital, although plans call for a new doctor's office to open in refurbished offices on the riverfront and the county hopes to replace the aging health department facility.

In the 2002 draft, residents reported that while most public services such as law enforcement, fire protection, emergency medical services, and public schools are adequate, they identified general town clean up and landscaping as the one thing they would like to change in their community. Progress has been made on those fronts, with the completion of a Florida Department of Transportation (FDOT)-funded landscaping project in the city and plans to continue the project in the county. The city has also employed a new code enforcement officer and has made progress in pursuing enforcement against the 39 substandard dwellings, many of them among the older wood frame units in Moore Haven, identified in the 2002 study. The city has adopted the magisterial/citation process for code enforcement violations and it is expected that these issues will be addressed.

Other needs identified in the 2002 survey of residents included additional businesses for shopping and dining, more entertainment for families and youth, housing, pharmacy services and youth jobs.

Glades County in general, and Moore Haven by extension has the lowest employment participation rate but also the lowest unemployment rate of the Lake Okeechobee area, with a shallow labor pool. Wage data indicated that Glades County is a relatively low labor cost area compared to metropolitan areas within Florida.

The County also has the third highest high school dropout rate in the state, but conversely ranks second highest in the percent of high school graduates continuing their education. These factors, when coupled with the current level of the available labor pool, emphasize the need for improved vocational education in combination with new job creation. On that front, Florida Heartland Regional Economic Development Initiative is exploring the possibility of creating a pilot vocational/entrepreneurial curriculum in Glades County, that logically could provide trade-skill classes to meet the need for construction/reconstruction professionals as well as the increased need of customer service employees if redevelopment in the city is successful.

Interestingly, the study, and previous ones, recognized the natural eco-tourism/economic development potential of Lake Okeechobee and the developing Riverwalk around the Caloosahatchee River in downtown Moore Haven to attract more waterway commerce and visitors, mentioning the waterways historic use by the Calusa Indians and its existence as the intercoastal waterway linking the east and west coasts of the state.

It is the goal of a Main Street program here to revitalize the historic commercial district on the riverfront, and to oversee revitalization, expansion and infill commercial development on the US 27 corridor, to serve local residents, and tourists both from the waterfront and motorists from the highway, and thereby diversify an economy that is dependent on agriculture, public service and correctional institutions.

One of Glades County's goals is to develop nature-based tourism to increase job opportunities in the County by developing and promoting the County's existing eco-tourism industry. The city of Moore Haven is strategically located to serve as the gateway to this development, and a logical starting point to developing and expanding bike paths and camping grounds around Lake Okeechobee and the Caloosahatchee River, by creating pedestrian walkways and bike paths linking both sides of the river to the Lake Okeechobee Scenic Trailhead at Alvin Ward Park, perhaps developing an equestrian center as a means of kick starting the County's horseback riding resources and creating linkages to develop the County's hiking and hunting resources beyond the city by marketing the County's natural resources through various media to the travel industry and aggressively inviting visitors to come and enjoy them. Moore Haven could then serve as the staging area for buses taking yachtsmen to attractions inland as well as motorists to water destinations through boat rentals and cruise ships.

Although Moore Haven has a shortage of good hotel rooms, Glades County has several three and four-star campgrounds with nearly 600 campsites. The closure of more than 40 campgrounds on either coast since last summer's hurricanes make it likely that more tourists than ever will be seeking lodging inland; Glades County RV Parks were reporting being booked for the 2006 season as early as April this year.

The City of Moore Haven Public Water Department owns and operates a facility with a capacity of 1,000, 000 gpd, with 1,500,000 gal. storage capacity, serving 2,500 people. Groundwater continues to be the most significant source of water supply for agriculture and urban water demands in the County. With the proposed construction of a new County Jail/ICE detention facility, further improvements in treatment, capacity, and distribution are anticipated. These will be funded by USDA loans, grants and other funds.

The County and the City of Moore Haven have jointly built a 135,000 gpd wastewater treatment facility west of Moore Haven, which recently underwent a capacity expansion, to serve the Moore Haven Correctional Institution and the City of Moore Haven,

The City owns and operates its own citywide waste management department and is the only area in the county with mandatory solid waste service. The city also owns and operates the city's electric utility. Provision of electricity and water utilities are the mainstay of the city's economy, which has a relatively low ad valorem tax base of 3 mils, when compared to the county's 10 mil assessment rate.

D. Existing Plans for Redevelopment

3. Provide a brief list of goals/objectives for any organization(s) currently overseeing redevelopment efforts in your community (i.e. Regional Planning Council programs, Community Redevelopment Agencies, special municipal task forces, etc.)

In 1993, Moore Haven City Council and staff in conjunction with the Florida Planning Consortium, Design Studios West, Southwest Regional Planning Council, Florida

Department of Transportation, South Florida Water Management District, Farmer's Home Administration, then Congressman Tom Lewis' Office, Barnett Bank (now Bank of America) and others held a series of workshops during which a redevelopment action plan was formulated.

The Action plan outlined a series of objectives (i.e. creating a Community Redevelopment Agency (CRA) to provide/oversee funding for revitalization in the historic downtown, conducting a historic properties survey, adopting an historic preservation ordinance, using CDBG neighborhood revitalization funds to upgrade sewer and water service in the area, etc.) to revitalize the downtown. Some parts of the plan (including amendments to the existing comprehensive plan and zoning regulations, utilities upgrades, parks improvements, etc.) were enacted. A signage ordinance and a landscaping ordinance has been adopted by the council and the capital improvements element has been updated to reference improvements to local roads as a direct result of the FDOT bridge replacement project.

The 1993 Action Plan outlined a series of recommendations:

1. Development of the private triangular [29+ acre](#) parcel to the east of US 27. The plan recommended attracting a medium sized manufacturing firm, capitalizing on the theme of outdoorsmen and sportsmen related to Lake Okeechobee area by recruiting on outdoor sports manufacturing and retail outlet firm (such as ORVIS or L.L. Bean Company type) to privately develop the parcel, suggesting that this could be a 24-hour operation where buyers could try out equipment on-site and make purchases in conjunction with the eco-tourism activity. While this was never implemented, the property long known as the Hawk Trust was recently purchased by CHL, Ltd. with the goal of developing it as a light industrial/commercial center.)
2. Creation of an entrance treatment, combining landscaping and signage. The landscaping has been completed through the FDOT project and Glades Electric Cooperative is working with the city and Glades County Chamber of Commerce to address the signage issue.
3. Create a formal historic district, complete with a State historic survey, and implement zoning standards. The Historic Properties Survey was prepared for the City of Moore Haven by Historical and Architectural Research Services, Sarasota and consultant Mikki Hartig and completed in January 1995. The City approved a Historic Preservation Ordinance May 7, 1996, creating a Historic District Commission (embodied by the City Council) and asserting that the preservation of buildings...of historical...merit is a public necessity and adopting the Secretary of the Interior's preservation guidelines.
4. Prepare Community Redevelopment Agency Documents.

In 1997, LaRue Planning and Associates did the finding of necessity establishing a Community Redevelopment Agency, by resolution, Sept. 2, 1997, the ordinance naming the city council as the CRA board, and providing for the creation of the tax increment-financing fund was adopted Nov. 4, 1997. Due to a clerical error, however, the ordinance was not recorded with the County Clerk of Court until July 23, 2004. The City Council is expected to notify the county Property Appraiser, Tax Collector and Glades County advising them of the error, and establishing 2004 as the base year for the [Tax Increment Financing](#) (TIF) fund shortly.

5. Update the Open Space and Recreational Element to include all planned improvements adjacent to the marina, city square, and planned park areas.

The city square and park area are now home to a playground, volleyball courts, picnic pavilions, restrooms and showers, racquetball court, tennis courts and other facilities. An application for a FRDP grant to build a splash park was denied, but will be

resubmitted. Picnic pavilions, paving and lighting have been installed for the length of the Riverwalk, and the city has contracted for the refurbishment of the 200-plus ft. city dock. Once the dock is repaired, plans call for signage to be installed with maps pointing boaters to available restaurants in the area. Expanding this, to incorporate a bed and breakfast, livery service, bike rentals and other facilities, is one of the immediate goals of the Main Street program. No improvements have been made to the city owned marina yet.

The plan also recommended creating Neighborhood Tot Lots or open space areas, which identify with the neighborhood characteristics. There are several of these within the LPA, including a large vacant parcel across from the Moore Haven High School football field, which has never been developed.

The 1993 action plan also recommended some far-reaching development activity that has never been approached or implemented in any systematic way. Among these recommendations was building of a new City Hall converting the existing building into a dock master's quarters. This was the cornerstone of the recommended development of a waterfront park and marina area adjacent to the existing City Hall area, to take advantage of the then-6000 watercraft that go through the locks at Moore Haven each year. The plan also recommended creation of an improved city owned marina with lodging and restaurant opportunities on a 2.5 acre parcel, part of which is owned by the City of Moore Haven and an adjacent area owned by Glades Electric Cooperative

The plan also recommended encouraging new development opportunities by creating incentives within the zoning code. The County adopted an ordinance providing economic development tax abatement incentives in 1994; this sunset in 2004 without anyone ever availing themselves of the incentives. Revising and readopting the incentives, which must be done by referendum, is one of the projects currently being undertaken by the Glades County Economic Development Council. The EDC is also working with the city to adopt the statutorily provided tax abatements for historic properties.

The 2002 economic element prepared by the Southwest Florida Regional Planning Council reinforced the goal of stabilizing and facilitating expansion of existing businesses, and attracting new businesses to provide greater employment opportunities, and recommending a series of strategies:

1. Link with the Glades County Chamber of Commerce (GCCC) and the Economic Development Council (EDC) to expand its marketing efforts to attract commercial and manufacturing jobs to the area.
2. Maintain a partnership with Florida Gulf Coast University, Edison College, One-Stop, the proposed Education Center of SW FL and other organizations in the area to ensure that the job training needs of the area are addressed.
3. Assist small businesses in their effort to seek financial assistance by linking them with loan and grant sources available at Federal, State and local levels.
4. Link the areas' small businesses with the assistance of the Small Business Council of the Florida Gulf Coast University to assist them with their loan and grant application needs.

5. Provide education for business management, and provide a forum for the business community and educators to work together.
6. Develop a Cooperative Planning Partnership with the county's largest landowners in particular and all county landowners generally to help assure the success of comprehensive planning as it relates to economic growth.
7. Develop a brochure (to be circulated to regional businesses) highlighting the business opportunities that exist in the Enterprise Zone, (EZ) as well as the benefits to businesses wishing to expand or locate in the EZ.
8. Promote eco-tourism and other economic development activities that will foster the establishment of small businesses and the creation of new jobs in the Enterprise Zone.
9. Coordinate a dropout prevention program with the Glades County School Board to encourage higher graduation rates.
10. Work with local businesses to seek scholarships and financial assistance for residents of the zone for professional and vocational education.

The plan called for the creation of an Enterprise Zone Development Authority (EZDA) to oversee implementation of a strategic plan to promote economic development within the county's enterprise zone, including the city of Moore Haven and the local program area.

A strategic plan for economic development in the enterprise zone was subsequently adopted. The goals, objectives and strategies of EZDA are to stabilize and facilitate expansion of existing businesses, and attract new businesses to provide greater employment opportunities for all employable persons in all sectors of the local economy; provide improved and accessible educational opportunities for the residents of the zones; provide an aesthetically pleasing community for the residents of the zone, in particular, and Glades County in general; provide decent and affordable single and multi-family housing units in the zone; improve the availability of infrastructure to serve the needs of residents and businesses located in the Enterprise Zone; improve opportunities for industrial development in the Enterprise Zone; and develop nature based tourism. It is the object of the Main Street initiative to meld these previous plans and shepherd them through to completion.

E. Municipal Resources

1. What is your form of local government? City Council, 4 council members and 1 mayor, elected by the council
2. Does your local government have: (Answer Yes or No. Explain briefly if appropriate.)
 - a) A comprehensive plan as defined under Chapter 163, F.S.? Yes

- b) A historic preservation element in that plan? Yes
- c) A downtown revitalization element in that plan? Yes
- d) A zoning ordinance? Yes
- e) A sign control ordinance? Yes
- f) An historic preservation ordinance? Yes
- g) An historic district ordinance? Yes
- h) A design review ordinance? Included in the historic preservation ordinance. No design criteria guidelines, apart from the Secretary of the Interior guidelines have been adopted. One goal of the Main Street program would be to seek a technical assistance grant from Historic Resources to have a preservation architect devise localized standards for infill construction and rehabilitation of buildings in the two historic districts in the LPA.
 - i) A minimum maintenance ordinance? Yes
 - j) A central business district plan? No
 - k) A planning and zoning commission? Yes, the Moore Haven City Council acts as the Local Planning Agency when necessary.
 - l) A public housing authority? Yes, but it is inactive. The City does work closely with the State Housing Initiative Program (SHIP) coordinator with the county to rehabilitate and construct new low to moderate income family homes within the city, in conjunction with the county's CDBG housing grant.
 - m) A building inspector? Yes
 - n) A staff person responsible solely for downtown revitalization? How many hours per week? What is the source of funding? No

3. Has the city received grants or transfers of funds from other governmental units, (i.e., Community Development Block Grant) in the past three years? How have they been used? Have any of these activities occurred in the proposed Local Program Area? If yes, briefly describe.

Yes CDBG for replacing waterlines on north side of town

The County obtained CDBG funds in 1989 to initiate a neighborhood revitalization program.

4. Are there unobligated Community Development Block Grant or other funds that could be used for redevelopment in the proposed Local Program Area? If so, describe. No, but it is the intent of the EDC, through the Main Street program, to encourage the city

to pursue CDBG grant funds for commercial revitalization once the current CDBG grant cycle ends. Furthermore, the EDC/Main Street program intends to work with the city and Glades Electric Cooperative and an as yet unidentified developer to seek Economic Development CDBG grant funding to build a hotel/restaurant complex with improved dockage facilities on a 2.5-acre parcel of vacant riverfront land, owned by the City and GEC, adjacent to an old city-owned marina.

5. Has your community been a designated Rural Area of Critical Economic Concern?
Yes

6. Does your community have a designated enterprise zone area? If yes, is the proposed Local Program Area included in this zone? Yes, all property within the city limits of Moore Haven is an enterprise zone.

7. Has your city participated in any other federal, state, or local economic development programs (i.e., Small Business Administration (SBA) programs, Florida Community Contribution Tax Incentives, etc.)? If so, describe the program activities and indicate if the proposed Local Program Area is included in any of these activities. The city has not participated in any economic development programs per se, beyond individual business owners seeking SBA funds and small business owners availing themselves of the Enterprise Zone incentives for building materials and supplies sales tax rebates, equipment purchase rebates and job creation tax credits against sales tax, and those applications have been few. The EDC is working with the Florida Heartland Regional Economic Development Initiative (FHREDI) to seek grant funding for a small business development center/incubator to be shared between Hendry and Glades Counties. We have had preliminary discussions with one large corporation concerning the possibility of donating land through the Community Contribution Tax Credit (CCTC) program, through the Main Street program, to provide lots for the development of affordable housing in Palmdale in conjunction with the SHIP program, so that if revitalization is successful, some lower income residents might be able to relocate. We are also looking at assisting the Agape House, (currently located in the historic Gram Building on the riverfront) in securing a site to relocate their operations, so that the Main Street program could acquire that building and either rehabilitate it as the future home of city hall or for commercial leasing purposes. We are looking at the CCTC program for that project as well. In addition, Glades Electric Cooperative has pledged their support for seeking USDA grant/loan funds to assist in revitalization projects, to be repaid through future TIF proceeds.

8. Does the city have any bonds or other available funds that could be used for redevelopment within the proposed Local Program Area? If so, describe. The City Council also sits as the Capital Projects Finance Authority and as such assists with bonding projects outside the city. Through that program, they are the owners of a student housing project in Orlando and some school facilities in Guam. Debt service from that program has generated an excess of \$250,000. There is a possibility that a portion of those funds and future receipts from the fund could be dedicated to specific projects under the Main Street program.

F. Economic Indicators

1. What are the annual sales tax receipts (shared revenue) for the city? For the county?

10-1-03-9-30-04-- city \$49,515.22

For the county, \$458,522

2. What is the number of and dollar volume of building permits issued by the city in the last year?

10-1-03-9-30-04 109 \$945,127.51

3. How many financial institutions are in the city. How many are in the proposed Local Program Area? Have they indicated a willingness to support the local program and invest in the proposed Local Program Area? If yes, in what way?

Two banks, Big Lake National Bank and Bank of America are located within the LPA. First Bank of Indiantown is also located in Glades County. In addition, First Bank of Clewiston and Olde Cypress Community Bank in Clewiston have close ties to the local community. It is our intention, once Moore Haven is formally designated a Main Street program, to seek community contribution funds from those institutions. We are not comfortable seeking funding for a program that has yet to be designated, particularly since we need a more defined plan for how that funding will be spent, especially when the National Main Street program is cracking down on communities using the Main Street name which have not been formally designated. Our hope is that as part of the site team visit, and thereafter, historic preservation architects will be able to advise us of the feasibility of restoring the more dilapidated commercial buildings, and provide cost estimates for that work, as well as design review for streetscaping, slanted parking spaces, sidewalks, bike paths and other improvements. Once we have the plan in place, then we can seek the necessary funding.

4. Has a commercial revitalization loan program been established in your city? If so, briefly describe the program, indicate participating agencies or institutions, and include the dollar value of loans processed to date. Is there a design review committee to review loan applications in the proposed Local Program Area?

Creating such a program would be one of the goals of the Main Street program. If the City of Moore Haven achieves Main Street designation, our next step will be to ask the city to contact owners of historic properties concerning their intentions of restoring those properties, and establishing a time line for those improvements. If improvements are not made within a period of time, the city could seek code enforcement proceedings against those property owners in violation with the ultimate goal of foreclosing on those properties and donating them to the Main Street program, in which case Main Street would then seek grant and other funds for their restoration. An alternative might be that the city through the Main Street program, could seek acquisition and development grant funds to acquire the buildings and rehabilitate them, then lease them back to the original owners for commercial purposes; if that were the case, perhaps the property owners would agree to sell them for less than appraised value, as happened with some

properties in St. Cloud. Many of the owners of remaining historic properties in the commercial district would like to operate commercial establishments but have found that they don't have the funds needed to restore the buildings and as commercial property owners can't secure grant funds to do so. A third alternative might be to seek donations, USDA funding and bond funds to acquire the buildings, restore them and then resell them--thereby establishing a revolving loan fund.

G. Organizations

1. Community Redevelopment Agency (CRA)

a) Date established: The ordinance naming the city council as the CRA board, and providing for the creation of the TIF tax increment financing fund was adopted Nov. 4, 1997.

b) Make-up of Board: The Moore Haven City Council

c) Is there an approved CRA plan? Yes

d) Has a Tax Increment Financing Fund been established? If so, when? Due to a clerical error, however, the ordinance was not recorded with the Glades County Clerk of Court until July 23, 2004. The City Council is expected to notify Glades County and the Glades County Property Appraiser, Tax Collector advising them of the error, and establishing 2004 as the base year for the TIF fund.

e) Is the proposed Local Program Area included in the CRA plan? The boundaries of the proposed local program area are the same as those designated by the CRA boundary map, established in the November, 1997 ordinance.

f) What support activities have this organization provided the local program to date? It is the purpose of the Main Street initiative to jump-start the CRA process, which was little understood and therefore not implemented when enacted.

g) Within the last five years, what have been the major activities and accomplishments of the CRA? N/A

h) Budget expenditures (previous two years): N/A

2. Chamber of Commerce

a) Name of organization: Glades County Chamber of Commerce

- b) Date established: : Information not provided
- c) Make-up of Board: Directors, Executive Director
- d) Sources of funding: Membership and fundraising. County provides building and city provides utilities at no charge.
- e) Budget expenditures (previous two years): \$45,000 2005 budgeted
- f) Size of membership (previous two years)
- g) What support activities has the Chamber provided within the proposed Local Program Area to date? The Chamber hosts the annual Chalo Nitka Festival, which features a parade beginning in the historic riverfront area, and the festival itself and the associated Youth Livestock Rodeo take place in or near the LPA.
- h) Within the last five years, what have been the major activities and accomplishments of the Chamber? The Chamber hosts the annual Chalo Nitka pageant and three-day Chalo Nitka Festival, which serves as its major fundraiser. The Chamber oversees management of the Chalo Nitka grounds and recently made extensive repairs to the electrical facilities and buildings on the grounds. The Chamber promotes rental of the grounds for other community events. Hosts an annual membership dinner recognizing the County's Citizen of the Year and visits new businesses for ribbon cuttings welcoming them to the community. This year the Chamber assisted the EDC in distributing business surveys to approximately 500 businesses in Glades County. The Chamber also provides information on festivals, attractions, and accommodations to tourists and newcomers to the area.

3. Merchants/Professional Association

- a) Name of organization: N/A
- b) Date established:
- c) Make-up of Board:
- d) Sources of funding:
- e) Budget expenditures (previous two years):
- f) Size of membership (previous two years):
- g) What support activities has this organization provided within the proposed Local Program Area to date?
- h) Within the last five years, what have been the major activities and accomplishments of the organization?

4. Downtown Development Authority (or Special Assessment District) N/A
- a) Date established:
 - b) Make-up of Board:
 - c) Sources of funding:
 - d) Budget expenditures (previous two years):
 - e) What support activities has the DDA provided within the proposed Local Program Area to date?
 - f) Within the last five years, what have been the major activities and accomplishments of the DDA?

5. Local Historic Preservation Organization

- a) Name of organization: Glades County Historical Society
- b) Date established: Information not provided
- c) Make-up of Board:
- d) Source of funding: Memberships, donations, fundraisers
- e) Budget expenditures (previous two years):
- f) Size of membership (previous two years):
- g) What support activities have this organization provided within the proposed Local Program Area to date? The Historical Society has been working for several years to seek funding to restore the historic Westergaard House and convert it into a museum.
- h) Within the last five years, what have been the major activities and accomplishments of the organization?

The Historical Society has received two grants from the state Historic Preservation Commission toward the restoration of the Westergaard House. They host regular fundraising barbecues for that purpose and operate booths during Chalo Nitka and other area festivals. The Historical Society has endorsed the Main Street initiative and it is our goal to work closely with the historical society to save and restore salvageable historic properties in both districts. We also hope that through partnerships via Main Street with organizations like the Garden Club, Glades Youth Livestock and others to assist the Historic Society with completing the restoration of the Westergaard House.

6. Other Downtown Associations

- a) Name of organization: Enterprise Zone Development Agency

b) Date established: 2001

4. Make-up of Board:

Chairman/Business Representative: John Ahern
 Vice-Chairman: Workforce Development/School Superintendent representative,
 Wayne Aldrich
 Chamber representative: Executive Director Lisa Langdale
 Civic organization representative: Judge Kirby Sullivan
 Resident representative: Ernie Burleson
 Law enforcement representative: Sheriff Stuart Whiddon
 Code enforcement/county staff representative: Clay Townsend
 Coordinator: EDC executive director Tracy Whirls

5. Sources of funding:

The EDC provides in-kind staff-support service, as the EDC executive director is also the Enterprise Zone coordinator for the county. The EDC administrative assistant provides clerical support during quarterly meetings of the EZDA and assists with drafting necessary reports. The EDC also funds advertising expenses associated with the program.

e) Budget expenditures (previous two years): N/A

f) Size of membership (previous two years): EZDA is an advisory board, created by statute to have a minimum of eight members. Reorganized in February 2005, currently has a vacancy in the banking/insurance representation due to retirement of longtime EZDA member/Big Lake National Bank manager Steve Toole. New board appointees were adopted by the Glades County Board of County Commissioners at their April 28, 2005 meeting by resolution. The EZDA held its first reorganization/quarterly meeting in May, primarily to orient new members, and the coordinator completed the May quarterly report. The EZDA rescheduled its July quarterly meeting for Thursday, August 18 and will begin the application process for redefinition as a state enterprise zone program.

g) What support activities has this organization provided within the proposed Local Program Area to date?

11. Provide information on available enterprise zone incentives for sales tax abatement for materials/building supplies/equipment, job creation incentives, etc. to new and expanding businesses, as well as residents remodeling and constructing new homes within the county's 19 square mile enterprise zone, which includes the entire city limits of Moore Haven.
12. Worked to redefine the enterprise zone boundaries within Glades County to enhance economic development in areas targeted for growth.
13. Oversaw completion of a new county map outlining the existing enterprise zone boundaries.
14. Improving tracking, promotion of Enterprise Zone information queries and incentives applications.

h) Within the last five years, what have been the major activities and

accomplishments of the organization?

Since its inception, the EZDA has twice redefined the Enterprise Zone boundaries within the county, in an effort to identify areas most suited for and most likely to be impacted by economic development. The organization also promotes the availability of enterprise zone tax incentives to residents and businesses located in the enterprise zone and assists in recruiting new business prospects to those areas.

- aa) Name of organization:
- bb) Date established:
- cc) Make-up of Board:
- dd) Sources of funding:
- ee) Budget expenditures (previous two years):
- ff) Size of membership (previous two years):
- gg) What support activities has this organization provided within the proposed Local Program Area to date?
- hh) Within the last five years, what have been the major activities and accomplishments of the organization?

7. Are there any cultural or recreational organizations that have programs or activities that directly affect the proposed Local Program Area? If so, describe them, their activities and programs. (Include festivals, theaters, arts councils, schools, etc.)

The Glades County Chamber of Commerce hosts the Chalo Nitka Festival, in conjunction with Glades Youth Livestock and their annual livestock shows, sales and rodeo each year, the last week of February/first week of March, with the festival including a parade that begins in the historic riverfront and the festival located on the Chalo Nitka grounds, which are just immediately outside the LPA. The rodeo grounds are in the LPA. In addition to assisting the Chamber with "growing" the Chalo Nitka festival, through improved promotion, entertainment planning etc., one goal of the Main Street program might be to bring back the street dance, formerly held in the historic downtown, as well as operating a Main Street fundraising booth at the festival, to raise funds for Main Street.

The Glades County School District hosts Christmas On The Caloosahatchee each year in City Park on the riverfront the second week of December. Largely due to the efforts of the Christmas On The Caloosahatchee committee, improvements have been made to electric outlets in the park, making it possible for Christmas lighting to be in place during the festival. The annual event, centered on schoolchildren's arts and crafts projects, games, vendor booths, etc., also includes a boat parade and is extremely well attended by locals. One goal of the Main Street program would be to increase promotion of the event and expand crowd capacity beyond Glades County. In addition, we would of course staff a Main Street booth there as well.

The Friends of the Library recently completed an expansion of the local library located on the historic riverfront, which nearly doubled its size, creating a conference room and a county history room. While a portion of the expansion was funded through a grant, the Friends also raised funds through a brick paving sale and other donations toward their match. The library hosts a "Food for Thought" series of luncheon lectures that brings speakers and community members to the LPA. They have endorsed the project and we hope to work closely with them as we go forward.

In 1997, a committee comprised of city hall staff, including City Clerk Maxine Brantley, Sharon McCormick, Marilyn Cruz and Lisa Marquith, later joined by librarian Mary Booher and Jerrilyn Schlueter initiated the Playground Equipment Project or PEP, raising \$100,000 for the purchase of playground equipment in Tom Perry Memorial Park (otherwise known as City Park). Since that time, the committee has sought FRDP funds to construct a children's splash park, but that grant application was denied. It is expected that the group will resubmit that application and assist with future streetscaping, tot lot improvements, and other projects as the Main Street program goes forward.

In addition to the organizations/events listed above, various civic groups participate in barbecues and other events in City Park on a regular basis. For example, the local Boy Scouts each year clean up the park then host a picnic during Earth Day observances. A goal of the EDC/Main Street program is to assist in coordinating these various activities, to encourage more participation through improved promotion and thereby build capacity for various fundraising activities.

II. The Local Organization

A. Organizational Readiness

1. Name of organization or agency to administer the local program: Glades County Economic Development Council
2. Date established: _06/21/1999_ Size of current membership: __102__
3. For the preceding two years from the date of this application, what were the budget expenditures of the organization or agency to administer the local program?

2004 – total budget was 48,572.60.

2003 – total budget was \$64,296.63

- a. Budget expenditures for last year (entire fiscal year): 2004

Sources of funding:

City Government – 8,000.00

County Government - 16,250.00

Private Contributions – 16,572.00

Grants: \$7,775

2. Budget expenditures for year before last (entire fiscal year): 2003

Sources of funding:

City Government – \$9,000

County Government - \$18,750

Private Contributions – \$17,255

Grants/Miscellaneous income: \$2,495.93

4. Federal Employer Identification (FEID) Number: __65-0964989__

5. Taxing Status (i.e., 501(c)(3), etc.): 501(a)

6. List the current officers of the organization, indicate their terms of office, and affiliation, such as representative of Chamber of Commerce, merchant, etc. (If the applicant is a municipality, indicate N/A or indicate the membership of the organization's Advisory Board if such a board has been established.)

President: John Martz, Director of Business Development, Glades Electric Cooperative;
 Vice-President: Denise Holbrook, Manager, The Glades Resort;
 Secretary: Rhoda Planty, Manager, Robins Nest RV Park; and
 Treasurer: David Dannenhauer, Owner, Moore Haven Trailer Park and Mickey's Bait & Tackle.

7. What is the composition of the Board that will determine policy for the local program? (If the same as #6, indicate so).

The composition of the Board that will determine policy for the Main Street Program will be comprised of the Board of Directors of the Glades County Economic Development Council as follows:

John Martz, Director of Business Development, Glades Electric Cooperative;
Denise Holbrook, Manager, The Glades Resort;
Rhonda Planty, Manager, Robins Nest RV Park;
David Dannenhauer, Owner, Moore Haven Trailer Park and Mickey's Bait & Tackle;
Patty Register, Owner, Gatorama;
Cheryl Eby, Rawls Realty;
John Tallent, Director of Land Management, Lykes Brothers;
Shannon Hall, Trustee, Glades Electric Cooperative;
Russell Echols, Glades County Commissioner;
John Ahern, Moore Haven City Councilman; and
Tracy Whirls, Director, Glades County Economic Development Council.

8. How are the members of the Board selected?

The Board of Directors are selected by the general membership at the annual meeting in January. The Board of Directors shall consist of not more than fifteen members and shall serve a term of three years.

9. What commitment do you require from Board members. (job description, hours per month, membership dues, attendance at FMS training sessions, etc.).

Board Members must be voting members of the Glades County Economic Development Council and serve without remuneration. Board members must meet the guidelines of the general membership i.e. Large Business (25 employees or more); Small Business (less than 25 employees); Ambassador Members (members who provide a high level of financial support); Individual Members (private individuals who actively support the Glades County Economic Development Council); and business, trade and professional organizations that actively support the Glades County Economic Development Council. Officers of the Board will be required to attend FMS training sessions (?).

10. Insert following this page a narrative describing the organizational structure of the local program, including the Board, standing committees, general membership and other partners. Include a list of the members of each committee.

The Moore Haven Main Street is beginning as an offshoot of the Glades County Economic Development Council, both because revitalizing downtown is one of the central goals of the EDC, and because the relatively small size of the community (1500 residents) requires overlapping of personnel with most endeavors. The EDC Executive Director is also the county's Enterprise Zone coordinator, a director for the local Chamber of Commerce, etc. Members of the EDC Board are also business owners, government officials and members of other civic organizations. The disadvantage to this is that having to wear many hats, everyone is overextended already. The advantage is

that Main Street can serve as an umbrella to bring all these various groups together with a common/similar goal, in terms of festival planning, promotion and fundraising/membership drives. Thus, EDC initiatives will strengthen the Main Street program and the Main Street program will strengthen the EDC. Currently, the EDC has only two standing committees, a Big O Birding Festival Committee, comprised of the director, administrative assistant, various board members, the Glades County Chamber Director, Clewiston Chamber of Commerce Director, Hendry County Tourism Development Director, a representative from the Clewiston Business and Professional Women's organization, who organizes the arts and crafts show, local tour operators, Audubon, Fish and Wildlife Conservation Commission and University of Florida Ag Extension. This committee has met twice so far this year and will be meeting monthly beginning in August as festival planning ramps up. The expectation is that this committee, in cooperation with the Chamber of Commerce, will serve as the nucleus of a fundraising/promotions committee for the Main Street program.

The other standing EDC committee is an incentives/disincentives working group comprised of city and county officials, business development experts from Glades Electric Cooperative and Lykes Bros., our two diamond-level/\$5,000 members and other business representatives with development projects currently in the works. This committee is currently reviewing proposed ad valorem tax incentives, and is assembling a marketing package to recruit new businesses to Glades County in general and Moore Haven in particular. They are also working to identify measures to streamline and improve the permit application/zoning in the county to fast track development. This committee is already evolving into a business expansion/retention and recruitment committee and will naturally expand to include those activities for Main Street.

A membership committee is expected to be formed at the next EDC meeting, when planning of the organization's first social, targeting new members, begins in earnest. If all goes well, we would hope to hold this event in September and would like to announce our selection as a Main Street community at that time--to jump start membership for MS as well. Past EDC socials have been well attended and such an event would generate a large turnout--the perfect opportunity to continue educating community members and business owners about the main Street approach. A design committee will be formulated, incorporating Historical Society members, local contractors, building officials and others once the site team makes its visit. Without expert advice from historic preservation architects and engineers, we don't exactly know where to begin.

15. Indicate what projects are planned under the Four Points of the Main Street Approach: Organization, Design, Promotion, and Economic Restructuring and what project money has been budgeted (beyond operating funds).

Promotions:

- a. Host a kick-off membership drive/EDC social in September in City Park to announce designation, begin fundraising and education, organization of the Main Street program and participants. Event will be well publicized and local businesses will be asked to provide refreshments, but more importantly, to attend.
- b. Finalize plans for a barbecue cook-off slated for October, earmarking a portion of the proceeds for Main Street. Suggested theme: Moore Haven's Main Street is cooking!"
- c. Organize Moore Haven Main Street logo design contest, with emphasis on incorporating the Lone Cypress Tree with the official Main Street building

- logo. Once the design is selected, approach Maxis Screen printing for in-kind donation of t-shirts to sell at future events. Later, as funds become available, logo would be emblazoned on light pole signage, mugs, and other promotional items.
- d. Finish EDC website updates incorporating a Main Street page.
 - e. Finalize Big O Birding Festival Planning, and incorporate Main Street initiative particularly with Kids Are For The Birds...and Bees, and Bats, and Butterflies... event in City Park.
 - f. Work with Christmas On The Caloosahatchee Committee to better promote that event, specifically to assist with signage and boat parades, as well as PR and in return staff a Main Street booth. This activity will be replicated with each of the area festivals held almost weekly from January through March and ending with the Sugar Festival in Clewiston in April.
 - g. Plan Chalo Nitka Street Dance, with band, vendor booths, and beer sales, proceeds to Main Street.
 - h. Continue promoting Main Street through e-newsletter calendar until such time that a hard copy newsletter and or dedicated Main Street newsletter is established.

Organization:

- a. Begin recruiting new members with kick off, continue membership drive, donation solicitation via booths throughout festival season.
- b. Continue development of Main Street committees during monthly EDC meetings until a regular monthly Main Street calendar evolves. A report will be made at least monthly to City Council/County Commission on progress, and new members will be solicited during those reports.
- c. Make presentations to each of Glades County's six community associations and plan regular return visits to them, other civic groups (Lions Club, Friends of Library) and governing bodies including Glades County School Board, to keep everyone apprised of activities and recruit new members.

Design:

- a. Schedule site team visit.
- b. Seek technical assistance grant from Historic Preservation, South Florida Water Management District (SFWMD), Department of Community Affairs (DCA) or other agency for revision of design charette, to include infill construction, façade improvements, sidewalk, bike path and parking construction, streetscaping, and other elements. This would include identified proposed uses for rehabilitated buildings and new infill construction, to include sundries, resort wear, gift shop, etc. This may be a two-phase endeavor, beginning with historic commercial area, and then continuing to the US 27 commercial strip, so that all elements blend well together.
- c. Seek technical assistance grant from Historic Preservation, or other agency, for architectural services to formulate site-specific design standards for restoring, rehabilitating existing historic structures, and new infill construction.
- d. Seek FDOT funding for design/program construction of bike paths, sidewalks and other improvements on the city side of the river. Initiate discussions with FDOT, county, SFWMD, etc. for improvements to the county side of the river, including landscaping, bike paths, sidewalks, to create a blended riverscape. Ultimately, perhaps a pontoon boat/ferry could link visitors across the river.

- e. Seek Parks and Trails funding, FRDP funding, to site and build an RV park at Alvin Ward Park, concessions and other improvements to serve additional tourists attracted to the area by Main Street project. (This will require extensive planning and cooperation of SFWMD, Department of Environmental Protection (DEP), FDOT, and others to meet FEMA standards. The existence of Everglades Adventures in Pahokee, and improvements to the Belle Glade Campground, much of which is inside the dike, argues that this can be done. Funding for a consultant to steer this project will need to be identified.) This might incorporate providing equestrian facilities at some site to be identified later, accessible to the Lake Okeechobee Scenic Trail.
- f. Begin planning, negotiations with SFWMD, U. S. Army Corps of Engineers, technical assistance funding application etc. to dredge/expand existing city marina to construct yacht basin (once necessary property is acquired via acquisition and development grant, eminent domain, or via a contract with a developer) and ultimately to dredge and widen Moore Haven Canal, to improve boating access (particularly necessary for coastal hurricane evacuations) and use dredged material to create spoil island trail way for hiking, possibly camping. Long term project, as above.
- g. Begin discussions with SFWMD/DEP/Corps to acquire/develop vacant land near Lake Hicpochee for recreational development and plan how restored Lake Hicpochee can be used for passive boating opportunities, including paddleboats, canoeing etc.

Economic Restructuring:

- a. Continue discussions with new owner of Moore Haven Hotel to identify caretaker, finish rehabilitation, with plan to host Open House in December and be ready to open two townhouse apartments as bed and breakfast by March. Promote heavily as beginning of destination planning. Include discussions of golf cart/bicycle rentals, lobby displays of local events/attractions and link with Sunburst Tours to provide transportation beyond city limits.
- b. Initiate building specific application for acquisition and development grant funding for Agape House, residential buildings. This would include feasibility studies to retrofit for other uses and future grant applications/donations etc. to accomplish the work. This would include identifying plans for its future commercial use (if not used as new city hall) and soliciting bids for a vendor/lessor.
- c. Continue working with potential corporate donors to establish Community Contribution Tax Credit project to acquire land, building materials, supplies, etc. to relocate Agape House.
- d. Work with City Attorney/Code Enforcement to notify property owners of deadline for curing code deficiencies with historic structures. Negotiate acquisition of properties, for less than market value, rehabilitate, and lease back commercial applications if possible. If not, continue code enforcement/foreclosure and rehabilitation through Main Street. Depending on funding mechanism used, buildings would be resold or leased to establish revolving loan fund for Main Street.
- e. Acquire and develop vacant lots within riverfront historic district and identify developer of infill construction.

- f. Identify developer for vacant lots opened by City/Glades Electric Cooperative to build proposed hotel and restaurant. Seek \$750,000 economic development grant toward that project. Identify developer to acquire adjacent six-acre parcel for further development, perhaps to include mixed-use condos/office space/retail uses.
- g. Continue working with CHL, Ltd. to recruit light industrial users for Hawk Trust site. Seek transportation funds, road funds, etc. to develop access road to north of parcel and rail spur.
- h. Work with USSC/railroad to remove abandoned line on vacant parcel on the river.

12. Describe your long-term funding strategy, describing anticipated grants, contracts for services, fund raising events, membership dues, etc.

Outside of Membership dues, which continue to grow as the Economic Development Council has continued to gain support throughout the community, the Council continues to seek grants to assist in its continued effort to bring Economic Development to the County. Fund raising events such as the Big O Birding Festival are anticipated as a part of the long-term funding strategy. A separate membership drive will be launched for Main Street upon designation. Founding memberships, targeting pioneer families, could be set at \$5,000. Supporting memberships, \$1000; Trustees, mostly targeting banks and large businesses, \$500; Building members, small businesses and organizations \$100 with individual/Friend memberships set at \$50.

In addition to assisting community associations throughout the county in promoting their festivals, to increase crowd capacity and thereby fundraising potential, and manning Main Street booths at those festivals, we intend to work with the Chamber and City officials to bring new events on line specifically to raise funds for the Main Street program. One such event is the River Rally, sponsored by the Christian Bikers Association, which held their inaugural event this past June. Mayor Dave McGee has committed to organizing the same event in 2006. It was added to the recently produced events and attractions guide compiled by Florida Freshwater Frontier and being distributed around the state. In return for assisting with improved promotion of the event next year, proceeds from that event, and a barbecue cook-off currently being planned for the fall are expected to be earmarked for the Main Street program.

Once Moore Haven is officially designated a Florida Main Street Community, we intend to launch a major fundraising endeavor, including a membership drive, solicitation of donations and in-kind services for specific projects. We have had preliminary talks with banks, major corporations and the Seminole Tribe concerning use of the Community Contribution Tax Credit program operated by the state to promote funding for affordable housing, and commercial development projects within the LPA.

Long term, the funding strategy will emphasize applying for CDBG commercial revitalization grants, HUD core façade improvement grants, Historic Preservation grants, USDA grants/loans, Inland Navigation grants for construction of transient dockage, FRDP grants for parks improvements, and other grant funds to be established, as well as through donations and funding from the City and its associated funds, including CPFA. A revolving loan fund will be established, with debt service to be paid through CRA TIF funds.

13. Please complete the form on the next page regarding income and expenses for the current year and the next two years of the local program (one form per fiscal year).

CURRENT (FIRST YEAR) BUDGET SUMMARY * _02/05_TO_02/06__

Income

Sources	Cash in Hand	Cash Pledged **	Total Cash	In-Kind Pledged	Total Value
City Government	8,000.00	8,000.00	8,000.00		8,000.00
CRA Trust Fund					
County Government	16,000.00	16,000.00	16,000.00		16,000.00
Private Contributions	29,732.00	29,732.00	29,732.00		29,732.00
TOTAL CASH INCOME ***			53,732.00		
				TOTAL IN-KIND PLEDGED ****	
					TOTAL INCOME **
					53,732.00

Expenses

	Cash Needs	In-Kind Pledged	Total Expense
Program Manager Salary	33,004.00		33,004.00
Accounting	1,500.00		1,500.00
Additional Staff Salary			
Travel and Professional Development	1660.00		1660.00
Advertising/Promotion	2,850.00		2,850.00
Postage	1,200.00		1,200.00
Office Supplies	1,800.00		1,800.00
Printing/Photocopying	650.00		650.00
Photographic Supplies			
Insurance	1,500.00		1,500.00
Rent			
Utilities			
Telephone	3,348.00		3,348.00
Mileage			
Contingency or other (explain) Reserves	6,220.00		6,220.00
Project Money (Specify)			
TOTAL CASH NEEDS ***	53,732.00		
TOTAL IN-KIND PLEDGED ****			
TOTAL EXPENSES *****			53,732.00

- * This budget format is to be completed for a minimum of three years.
 ** A list of all funding pledges must be submitted in Appendix B.
 *** Total Expenses must equal Total Income.
 **** Total Cash Income must equal or exceed Total Cash Needs.
 ***** Documentation of all in-kind donations must be submitted in Appendix B.

Income

Sources	Cash in Hand	Cash Pledged **	Total Cash	In-Kind Pledged	Total Value
City Government	10,000.00	10,000.00	10,000.00		10,000.00
CRA Trust Fund					
County Government	20,000.00	20,000.00	20,000.00		20,000.00
Private Contributions	35,732.00	35,732.00	35,732.00		35,732.00
TOTAL CASH INCOME ***			65,732.00		
				TOTAL IN-KIND PLEDGED ****	
					TOTAL INCOME **
					65,732.00

Expenses

	Cash Needs	In-Kind Pledged	Total Expense
Program Manager Salary	30,000.00		30,000.00
Program Manager Benefits			
Additional Staff Salary	13,000.00		13,000.00
Accounting	1,500.00		1,500.00
Travel and Professional Development	1,660.00		1,660.00
Advertising/Promotion	2,850.00		2,850.00
Postage	1,200.00		1,200.00
Office Supplies	1,800.00		1,800.00
Printing/Photocopying	650.00		650.00
Photographic Supplies			
Insurance	1,500.00		1,500.00
Rent			
Utilities			
Telephone	3,348.00		3,348.00
Mileage			
Answering Machine or Service			
Contingency or other (explain) Reserves	3,224.00		3,224.00
Project Money (Specify)	\$5,000		\$5,000
TOTAL CASH NEEDS ***	50,728.00		
TOTAL IN-KIND PLEDGED ****			
TOTAL EXPENSES *****			65,732.00

* This budget format is to be completed for a minimum of three years.
 ** A list of all funding pledges must be submitted in Appendix B.
 *** Total Expenses must equal Total Income.
 **** Total Cash Income must equal or exceed Total Cash Needs.
 ***** Documentation of all in-kind donations must be submitted in Appendix B.



SECOND	YEAR	BUDGET	SUMMARY
* _____	2006	TO	_____
	2007		

Income

Sources	Cash in Hand	Cash Pledged **	Total Cash	In-Kind Pledged	Total Value
City Government	15,000.00	15,000.00	15,000.00		15,000.00
CRA Trust Fund					
County Government	20,000.00	20,000.00	20,000.00		20,000.00
Private Contributions	45,732.00	45,732.00	45,732.00		45,732.00
TOTAL CASH INCOME ***			80,732.00		
				TOTAL IN-KIND PLEDGED ****	
					TOTAL INCOME **
					80,732.00

Expenses

	Cash Needs	In-Kind Pledged	Total Expense
Program Manager Salary	30,000.00		30,000.00
Program Manager Benefits			
Additional Staff Salary	13,000.00		13,000.00
Accounting	1,500.00		1,500.00
Travel and Professional Development	1,660.00		1,660.00
Advertising/Promotion	2,850.00		2,850.00
Postage	1,200.00		1,200.00
Office Supplies	1,800.00		1,800.00
Printing/Photocopying	650.00		650.00
Photographic Supplies			
Insurance	1,500.00		1,500.00
Rent			
Utilities			
Telephone	3,348.00		3,348.00
Professional Development			
Answering Machine or Service			
Contingency or other (explain)	3,220.00		3,220.00
Project Money (Specify)	20,000		20,000
TOTAL CASH NEEDS ***	60,728.00		
		TOTAL IN-KIND PLEDGED ****	

* This budget format is to be completed for a minimum of three years.

** A list of all funding pledges must be submitted in Appendix B.

*** Total Expenses must equal Total Income.

**** Total Cash Income must equal or exceed Total Cash Needs.

***** Documentation of all in-kind donations must be submitted in Appendix B.

B. Public and Private Sector Involvement

1. How will both municipal and county governments participate in the local program? Be specific regarding responsibilities and roles.

The City of Moore Haven and the Glades County Commission are both represented on the Economic Development Council. Both entities will provide direction as to design and structure of the Main Street Program. Each entity also provides funding allocations to the EDC (the county, \$16,000 a year, the city \$8,000) and both are expected to increase their financial contributions as funds become available.

2. What support activities will be provided by the organizations listed in Section I-G and how will these organizations interact with the local program? Be specific regarding responsibilities and roles.

The Enterprise Zone Development Authority (EZDA) will promote use of the enterprise zone incentives to businesses and residents to encourage them to locate new and expand existing businesses and rehabilitate commercial and residential buildings in the LPA which is an Enterprise Zone. The EZDA will also assist with promoting other tax incentives (a proposed historic properties tax abatement, an economic development ad valorem tax abatement) as those come on line. It will take a leadership role in recruiting new business/residential development (in conjunction with the EDC, Chamber, City and programs like SHIP) and in organizing/planning new events and fundraisers.

The Historical Society will assist in updating the 1995 survey as more properties reach the 50-year mark, will assist in developing local design standards beyond the adopted Secretary of the Interior Guidelines for historic preservation, and will help identify historic buildings threatened by demolition to be targeted for acquisition and rehabilitation by the Main Street program. Historical Society members will be urged to serve on the Main Street Board as it branches out to become an entity separate from the EDC (note: several EDC members, notably Historical Society president Anne Deuschle and others are also H.S. members. There is much overlap between community groups due to the community's small size.). This process has already begun, as the Historical Society in their newsletter recently endorsed the Main Street initiative, then drafted a letter to the City Council (attached) expressing concern about the endangered status of several remaining historic residential structures. Following up on that letter, EDC/Main Street director has contacted the city's building official, historic preservation architects in Tallahassee, city council and the city attorney, as well as EDC chairman to launch an effort to save those structures.

The Glades County Chamber of Commerce will continue to assist the EDC/Main Street initiative with completion of an ongoing survey of local businesses, promote use of the EZ incentives and promote the Main Street endeavor among businesses as well as assist with planning fundraising endeavors. The Chamber is currently working with the EDC with a couple of prospective developers interested in purchasing property in the district and developing venues like boat rentals, fishing tournaments and concerts.

3. How will any other community groups or service organizations participate in the local program? Be specific about responsibilities and roles.

Main Street Meetings will be advertised as held. Surrounding communities and service organizations will be invited to provide input. Organizations such as the Glades County Women's Club, the Lions Club, Garden Club, 4-H and Glades Youth Livestock and the local Churches will be invited to attend the meetings. As roles become necessary and needed, assignments will be made to those volunteering persons/organizations as needed. For example, volunteers will be enlisted to help secure building materials, paint and other supplies for façade improvements. In-kind donations might be sought for sign construction, pressure cleaning and other services. Groups like the Garden Club might be asked to donate plantings for landscaping/beautification projects, while students in Glades Youth Livestock/4-H, as well as community service probationers might be asked to perform the labor.

4. How will you continue to generate public awareness of, involvement in, and financial support for the local program?

In order to continue to generate public awareness in the Main Street Program, constant and consistent communication will be necessary. The Director, with the assistance of the Board of Directors, will be communicating in person and in writing in the local newspapers, through Community Associations, and by attending City Council and County Commission meetings.

We have generated and distributed flyers to businesses and government offices throughout the local program area promoting a series of town hall meetings, beginning with the Main Street presentation by consultant Laura Lee Corbett April 26, with regular reports during Moore Haven City Council meetings April 21, May 3, May 17 and 24 and June 14, as well as during committee meetings May 24 and May 31. We have promoted the program during Board of County Commissioners meetings, July 12 and school board meetings, June 16. We have sent regular monthly emailed calendar/newsletter reports each month. Volunteers have distributed flyers, inundated everyone in their email inboxes with endorsements, and digitized copies of newspaper articles about the program. Board members have sought endorsements from other community associations within Glades County. This process will continue and ramp up after Main Street designation is achieved, with visits to each of Glades County's six community associations' monthly meetings, explaining the program, what we hope to achieve thereby and soliciting membership and donations. We have generated news releases to the local press and conducted interviews. We were contacted by one Fort Myers television station and plan to schedule an interview with them immediately after we are designated, as well as follow up press coverage during the site team visit and thereafter. We have had preliminary discussions with the Seminole Tribe, seeking their endorsement of the initiative and their investment in some property in the LPA, as a means of creating synergy between the riverfront and the roughly 12,000 watercraft that use the locks at Moore Haven each year, and the Brighton Seminole Casino.

16. What does your community expect to achieve by participating in the Florida Main Street Program? Be specific and identify the outcome or results expected from each of the four points of the Main Street Approach.

Design--By accessing architectural and engineering services through the Main Street program and other agencies we hope to redesign the city's waterfront area, in keeping with its historic character, to make it attractive to investors, local residents and tourists, through streetscaping, directional traffic and parking to promote pedestrian traffic and easy access to new businesses/events to be established in the area. We also hope to give a "facelift" to the existing commercial strip so that it becomes part of a cohesive, blended corridor to and from the riverfront district. We need the design plan to go forward. Once we know specifically what we want to do where, and how much it will cost, we can move forward.

Organization -- Once Moore Haven is officially designated, we would need some recommendations regarding organizing a Main Street program separate from the EDC--in so far as having separate 501(c) 3 status or whatever. Just talking about starting a Main Street initiative has created more interest in revitalization than before. Once we are designated, we expect that to serve as a catalyst for the real work to begin. People are generally broadly supportive of the concept.

Promotions -- Many of the EDC members and affiliated organizations have fairly broad experience in planning fundraising events, devising advertising campaigns, writing news releases, etc. The EDC has a media contact list and can begin generating news releases once we are designated. We would want to know how our program fits into the overall Main Street promotional calendar, including the newsletter and special features in Florida Monthly and other publications as events, and more importantly, new venues come on line. This will help put Moore Haven and its Main Street on the map.

Economic Restructuring

Once the design assessment is completed, we would hope to receive assistance from the Main Street program in identifying possible funding sources for the work outlined in the design charette. This would likely be a phased product, identifying costs associated with the various phases and potential funding sources, to assist us in grant seeking and other economic restructuring endeavors. We think the Main Street approach will help us capitalize on community participation programs provided by banks and public utilities companies. While we understand "chicken dinner" type fundraising, we need advice as to how to solicit/capture big donors. We also think being designated an official Main Street will help us identify potential developers and commercial users of property in our LPA, spawn infill construction, create new jobs and improve the city's (and ultimately the county's tax base), and spur new residential construction.

2. How have you informed other community groups and citizens about your local program and the Main Street Approach?

See item 4 above. We have generated letter/flyers and distributed them to existing business owners in the LPA, explaining what we hope to accomplish (and what we expect to do for them) as part of the Main Street program, inviting them to town hall meetings. We have dispatched EDC members and other volunteers to talk up the program. We will be visiting businesses in the LPA during the month of August to complete a business survey on the behest of FHREDI which is trying to assist local businesses in identifying their needs in terms of hurricane damage/preparedness

assistance, knowledge of enterprise zone, HUB zone and other incentives and need for employee training, etc. During those site visits, we intend to continue to talk up the program, so that in the event that we aren't designated this year, we will be more ready to reapply next year.

3. How many years do you anticipate participating in the Florida Main Street Program? Five to ten, depending upon the time it takes to accomplish our goals.
4. Do you agree to participate in the Florida Main Street Reporting System? Yes
5. Did you apply to the Florida Main Street Program in previous years? If yes, what programs, activities or interest resulted from applying? Provide a brief overview of related accomplishments during the time since your last application was made. No, this is our first application to the Main Street Program.
6. How do you intend to support staff and volunteers participation in statewide Florida Main Street activities.

Volunteers will be apprised of state Main Street meeting/conference dates through our e-newsletter and website. Travel funding will be allocated for staff participation, funded through donations and fundraisers. Volunteers will likely fund their own expenses.

D. Program Manager

1. Is the Program Manager or will the Program Manager be a salaried or contract employee? Briefly describe the Program Manager selection process that was or will be used. If you have already hired a Program Manager attach a resume which indicates all relevant work experience of the person chosen.

The Main Street Program Manager is the EDC Executive Director. She is salaried. Resume attached following this page.

When the program manager was interviewed for the EDC director's position, she presented the interview committee with a strategic plan for economic development for Moore Haven/Glades County (attached, following this page). Central to that plan is resurrecting the CRA and instituting a Main Street program to implement the 1993 redevelopment action plan. Inasmuch as Moore Haven needs the Main Street program to spur revitalization, the EDC needs the success of achieving Main Street designation to demonstrate that the board and public officials affiliated with the board really are in favor of economic development. It is a tangible, achievable, measurable goal, which will lead to identification of other tangible, achievable, measurable goals. Success will then breed success. Furthermore, timing is critical. Developers have recently "discovered" Moore Haven and Glades County, several private individuals have already purchased historic houses and have begun restoring them, and the recent acquisition of the historic

Moore Haven Hotel is expected to generate an increase in property values in the district. Riverfront property prices are not going to get cheaper in future, and we must have a plan in place to go forward, lest we lose the historic and cultural value of the area.

2. What is the title of the individual providing day-to-day supervision of the Program Manager? What is the relationship between this individual and the Board responsible for setting policy for the local program? The Executive Director communicates with the board of directors by phone, email as necessary daily and prepares a monthly report to the board of directors. The director is well known and well respected by the EDC board, city and county officials and other community groups.

3. How many hours per week does/will the Program Manager work on the local program?

20 hours per week. It should be noted that the EDC authorized the employment of a part time assistant, 24 hours a week, initially, to assist the executive director to allow her to devote time to the Main Street program. It is the goal of the EDC, which has earmarked funding for that part time position for one year, to make the assistant's position permanent and full time as funding becomes available. Depending upon the success of the Main Street endeavor and fundraising associated with it the position could grow to become full time.

4. What pay/benefits package do/will you offer the Program Manager? How does that package compare to that of an Assistant City Manager, City Planner, Chamber of Commerce Executive Director or other similar professional positions?

The executive director earns \$30,000 a year, salary with no benefits, with the understanding that as membership funding increases, so will her salary. By comparison, the Glades County Chamber Executive Director earns \$18,000 a year.

5. Provide Program Manager Contract if Manager has been hired or Job Description if Manager has not yet been hired (insert following this page).

III. The Local Program Area

A. Built Environment

1. What is the approximate age of the existing building stock in the proposed Local Program Area?

Pre - 1900:	_____%	1940 - 1950:	____50%
1900 - 1920:	___5___%	1950 - 1960:	____20%
1920 - 1940:	__10%	Post - 1960:	____20%

2. Discuss the characteristics that make the proposed Local Program Area a small, cohesive, pedestrian-oriented, and recognizable mixed-use district having clearly defined boundaries and architectural character.

The entire city limits of the City of Moore Haven are encompassed within one square mile. Originally designed in a grid pattern on the banks of the Caloosahatchee River, the layout of the city changed twice; when US 27 was rerouted the first time and the bascule bridge constructed, and again in the late 90s when a fixed span bridge was constructed to accommodate yachts and barges locking through at Moore Haven to access the intercoastal waterway.

As a result of these "improvements", much of the original historic commercial district, built between 1916 and 1926, was destroyed, with many businesses relocating to areas along US 27 north of the bridge. The remaining "downtown" core was divided, and the historic buildings left downtown fell into various states of disrepair. Remaining in that historic riverfront commercial core are the Moore Haven Hotel (fig 6), the Gram Building, now known as the Agape House (9), the Moore Haven Mercantile Building (fig 10) now known as the Lundy Building, the Moore Haven Bank Building (fig 8) now Anne-Tiques, the Arcade Building (11) the Hardstedt Building, (fig 12) formerly known as Mitchell Davis Building, the Moore Haven Theater, (fig. 17) now home to Country Videos and Moore, and the Masonic Lodge (fig 13).

Because of the small size of the city itself and the centralization of the commercial core, both in the historic riverfront area and along US 27 north to the county line, the entire district is walkable, with sidewalks installed or planned along the highway.

The boundaries of the proposed local program area have been purposefully identified to conform with the boundaries of the Community Redevelopment Area adopted in 1997 and are drawn in a rough arrow shape, with potential to use sidewalk, bike path and other pedestrian/non motorized transportation to facilitate movement to reconnect the disconnected elements of the historic downtown, attracting commercial activity to the riverfront on both sides of the highway. Signage, streetscaping and other improvements would be planned to direct vehicular traffic from US 27 downtown and to create a more unified design theme for the city. Installation of paddle/pontoon boat and other marine conveyances as well as bicycle rentals would increase traffic through and between those areas, with the bridge itself serving as a unifying element. The vacant space

beneath the bridge, now commonly used as overflow parking space for the Moore Haven Restaurant could be either paved or developed as green space to accommodate green markets or other activities. Directional traffic, making Riverside Drive one way going west and First Street one way going east would ease traffic congestion and make space for sidewalks, bike paths and slanted parking in the area to increase capacity and eliminate on street parking.

The historic Glades County Courthouse, (fig. 14) constructed in 1926, Moore Haven City hall (fig. 1) and Glades County Public Library (fig. 2) are all located within the local program area and easily accessible by pedestrian traffic via surface streets without returning to US 27. A \$300,000 FDOT funded landscaping project, lines US 27, and creates some linkage with the riverfront downtown, mostly by mitigating the bridge abutments. Improved design of parking, sidewalk, streetscaping, and façade improvements would enhance the cohesiveness of the area.

In addition to the existing historic commercial core, the local program area is home to a second historic district consisting of bungalow style houses constructed between 1916-1940. Many of these have been lost, but some notable exceptions including the Westergaard House (fig 19), the Women's Club building (fig. 20), the Dowd House (fig. 21), and a second Dowd family home on Ave. L. (fig. 22) remain. The Westergaard House, now home of the Glades County Historical Society, is planned to become the county's museum and has been the recipient of a couple of state historic preservation grants toward that end. The Women's Club building has been acquired by a private party and is being restored. The Dowd family houses on Ave. L and M are currently the subject of code enforcement proceedings by the city. The hope is that rather than their being demolished, that the city can acquire those properties via foreclosure, donate them to the Main Street program, then Main Street would secure the funding to rehab them and either resell them or put them to public purposes.

3. What federal, state, county and local government agencies are located in or adjacent to the proposed Local Program Area?

Moore Haven City Hall, the historic Glades County Courthouse, Glades County Public Library, and Glades County Jail are all located within the Local Program Area as well as the Glades County H.D. Doyle Conner Building and Glades County Health Department Building.

4. Does the city have one or more districts listed in the National Register of Historic Places or designated under a local historic preservation ordinance? Is all or part of the proposed Local Program Area located in such a district? Are there properties within the proposed Local Program Area that are listed individually in the National Register or designated as landmarks under a local historic preservation ordinance? Are there any individual properties or districts that are pending National Register listing? If yes, briefly describe each. Yes. The city has two districts on the National Register. The commercial district with the 1915-1926 structures and the second district comprised of residential units. Listed in the National Register as Moore Haven Downtown Historic District (added 1995 - District - #95001166) consists of 3--99 Ave. J., 100 First St. and Lone Cypress Park, Moore Haven and Moore Haven Residential Historic District (added 1998 - District - #98000714) Also known as 8GL411. Roughly bounded by Ave. J to Ave. M and 1st to 5th Streets, Moore Haven.

None of the properties are listed individually in the historic register or designated as landmarks under a local historic preservation ordinance, although consultant Micki Hartig had recommended nominating four for such designation:

1. The Glades County Courthouse (1926-1928) occupying an entire city block on 5th Street between former Avenue I (now US 27) and Avenue J based on its continual use as the primary governmental facility in Glades County since the time of its construction, its association with master architect, E.C. Hosford, and for its original New-Classical design and architectural integrity.
2. The Lone Cypress Tree and Site for its historical role in navigation, its identification as a historic landscape feature where the town was settled and the commemorative role it has played and continues to symbolize in the city's history.
3. The More Haven Oddfellows/Masonic Lodge (1930) at 200 Avenue J, based upon its unaltered condition and historic association with the area's four earliest fraternal organizations and its service from 1930 until 1965 as Moore Haven's City Hall.
4. The Marion F. George House/Moore Haven Women's Club Clubhouse (c.1916) at 200 Avenue K, as an exemplary, well executed and virtually unaltered example of a Moore Haven Craftsman Bungalow as well as the property's association with Marion F. George, Moore Haven's second mayor (1919), one of Glades County's first County Commissioners, and an important Moore Haven builder. The structure also is significant based on its function as Glades County's first library from 1938-1965 and for service as the Moore Haven Women's Club Clubhouse since 1938. In the event that an additional National Register Historic District was created to encompass the historic residential area, this structure could also be simply incorporated with that district's boundaries.
5. The O'Brien House (c.1917) at 400 Riverside Drive based on its association with Marian Horwitz O'Brien, early Moore Haven landowner and influential citizen. She served not only as Moore Haven's first mayor but is considered the first female mayor south of the Mason Dixon Line and one of the first female mayors in the United States. This residence could also be included in a National Register Historic District encompassing the historic residential area if individual listing is not pursued.

One goal of the Main Street endeavor might be to accomplish one or both of those things, and to incorporate the Moore Haven Hotel and, once its refurbished, the Arcade Building, for individual listing for their historic significance as one of the first hotels in the Everglades and arguably the first "indoor mall," in the state, respectively.

Part of the local program area encompasses both these districts, and then extends to include the remaining commercial district, for several reasons:

- a.) Because we intend to seek USDA and other revolving loan and grant funds to restore/rehab historic buildings, we intend to access CRA TIF funds to repay those funds. Because so many properties in the historic area are severely dilapidated, sufficient TIF funds would not be generated in the smaller area to do so.
- b.) Existing commercial buildings have rehabilitation needs that could more easily and economically be addressed through the Main Street program via fundraisers, HUD

façade improvement grants, community contribution tax credit donations, etc. for efforts aimed at signage, canopies, painting, streetscaping and the like.

c.) We did not want the City, the Main Street program or its sponsoring agency, the Glades County Economic Development Council to incur the wrath of existing commercial owners by channeling large sums of time, money, and effort in the historic district without identifying ways and means to also assist them.

4. Has a historic resource survey been conducted within the community? Has this survey included the proposed Local Program Area? Are there plans for (additional) survey work in the proposed Local Program Area? A Historic Properties Survey of Moore Haven was prepared for the City of Moore Haven by Historical and Architectural Research Services, Sarasota and consultant Mikki Hartig and completed in January 1995. This survey includes all the remaining historic buildings in the proposed local area. Many have since been lost. Since several additional buildings, (the Korinke Building, the Rice Motel) now meet the 50 year rule, an update of the historic survey would be one of the goals of the Main Street program.

6. How many blocks are in the proposed Local Program Area?

Sixteen (16) blocks.

7. How many buildings are in the proposed Local Program Area?

619 est.

B. Economic Environment

1. How many businesses are in the proposed Local Program Area?

As of 06/15/05, forty-four (44) businesses with offices.

2. What is the appraised value of real property within the proposed Local Program Area? (includes property-tax exempt sites)

26,114,375

3. What is the appraised value of real property within the city?

62,056,692

4. What is the assessed tax base of the proposed Local Program Area?

14,398,874

5. What is the assessed tax base of the city?

34,894,947 (Real and Personal Property)

6. How many workers are employed in the proposed Local Program Area?
Estimates based on phone calls to businesses/government offices within LPA.

- a) Office: _16____
- b) Commercial: ___115__
- c) Industrial: __4____
- d) Governmental: 134_____

7. What percentage of the buildings in the proposed Local Program Area is:

- a) Owner occupied: ___80%
- b) Renter occupied: ___15%
- c) Vacant: ___5%

8. What percentage of the buildings in the proposed Local Program Area is:

- a) Privately owned: ___80%
 - 1) Local owner: ___70%
 - 2) Absentee landlord: ___30%
- b) Publicly owned: ___10%

9. What are the current rents per square foot for commercial space in the proposed Local Program Area?

- a) Average: 9.50 per square foot/year
- b) Lowest: 4.50 per square foot/year
- c) Highest: 15.00 per square foot/year

10. Estimate the number of square feet of first floor vacancies in the proposed Local Program Area:

First floor vacancies: _35,000__ square feet.

11. Estimate the number of parking spaces in the proposed Local Program Area:

- Total parking spaces: ___950___
- On-Street Parking: _____150
- Off-Street Parking: __800_____

12. Estimate the percentage of the building space in the proposed Local Program Area devoted to the following uses: We have not used percentages but have used a physical count of the following:

	First Floor	Upper Floor
Retail	14	
Professional Offices	6	
Government Offices	9	
Restaurants/ Entertainment	8	
Housing	544	
Industry	0	
Warehouse	0	
Other	5	
Vacancy	33	
TOTAL	619	

13. How many of the following types of economic anchors are located in the proposed Local Program Area? * Includes convenience stores

	Chain	Independent		Chain	Independent
Department Stores			Hospitals		
Discount Stores	2		City Facilities		1
Food Markets		4*	County Facilities		5
Tourist Businesses			State Facilities		
Service Businesses		13	Federal facilities		
Specialty Shops		2	Court-houses		1
Restaurants	2	7	Libraries		1
Banks	1	1	Post Offices		1
Theaters			Schools		3
Churches		3	Other		

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14. Are properties in the proposed Local Program Area subject to the provisions of a local historic preservation ordinance? If so, briefly describe the key provisions of the ordinance.

Yes, Ordinance No. 224, Chapter 59 Historic Preservation Ordinance of the City of Moore Haven, adopted May 7, 1996. The ordinance declares that the preservation and protection of buildings...of historic, architectural, cultural... merit are public necessities and in the interests of the City. It recognizes the goal of strengthening Moore Haven's economy by preserving historic properties. The ordinance establishes the City Council as the historic District Commission and requires them to meet as such at least quarterly and to prepare an annual report. It adopts the Secretary of the Interior's Standards for Rehabilitation as design guidelines for provision of certificates of appropriateness until the city adopts its own set of design guidelines. It requires an ongoing survey of historic and architecturally significant properties. It encourages negotiations with property owners and other parties to preserve buildings scheduled for demolition. It establishes two distinct historic districts, locally, based on the two national register nominations, and was adopted following a public hearing May 2, 1995. The districts are on the city zoning map as an overlay district.

It provides for individual properties to be added to the district, provides for incorporation of an historic district preservation plan, including technical assistance and financial incentives, never specified or implemented . It prohibits retail commercial or industrial use within the residential historic district.

Design standards are minimal, specifying only that no building shall exceed a height of 40 feet in a residential district. A certificate of appropriateness must be issued that specifies that no exterior portion of any building, masonry walls, outdoor signage be erected, restored or demolished until such certificate is approved. The city can also issue a master certificate of appropriateness good for one year. The city must issue the certificate within 30 days of application. Finally, in adopting the Interior's Standards it recommends reasonable effort must be made for compatible use requiring minimal alteration. Prohibits destruction of original qualities of building. Recommends that deteriorated features shall be repaired rather than replaced when possible and if replaced should match the material being replaced in composition, design texture and based on an accurate duplication of features based on historic photos. Surface cleaning should be gentlest possible and contemporary design for alternation should not be discouraged as long as the alternations/additions do not destroy significant material and when compatible. Provides for provision of economic hardship allowances. It requires that infill buildings shall be in harmony with other buildings within the district, compatible in size, style, scale material, and character of the property, neighborhood, or immediate environment. A curious provision in the ordinance states: it is not the intention of these regulations to require the reconstruction or restoration of individual or original buildings, to prohibit the demolition or removal or such buildings or to impose architectural styles from particular history periods. It also specifies that demolitions may not be denied, although they may be delayed for 180 days. During that period, the HDC (i.e. city council) shall negotiate with the owner and other parties in an effort to find a means of preserving the building. The HDC can waive that period if it finds the building has no particular significance. Once a certificate of appropriateness is issued, discontinuation of work or lack of compliance is a violation of the ordinance, as is the work of any

building owner, etc. creating a situation contrary to the terms of the ordinance and subjects the owner to a \$350 penalty. If not paid within 30 days, the city can place a lien. While the ordinance specifies that the City is not precluded from preventing alternation or removal of buildings, it does provide that the city, in addition to other remedies may institute any appropriate action including injunctive relief to correct or abate the violation.

15. Are there any parks or recreation areas in the proposed Local Program Area? If yes, indicate the acreage of each and describe briefly.

Yes, City Park and Rode Grounds. City Park is 2.33 acres and includes a playground, shuffleboard courts, racket ball and tennis courts, a volleyball court, picnic pavilions, restrooms, showers etc. as well as available electricity for special events. The rodeo grounds comprise 2.52 acres and include stands, an arena, a covered barn used for livestock sales, concessions. The school district also owns and leases to the city 2.29 acres of ball fields and a large vacant lot which could be developed as an additional park.

16. What other cultural, social, ethnic features or other special qualities does the proposed Local Program Area or surrounding area possess?

The City of Moore Haven and the local program area is located on the Caloosahatchee River, a black water river with a long history of human use which flows by some of south Florida's oldest settlements. The Calusa Indians used the river as a trade route, as mounds and prehistoric canals discovered at Ortona Indian Mound Park, attest. Later the Seminoles used the river before the Seminole Wars in the early 1800s.

The LPA is the site of the legendary Lone Cypress, located in the center of Lone Cypress Park, a linear park along the shore of the Three Mile Canal in Moore Haven's historic downtown. The tree's status as a landmark on the shore of Lake Okeechobee is mentioned in the earliest history records of the Moore Haven area. It is believed that Calusa Indians used it as a guide when traveling in their dugout cypress canoes. It is known that Hamilton Disston used it in 1883 during his dredging of the Three Mile Canal joining the headwaters of the Caloosahatchee River to Lake Okeechobee in the vast project to drain swamp and overflowed lands.

It was at the site of the Lone Cypress that James A. Moore chose to found the town of Moore Haven in 1915, on land he had purchased the previous year. The Lone Cypress is one of four Glades County landmarks to be identified by the Southwest Florida Regional Planning Council for placement of an interpretative kiosk associated with the Big Water Heritage Trail project.

Moore Haven enjoys the distinction of having been one of the earliest settlements on Lake Okeechobee and at one time was expected to become the population center of the south lake area. It was home to Marian Horwitz O'Brien (notably the first female mayor south of the Mason-Dixon line and one of the first female mayors in the United States), who was nominated to the state's Hall of Fame in 2002 by Moore Haven students.

The Moore Haven Hotel, still extant, is believed to be one of the oldest hotels in South Florida and the Moore Haven Arcade, now in serious disrepair, could be said to be the first indoor mall in the state, as it consisted of one 8,000 square foot building, which housed doctors' offices, a barbershop, and other storefronts.

The city was devastated by the hurricane in 1926 which killed 150-200 residents and destroyed more than half the city's buildings; however, that disaster was dwarfed by the 1928 "Killer 'Cane" that killed 2000 in Pahokee, Belle Glade and elsewhere on the east side of the lake.

The Chalo Nitka Festival, which is more than 50 years old, is one of the oldest annual events in the state, and its foundation as an event, which brought together Seminoles from the Brighton Reservation and descendents of pioneering "cowboys" is a link to the past, which many wish to preserve. The original festival booths were Seminole chickees, and Seminole arts and crafts and food booths were at one time the major attraction at Chalo Nitka, but became less so as Brighton developed its own festival and event calendar. It is the goal of the Glades County Economic Development Council and Chamber of Commerce to encourage the Tribe to recreate that important linkage as part of the Main Street endeavor.

The city's rich history easily lends itself to creation of a walking tour and guided historical tour of the area, festivals celebrating its founding, and could be the subject of an historical re-enactment of its founding or play based on the life of its first, female mayor. Already the new owner of the historic Moore Haven Hotel, who acquired some rare historic photos of the construction of the locks and other buildings as well as photos of the floods following the 1926 hurricane, is contemplating a book project featuring the hotel. It would be a goal of the Main Street program to facilitate this and similar projects, mentioned above, working with Moore Haven High School history teacher Crystal Drake, who spearheaded the hall of Fame nomination for Mayor O'Brien, the Glades County Historical Society and the Glades County Public Library. While work on these endeavors could begin immediately, it is only with preservation, restoration, and development of commercial activity in the area that these efforts would bear fruition. A walking tour of downtown now, with most of the buildings vacant and in extreme disrepair would only prompt great sadness, given the rich heritage they represent.

The larger area of Glades County is, as indicated above, the site of the historic Ortona Indian Mound Park, the Brighton Seminole Reservation, Fisheating Creek, one of the largest and last pristine wilderness areas in the state, and two of the state's oldest tourist attractions, Gatorama, which has been continuously in operation since the 1950s and the Cypress Knee Museum, which operated from the 30s through the 70s and is now the subject of a major restoration endeavor by the Floraglades Foundation.

17. Describe the housing stock and any current housing issues within the proposed Local Program Area and/or adjacent areas. How many dwelling units are there in the proposed Local Program Area?

Mix of older SFD homes, mobile homes on individual lots and motel with three (3) Recreational Vehicle lots, Fisherman's Village that has thirty-two (32) lots in association.

C. Previous Revitalization and Preservation Activities.

1. How have public and private sector groups shown their support for downtown revitalization in the past? Identify groups and specific activities and programs.

As explained above, the LPA was the subject of a series of town hall meetings involving local officials, FDOT, SWFRPC, South Florida Water Management District and others in 1993 to devise a revitalization action plan. It was the subject of a historic properties survey in 1995, during which the Glades County Public Library, the Glades

County Historical Society, and students from Moore Haven High School under teacher Laura Ahern participated. It was the subject of a finding of necessity project by LaRue Planning in 1997 and a series of meetings between city and county officials and FDOT in planning and attempting to mitigate the impact of the bridge construction in 1999. It has been the subject of ambitious potable water and sewer projects and is even now the subject of a storm water mitigation project being conducted by SWFRPC. It is the goal of the Main Street initiative to pick up where these other initiatives left off and complete the activities first identified in the 1993 plan.

2. Within the last 10 years, what major landscaping, infrastructure improvements and public or private sector rehabilitations have taken place within the proposed Local Program Area and what were the sources of funding for these projects? Identify any such projects currently planned for the proposed Local Program Area.

The City of Moore Haven Public Water Department owns and operates a facility with a capacity of 1,000,000 gpd, with 1,500,000 gallons. storage capacity, serving 2,500 people. Groundwater continues to be the most significant source of water supply for agriculture and urban water demands in the County. Work is currently underway to increase capacity and make improvements to the treatment and distribution system, to reduce THMs, improve water quality and color, and water pressure to residents and businesses in the city. These improvements have been funded by USDA grants and loans.

The County and the City of Moore Haven, have jointly built a 135,000-gpd facility sewage treatment plant west of Moore Haven to serve the Moore Haven Correctional Institution and the City of Moore Haven, which recently underwent an expansion. Funding for that project and expansion of sewer lines and hook ups has been funded with a combination of legislative appropriations, grants from the South Florida Water Management District and other sources.

The City owns and operates its own citywide waste management department and is the only area in the county with mandatory solid waste service. The city also owns and operates the city's electric utility. Provision of electricity and water utilities are the mainstay of the city's economy, which has a relatively low ad valorem tax rate of 4 mils, when compared to the county's 10 mil assessment rate.

IV. Overall Assessment

Why Do the Assessment?

It may not always seem so--particularly in a smaller community or neighborhood--but the downtown or neighborhood commercial district is a complex, dynamic place. Physical, economic, cultural, and political changes are constantly affecting it. Restoring downtown's physical, economic, and civic vitality begins with understanding its status and identifying the internal and external forces that affect it.

The purpose of this assessment is to help you develop that understanding. It addresses general questions like: Is commercial district revitalization a community priority? What's the district's physical condition? What are the perceptions of the district? What's the business environment?

What Will It Tell Us?

- 1) What the district's general status is. Is it in good or poor condition? Where is it heading? Declining, stabilizing, or improving?
- 2) What the priorities are for the district. In which areas (i.e., which of the four points) is it strong? In which areas is it weak? Are there specific issues that take precedence?

Guidelines for Completing the Assessment

- 1) You don't have to have be an "expert" to complete this assessment. However, don't rely solely on your own judgment. Have several people conduct the assessment independently and then compare results. Bring a diversity of perspectives to your "assessment team."
- 2) Don't worry too much about actual "scores." The purpose of the assessment is to help you understand the dynamics of your district and to identify general priorities within the structure of the Main Street Approach™.
- 3) Don't simply mark responses. Use the "General Observations" sections to write down the reasons for your responses. The "why" behind a response is as important as the response itself.
- 4) Look differently at your business district. Try to look at it "for the first time." And inspect - don't just glance at it. Pay attention to details, not just the overall impression.

- 5) Complete the whole assessment. Don't focus on one or two points. Without an adequate understanding of the district's overall condition, you won't effectively address general issues or specific priorities.
- 6) Contact the Florida Main Street Program if you have any questions about conducting the assessment. When you've completed it, review the results and generate a workplan for revitalization and/or management using the Main Street Approach™ and the Florida Main Street Program.

A. Assessment

ORGANIZATION

What Is Organization About?

Through Organization, a community creates and maintains a structure and process for revitalizing or managing downtown. Organization is about bringing together a diversity of interests from throughout the community and focusing them on restoring and sustaining downtown's physical beauty and economic viability through a process called Organizational Buildout. Ultimately, sustainable change requires a strong public-private partnership that integrates the interests of elected officials, city administrators, business owners, property owners, customers, visitors, residents, and others in an organization that has a strong board of directors, liaisons with other entities, and volunteer committees.

Most Main Street organizations are formed-for-that-purpose, not-for-profit corporations with strong connections to other stakeholder entities, however, we have had Main Street efforts initiated and managed from within Community Redevelopment Agencies, Chambers of Commerce, etc.

Assessment: Organization

Do the following conditions exist in your community and district.	Yes	No
Local government actively supports the district	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business and property owners are working to improve the district	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Local government and business and property owners respect each other	<input checked="" type="checkbox"/>	<input type="checkbox"/>
There is broad-based support from residents for the district	<input checked="" type="checkbox"/>	<input type="checkbox"/>
There is potential long-term private and public funding for revitalization	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Hiring a full time manager is a real possibility _____

There is community pride _____

Results: Organization

Favorable (*More "Yes" than "No" responses*): Your community has a strong organizational foundation for focusing on district issues. However, pay attention to those conditions that are absent. Without them, you won't be able to achieve sustainable improvement.

Unfavorable (*More "No" than "Yes" responses*): You may be lacking sufficient commitment to build an effective organization for revitalizing or managing the district. Any substantive change requires active involvement from business and property owners, city officials, and residents. If these groups are not cooperating, then the impacts of any one group's efforts will be limited.

Trend: Organization

Compare district today with district five years ago. Are the conditions for Organization:

Declining Stabilizing Improving

What, specifically, has changed over the past five years? For example: Has leadership within the city administration changed? Have new business and/or property owners moved into district? Have residents shown an increased interest?

1. Leadership on both the city and county level has changed, with new officials taking a more proactive, businesslike approach to government and recognizing the need to plan to manage growth and promote economic development.
2. Local government, including the school board, supports the concept
3. Business and property owners are working to improve the district, new investment has begun
4. Long range public/private funding opportunities vis-à-vis the CRA, USDA grant and loan funds and other funds are available. Major local corporations including Glades Electric Cooperative, United States Sugar Corporation, Lykes, The Seminole Tribe and local banks have expressed their support of the concept and are expected to contribute funding and other assistance as a work plan is created.

General Observations: Organization

Overall, now seems to be the perfect time for the city of Moore Haven and the EDC to pursue Main Street designation and begin work to revitalize the historic commercial riverfront downtown, as well as promoting improvements and infill development in the commercial strip along US 27. As former Moore Haven Mayor and long time City Councilman John Ahern observed, the bulk of necessary infrastructure is complete, parks and other facilities have been upgraded, landscaping has been done; code enforcement and zoning issues have been or are being addressed. Asked why past revitalization efforts have not been completely successful, Mr. Ahern said the project lacked someone to push it. With ten years experience working with local officials while serving as associate editor of the Glades County Democrat, the EDC/Main Street Director is well known and enjoys the support of a large section of the community as well as the EDC Board of Directors. Other factors, including the "discovery" of Moore Haven and Glades County by developers, when combined with the items above suggest the timing is right.

Interestingly, organization is the one assessment where we enjoy overall favorable ratings. The Main Street application initiative has served as a catalyst to strengthening our organizational structure, and can only improve once designation is accomplished. Preparing the application has brought together various community groups and governmental entities together in an unprecedented way and it is generally understood that the real work will begin once the program is designated and a plan is in place. In short, organizationally it is a happy marriage of timing and talent.

DESIGN

What is Design About?

Design is about how the district looks and functions. For Design to be effective, the district must be cohesive, established by a concentration of traditional, to-scale buildings, in a grid or other urban form, with sidewalks and other public realm. Design focuses on enhancing the district's appearance with an emphasis on restoring its traditional character, rehabilitating and reusing existing building stock. However, it also addresses functional issues such as land use and transportation planning, image materials, logos, banners, signage and displays - all possible manifestations of economic vitality, quality of life, and community pride.

Assessment: Design

Do the following conditions exist within the district?

	Yes	No
The district has strong historic character	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The district is based on a grid, around a square, park, or other urban form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The district is walkable	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Buildings are well-maintained	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The district is clean and functional _____	<u> x </u> _____	
Signs are attractive and effective	_____	<u> x </u> _____
Gateways (entries) are clearly marked	<u> x </u> _____	_____
The “streetscape” (e.g., lightpoles, benches, sidewalks, etc.) are well-maintained	<u> x </u> _____	_____
There is adequate, convenient parking	_____	<u> x </u> _____
Public spaces (e.g., parks, plazas) are well designed, maintained, and utilized	<u> x </u> _____	_____
Businesses are accessible to all customers (i.e., lack of physical barriers)	<u> x </u> _____	_____
Signage (announcement, directional. exit, entryway, street names, traffic and parking control, storefront, and banners) is attractive and informative	_____	<u> x </u> _____
Identity materials (logos, letterhead, business cards, etc.) are attractive and informative	_____	<u> x </u> _____

Results: Design

 x **Favorable** (*More “Yes” than “No” responses*): Your district is probably in fairly good physical condition. Ensure that resources are in place to maintain that condition. Focus on priorities that emerge from the assessment.

_____ **Unfavorable** (*More “No” than “Yes” responses*): To be marketable, your district needs substantial physical improvement. Some of these improvements (e.g., clean up) are relatively easy and inexpensive. Others (e.g., streetscape) are expensive, long-term projects. Plan on starting with projects that will generate immediate, visible change.

Trend: Design

Compare district today with five years ago. Is district’s physical condition:

_____ Declining x Stabilizing _____ Improving

What, specifically, has changed over the past five years? For example: Have business and/or property owners rehabilitated their buildings? Are new signs compatible with the character of the district? Is parking more or less convenient than it was five years ago?

1. Some new businesses have moved into vacant or underutilized commercial space and done an excellent job sprucing up their buildings and building successful businesses.

2. Some new owners have acquired some historic buildings who have the wherewithal to rehabilitate them. Prospective owners have come forward to attempt to purchase other buildings and plans are being formulated to work with other property owners to address deficiencies.
3. City owned property has been well developed and is well maintained and plans exist for future improvements.
4. Deficiencies in the area of design, including code enforcement violations, the need for signage, sidewalk and parking improvements have been identified and will be addressed in the first phase of the project.
5. There has been a marked change in the city's interest level in redevelopment. The CRA TIF fund is expected to be established, historic property tax abatement is expected to be adopted, and an aggressive code enforcement initiative, aimed at preserving and curing deficiencies in historic properties is being planned.

General Observations: Design

The area of design is one of our greatest needs and the crux of the Main Street application. To the extent that sidewalks, parks and other elements have been developed, they are well maintained and well utilized. There is a need for expansion of these facilities. The LPA has a tremendous need for the incorporation of sidewalk, bike path signage, streetscaping and other design improvements, coupled with façade improvements, and major restoration endeavors, to create a unified, attractive district.

PROMOTION

What is Promotion About?

Promotion is about the perceptions of the residents, neighbors, and visitors of the community, the district, and the redevelopment organizations, because people decide to visit, patronize or avoid destinations based on those perceptions. Through Promotion, a community establishes positive perceptions of itself, its business district, and its institutions and reinforces those perceptions through an integrated marketing strategy that incorporates advertising, retail promotion, and special events. The perceptions of residents, investors, seasonal visitors, and travelers are all involved.

Assessment: Promotion

In your opinion, do customers, visitors, and residents have these perceptions of the community, district, and organization ?

	Yes	No
It is physically attractive	<input checked="" type="checkbox"/>	<input type="checkbox"/>
It is physically safe	<input checked="" type="checkbox"/>	<input type="checkbox"/>
It is easy to get to and get around in	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Businesses are staffed by friendly, knowledgeable employees _____

Advertising of district and its businesses is appealing and effective _____ _____

Retail displays are attractive and effective _____

There is a diversity of high-quality goods and services _____ _____

Special events are worth attending _____

Organization(s) are worth getting involved with _____

Folks are proud of their connection(s) to the community and district _____

Results: Promotion

Favorable (More “Yes” than “No” responses): People have a generally positive perception of district. However, maintaining this perception requires an active promotion effort, because it is affected not only by the district and its organization(s), but by individuals businesses and other entities as well as by competitors--shopping malls, other downtowns, even mail order shopping.

_____ **Unfavorable** (More “No” than “Yes” responses): People have a generally negative perception of district. Even with this perception, people may still come. However, if the negative elements (“No” responses) aren’t addressed, then over time people will go elsewhere (if they aren’t already starting to).

Trend: Promotion

Compare district today with five years ago. Are the perceptions:

_____ Declining _____ Stabilizing Improving

What, specifically, has changed over the past five years? For example: Have businesses changed their marketing strategy? Are there new events in the district (festivals, parades, etc.)? Has the mix of goods and services changed? Is the district on the “must see” list for family and business visitors?

1. New businesses have come to town with a much better understanding of the need for promotion.
2. New events, including the River Rally have been added and other new events, a barbecue cook off, a street dance during Chalo Nitka are being planned or contemplated.
3. There are more restaurants and consequently more variety of choices; however, there is still a marked lack of a fine dining establishment.

Businesses are profitable	<input checked="" type="checkbox"/>
There is a diverse mix of businesses	<input type="checkbox"/> x
The vacancy rate is low	<input type="checkbox"/> <input checked="" type="checkbox"/>
A high percentage of buildings are locally owned	<input checked="" type="checkbox"/>
Rents and property values are high	<input type="checkbox"/> x <input type="checkbox"/>
District image, services, products, and experiences support other community industries and employees	<input checked="" type="checkbox"/>

Results: Economic Restructuring

Favorable (More "Yes" than "No" responses): The district is probably reasonably stable economically. But the business district's economic stability is affected by a diversity of local, regional, and global factors that are constantly evolving. Sustaining downtown's economic viability requires a continuing management function to address those factors.

Unfavorable (More "No" than "Yes" responses): The district is probably experiencing significant economic difficulties. However, these problems may not be readily apparent. Even if your business district appears economically healthy, it may be declining, depending on the quality of businesses and the nature of the competition.

Trend: Economic Restructuring

Compare district today with five years ago. Is its economic condition:

Declining Stabilizing Improving

What, specifically, has changed over the past five years? For example: Have new businesses moved in? Or has nothing changed economically (i.e., is business stagnant)? How has the competition changed?

1. Some new businesses have come in
2. There is a marked increase in the level of interest on the part of developers in the city, making it more likely that vacant land will be developed and buildings will be purchased and restored, making the area more promotable.

3. Property values are escalating.
4. There is a willingness on the part of government officials, organizations like the EDC and Chamber of Commerce, and public sector service providers, notably Glades Electric Cooperative to dedicate the manpower and funding necessary to promote revitalization.

General Observations: Economic Restructuring

Historically, businesses have settled for the niche they occupy, have not recognized the need to promote themselves or expand, to offer more diversity or even longer hours. The majority of restaurants, for example, close at 2 p.m., as their client base is largely locals, particularly government employees. This is probably because the majority are mom and pop establishments, not likely to attract motorists searching for branded establishments, like McDonalds, that they recognize. There is no fine dining restaurant, and while one new Spanish restaurant offers beer and wine with meals, no upscale lounge exists. Locals have become used to shopping elsewhere for pharmacy, clothing, even groceries and consequently choices are limited. The sole grocery store, U-Save, recently renovated but still caters largely to the transportation disadvantaged and locals in need of a few items. Those who can, travel to nearby Wal-Mart Supercenters and other outlets in other cities. A Dollar Store and the Goodwill outlet are referred to as "Moore Haven's Wal-Mart and mall", respectively.

Businesses have been mostly indifferent to the available enterprise zone incentives for job creation, building and materials incentives for expansion and few have responded to an ongoing survey seeking to identify their needs for employee training, hurricane preparedness and other issues.

Used to a seasonal shift in population, even the Chamber of Commerce maintains reduced hours during the summer, despite the fact that other Chambers around the Lake are beginning to recognize the increase in activity during the summer and are remaining open throughout the summer. It is hoped that as marketing of the area increases and new businesses are established, competition will cause these conditions to improve.

SUMMARY

Status and Trends: Overall

Which of the four points received "**Unfavorable**" ratings?

___ Organization

___x___ Design

___ Promotion

___x___ Economic Restructuring

What is the general trend for your business district over the past five years?

___Declining x___Stabilizing ___Improving

Priorities

General Priorities. Which of the four points stand out as priorities?

___Organization

1___Design

___Promotion

2___Economic Restructuring

Specific Priorities. What specific issues/questions stand out as significant?

1. There is a marked need for an assessment of the costs associated with revitalization, particularly of the more dilapidated historic buildings.
2. Once the costs are defined, a design plan needs to be created.
3. With the assessment and design components in place, an action plan will need to be formulated, beginning with seeking funding for technical assistance for the planning activities above, then funding for small fixes (façade improvements, beautification, and streetscaping) which are immediately "doable" while larger, more costly projects and funding sources to support them are outlined.
4. Buy-in by existing businesses must be accomplished, even while efforts continue to bring new businesses to the area. This must also be done in conjunction with improved vocational education opportunities, to train staff to operate these new and expanded businesses.

B. Need and Potential for Success

1. What are the three major assets and three major liabilities of the proposed Local Program Area as it exists today?

The three major assets of the local program area are location, both on the river and as a midpoint for urban areas north, south, east, and west. Moore Haven is situated roughly two hours from Orlando and Miami and virtually equidistant (about an hour) away from Ft. Myers and West Palm Beach, creating incredible opportunities to develop as a destination for yachtsmen as well as motorists.

Low crime, low traffic, and a small, family friendly atmosphere make it a desirable place to get away from it all, particularly when coupled with its rich eco-tourism and cultural tourism potential.

Its small size and remaining historic stock creates a virtual blank slate for redevelopment/development.

The three largest liabilities are:

A lack of financial resources, both in tax base (the county has a general fund budget of \$4 million, compared to neighboring Hendry County's \$17 million or Lee County's \$115 million), and in funding opportunities associated with business--few large businesses,

only branch banks, mean fewer opportunities for donations.

The small population (1500 for the city, 11,000 in the county) means few volunteers, as the relatively small numbers of educated or business-oriented residents are already overwhelmed with jobs, government service, and volunteer projects they are already involved in.

Apathy and isolation. Many of the city/county's best and brightest have left the area, due to the scarcity of jobs, housing, services in the area. Consequently, few of those who remain have any knowledge of successful revitalization efforts elsewhere--an informal poll even of public officials demonstrates that few are aware of the Riverwalk in Jacksonville, Church Street Station in Orlando, revitalization along the Chattahoochee River in Columbus Ga., etc. Consequently, there is little recognition of the potential that exists. Long used to living on the river, water skiing or fishing themselves, they don't recognize how attractive that would be to outsiders, although that is changing. Some are beginning to embrace the idea of redevelopment. Others are reluctantly accepting that development is coming whether they like it or not, and are beginning to recognize the importance of planning for it before they are overrun. A small minority actively resists development, which has the benefit of retarding sprawl, as many of those are large landowners in the area surrounding the LPA.

2. Why does your community need the Florida Main Street Program?

We need the Main Street program to save the two most dilapidated of the seven commercial buildings as well as two residential buildings remaining from the historic survey and to implement the improvement and highest and best use of the other five commercial buildings; to design and plan infill development of vacant lots in the historic district that are compatible with the existing historic structures; to assist with economic restructuring by identifying funding opportunities to accomplish these goals and to recruit new businesses; to promote Moore Haven as a desirable destination; in short, to get us off go before the historic buildings, and the history associated with them, is lost forever in the wake of development or conversely, before we become the trailer capital, water reservoir and wildlife management area for the rest of the state.

3. What impact will a local Main Street program have on the assets and liabilities outlined above?

Main Street will be a catalyst for revitalization and redevelopment and through its promotional activities will bring new visitors and investors to the area. It will serve as a mechanism by which past redevelopment plans will be implemented and become an umbrella organization for a variety of civic groups to work together to implement change. Main Street will also preserve the historic and cultural fabric of a city with a rich history that could easily be lost as development moves inland from the coast.

4. Why do you think your community would be a successful Florida Main Street community?

Despite having started the application process only in April, the concept has already generated an unprecedented level of enthusiasm. Because of the emphasis on planning and the incremental approach, what begins as a very daunting task, is broken up into smaller, workable pieces. By utilizing existing plans, revitalization suddenly appears more doable. A renewed interest in the historic riverfront has been generated, particularly among pioneer families with roots in the district. This, in turn, is likely to fund new investment. The decision to finally implement the TIF fund is a direct result of the application process. Most interesting, despite a relative poor attendance at Main Street meetings, we discovered in contacting business owners in the existing commercial strip that their knowledge of, interest in, and support for the Main Street endeavor is much greater than we had first thought. Several business owners said they had planned to attend meetings, but because of staffing shortages (most businesses in Moore Haven employ fewer than five people and many are one or two person operations) were unable to, but plan to attend future meetings and events. If we are designated, the momentum will continue. What is even more interesting is that having recognized that revitalization is doable, there is a commitment to reapplying for designation next year if we are not successful this year.

More importantly, the city has already pledged to increase their funding for the EDC/Main Street project, both for operational expenses, and through the CPFA for specific projects, once a final list of priority projects is devised. The city council has also agreed to assist with hosting events to secure funding for Main Street.

Because of the city's location on the river and its potential as one of the few undeveloped water fronts in the state, private investment is already growing and is likely to continue. Property values are rising and are expected to continue to do so, which means as taxes rise, the TIF fund, once established should build quickly.

Finally, as an area of critical economic concern, Glades County, and the City of Moore Haven have advantages in grant applications and incentives and everyone that I've spoken to in Tallahassee has pledged their assistance, once we have a plan in place, to help the city and county become more self sufficient. We will be successful because we have to.

Appendix A

This section should include the following in the order indicated:

1. City street map outlining the proposed Local Program Area and to which the slides are keyed.
2. Description sheet for slides.
3. A copy or photocopy of a photograph at least 8" by 10" showing an aerial view of the proposed Local Program Area within the context of the downtown. The proposed Local Program Area should be clearly outlined on the photograph.

Appendix B

This section should contain the following in the order indicated (forms follow Appendix D):

1. Certification of the availability of full funding for the first year of the local program (include list of all pledges).
2. Certification of intent to hire a full-time Program Manager (attach copy of job description, performance evaluation standards and procedures, description of benefits, and contract, as applicable).
3. Resolution passed by the local government(s) showing support for the local program.
4. Verification for funding of all years applicable.
5. Verification of public sector funding support.
6. List of all in-kind services donated to the local program (Include letters from individuals and organizations describing what is donated and its fair market value).
7. Articles of incorporation or enabling legislation for applicant organization or agency.

Appendix C

This selection should contain the following:

1. Specific letters and resolutions of partnership commitment from key community organizations, governmental entities, and institutions.
2. General letters and resolutions of support from other merchants, organizations, institutions, citizens, and elected officials.

Appendix D

This section should contain the following:

1. Press Clippings.
2. Miscellaneous Supporting Materials.

Funding Certification

I hereby certify that on _____ (date) _____ (name of organization) has \$_____ in-hand and \$_____ pledged for year one of the local program's participation in the Florida Main Street Program and that these funds are allocated for this purpose. I further certify that this agency/organization has \$_____ in-hand and \$_____ pledged for years two and beyond for the local program's participation in the Florida Main Street Program beyond the first year, as indicated in the Budget Summaries included in this application.

Signature of duly authorized representative

Date

Typed name and title of duly authorized representative

<p>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.</p>
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Certification of Intent to Hire a Program Manager
--

I hereby certify that _____ (name of organization) agrees to employ a full-time Program Manager for a period of at least 12 (twelve) months 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.

Signature of duly authorized representative

Date

Typed name and title of duly authorized representative

Sample Municipal Resolution

A Resolution Authorizing Participation in the Florida Main Street Program

WHEREAS, the Florida Main Street Program (Program) has been created to assist Florida communities in developing public-private efforts to revitalize their "Main Street" areas, and

WHEREAS, the Secretary of State will select a number of communities to participate in the Program in the upcoming year.

NOW THEREFORE BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF _____ that the City hereby endorses submission by _____ of an application to participate in the Program with the specific goal of revitalization within the context of the Main Street Approach.

BE IT FURTHER RESOLVED that the City agrees to support that local Main Street program and participate in it activities.

APPROVED AND ADOPTED THIS _____ day of _____, 20 _____.

Commissioner, Mayor: _____ Vote: _____

Commissioner: _____ Vote: _____

Commissioner: _____ Vote: _____

Commissioner: _____ Vote: _____

Commissioner: _____ Vote: _____

Attest: _____

City Clerk: _____

Approved as to legal form: _____, City Attorney

Application Summary Sheet

Community Moore Haven **Category** Small City, <5000

Community			Local Organization	
1. City Population		1,639	Tax Status	501 A
2. Median Household Income		26,801	First Year Budget	\$53,732
3. Median Age		32.7		
4. Unemployment Rate		11.5 county City n/a		
5. % of Families Below Poverty Level		15.2 % County, city na		
6. Sales Tax Receipts for City		\$49,515.22		
7. Community Redevelopment Agency (Y/N)		yes		
8. Date CRA Established		1997		
9. Annual Budget of CRA		n/a		
10. Other Downtown Association (Y/N)		Yes EZDA		
11. Preservation Organization (Y/N):		Yes		
12. Seasonal Population Fluctuation				
Local Program Area			Funding for Local Organization	
1. Number of Blocks		16	1. City	25,000* *over three years
Number of Buildings		619 est.	CRA	
Total Square Footage			County	\$32,000 Over two years
1 st Floor Vacancy (sq. ft.):		35,000 est.	Subtotal Public In hand	\$39,340.81
Ownership of Buildings (%)			Private Funds pledged	\$14,392
1. Local-Private		70 %	Program Manager	
2. Absentee-Private		30%	1. Manager Salary	\$30,000
3. Public		10%	Manager Benefits	n/a
			Travel Budget	\$1,660
			Age of Buildings (%)	
			1. Pre-1900	0
			2. 1900-1945	20 %
			3. 1945-1980	65%
			4. 1980-Present	15 %
			Use of Buildings (%)	
			Owner Occupied	80 %
			Renter Occupied	15%

