

City of St. Cloud
Economic Development Advisory Committee
Tuesday, August 4, 2026
Community Development Conference Room
Building A, First Floor
1300 9th Street
5:00 PM
Agenda

- I.** Call to Order
- II.** Pledge of Allegiance
- III.** Roll Call
 - Chair Jeff Perry
 - Vice Chair Jackie Fricchione
 - Member Paula Stark
 - Member Susan Abshire
 - Member Bobbie Lantry
 - Member Karl Theobald
 - Member Tugce Figeac
 - Member Robert Collins
- IV.** Action Item
 - A. Aproval of July 7, 2026 Meeting Minutes
 - B. Discussion regarding Alleyway Improvements
 - C. Discussion regarding NeoCity
 - D. Open Discussion
- V.** Information Section
- VI.** Adjournment

If a person decides to appeal any decision made by the board, agency, or commission with respect to any matter considered at such meeting or hearing, such person will need a record of the proceedings and that, for such purpose, such person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, and which record is not provided by the City of St. Cloud. (FS 286.0105) In accordance with the Americans With Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the Secretary/Clerk of the Committee/Board (listed below), with a written request at least 48 hours prior to the meeting. (FS 286.26) Henrietta Johnson, 1300 9th Street, St. Cloud, FL. Phone 407-957-7302

City of St. Cloud
Economic Development Advisory Committee
Tuesday, July 7, 2026
Community Development Conference Room
Building A, First Floor
1300 9th Street
5:00 PM
Minutes

I. Call to Order 5:00pm

II. Pledge of Allegiance

III. Roll Call

- Chair Jeff Perry
- Vice Chair Jackie Fricchione
- Member Paula Stark
- Member Susan Abshire
- Member Bobbie Lantry
- Member Karl Theobald
- Member Tugce Figeac
- Member Robert Collins

All members were present with the exception of Robert Collins. Janise Osani was present representing TOHO. Member Stark attended via telephone and joined the meeting at 5:19 p.m.

IV. Action Item

A. Request Approval of the May 5, 2026, and June 2, 2026 Meeting Minutes

This item was taken out of agenda order and heard after item D

Motion to approve May 5, 2026, and June 2, 2026 Meeting Minutes by Member

Abshire, seconded by Member Theobald. Motion carried 7-0.

B. Discussion regarding Downtown Vitality, Placemaking & Activation

A Food Truck Zoning Change Recommendation - Lakeshore - Illinois & Michigan

Member Theobald stated that he preferred the stretch between Ohio and Michigan Avenues, stating it was near existing amenities and restroom facilities.

Staff confirmed there is no non-compete clause in the existing Crabby Bills contract that would prohibit food trucks in the area.

Discussion addressed operating hours, with staff presenting a previously developed draft framework proposing hours of 11:00 AM to 10:00 PM, no more than three trucks operating simultaneously, and a maximum of six hours of operation per truck per calendar day. Members debated the merits of starting hours as early as 7:00 AM, with some members citing the noise

ordinance as a baseline, in favor of the earlier start, while others expressed concern for Lakeshore residents.

The committee reached recommendation to bring to council on hours of 11:00 AM to 7:00 PM. The number of concurrent trucks was revised upward to four, structured around two defined four-hour shifts (11:00 AM–3:00 PM and 3:00 PM–7:00 PM), to promote equity among vendors. The committee also agreed to recommend a 90-day trial period before any permanent zoning change.

Member Theobald made a motion to recommend a zoning change to allow food trucks to operate on Lakeshore Boulevard between Ohio Avenue and Michigan Avenue. Member Abshire seconded the motion. Motion carried 5-2 (Member Figeac nay) (Member Stark's ability to vote remotely was noted as pending legal clarification from the City Attorney.)

The committee reached consensus to incorporate the following operational parameters into the recommendation forwarded to City Council: operating hours of 11:00 AM to 7:00 PM, a maximum of four food trucks, structured in two four-hour shifts, with a mandatory trash receptacle, for a 90-day trial period.

a. Food Truck Zoning Change Recommendation - Lakeshore & Mississippi

Members broadly agreed that this location was too remote, lacked nearby amenities or seating, and was not appropriate for food truck activation.

A motion to recommend a zoning change for food trucks at the Lakeshore and Mississippi Court location failed for lack of sufficient affirmative votes.

C. Approval of Robert's Rules of Order for the City of St. Cloud Economic Development Advisory Committee

Staff presented a modified version of Robert's Rules of Order for the EDAC Committee. Key provisions included: all members have equal rights; a quorum must be present to conduct business; only one motion may be considered at a time; no member may speak until recognized by the chair; personal remarks are out of order; a two-thirds vote is required to cut off debate; and the chair shall remain impartial. Procedures for making, seconding, debating, and voting on motions were outlined, along with a prohibition on proxy voting, though **staff agreed to seek clarification from the City Attorney on whether a member participating by phone constitutes proxy voting or direct participation.** Members requested that a printed copy be redistributed to all committee members.

D. Presentation by Goman + York

This item was taken out of agenda order and heard before item B

Mike Goldman, Principal of Goman + York Property Advisors (headquartered in Hartford, Connecticut), and Ken Pierce, the firm's Florida-based associate, introduced themselves and provided an overview of the firm's services.

Mr. Goldman stated he had more than 45 years of industry experience, including 30 years as a real estate developer and 18 years as an advisory firm principal.

Mr. Pierce stated his background in economic development, military service, and EB-5 investment programs.

The firm described its work at the intersection of economic development and commercial real estate, offering services including market and financial feasibility studies, regulatory environment updates, community and town center master planning, redevelopment planning for obsolete properties, and implementation support. A key differentiator emphasized was the firm's role as an implementer rather than a report-only consultant, with an expectation of accountability for results. The firm also highlighted its extensive network of relationships with commercial real estate brokers, site selectors, corporate facilities professionals, and economic development organizations, including the Southern Economic Development Council (SEDC), at whose annual conference in Bonita Springs the City of St. Cloud will have a booth.

Member Theobald stated the relative shortage of commercially and industrially zoned land in St. Cloud and stated he had interest in expanding future land use maps accordingly.

Mr. Goldman stated he identified the U.S. 192 corridor as a significant redevelopment opportunity given its high average annual daily traffic counts and noted the upcoming new interchange off the Florida Turnpike as a catalyst for new investment.

Chair Perry stated there was a news report from that day regarding a large Amazon bond issuance, suggesting potential warehouse and distribution opportunities for the east side of the City.

Member Lantry stated she would like the possibility of attracting a satellite educational institution, particularly one oriented toward medical training, given the growth of the local hospital.

Member Figeac stated she would like the firm to focus efforts on bringing more commercial and industrial development to offset St. Cloud's status as primarily a bedroom community.

The firm stated they are already engaged with OUC and the Orlando Economic Partnership (OEP) as part of its onboarding process.

V. Discussion Items

E. Discussion regarding Alleyway Improvements

Chair Perry stated that a study on alleyway improvements had been included in the agenda packet via a link to the City's Civic Clerk platform.

Members stated they had not reviewed the attachment.

The item was decided to bring back to the next meeting to allow all members more time to review the study.

F. Discussion regarding Parking Stall Size

The current standard was stated to be 10 feet by 20 feet, while some neighboring jurisdictions use 9 feet by 18 feet.

Chair Perry stated his support for aligning with county standards to reduce barriers for developers, stated that larger-format tenants such as medical facilities tend to prioritize maximizing the number of spaces.

Member Theobald stated his concerns about truck owners and suggested any reduction apply only to larger developments.

Member Figeac stated that St. Cloud's comparatively affordable land means developers can and should accommodate larger stall sizes.

Member Abshire stated that St. Cloud should not feel compelled to match Orange County's standards, she stated that it is a privilege to do business in St. Cloud.

A motion to retain the existing parking stall size requirements of 10 feet by 20 feet, with an amendment allowing developments over 10,000 square feet to designate up to 30 percent of parking stalls as compact spaces, was made by Member Abshire and seconded by Member Lantry. The motion carried 6-0. (Member Starke left the meeting via disconnecting the phone call)

VI. Information Section

Staff briefly noted three upcoming economic development and business resource events. A workshop with Truist Bank on improving business cash flow was scheduled for July 22nd. An additional event was noted for August 18th. Members were encouraged to refer local businesses to these workshops by contacting staff to register.

Staff confirmed that Crabby Bill's current lease generates \$7,500 per month in rent to the city and is set to expire in August 2026. Ongoing lease negotiations have been supported by the Goman + York team, and a new agreement may be presented to City Council as early as the next council meeting. Several members expressed concern that the current rental rate is significantly below market and that the city should explore whether a higher-quality or higher-revenue restaurant operator could be attracted to the site.

Member Figeac stated that the prior council presentation by Crabby Bills included a proposed revamp of the restaurant and emphasized the importance of holding the operator accountable to any commitments made. A suggestion was raised that the City issue a Request for Proposals (RFP) for the space to evaluate the broader market.

Staff stated that an RFP process could take three to six months, followed by an additional period of lease negotiation, potentially leaving the facility without an operator for up to a year. Staff also stated that the existing lease included a good-faith negotiation clause, which the City has been honoring. Staff indicated that Goldman + York's involvement was intended to produce a lease agreement more protective of the City's interests than the prior agreement.

A motion was made by Member Abshire to recommend to City Council that a Request for Proposals for a new lease be issued for the Crabby Bills locations, seconded by Member Figeac. The motion carried. 6-0. (Starke not in attendance)

Member Theobald raised the question of a NeoCity update as a topic for a future meeting, and staff agreed to provide one. The status of the small snack bar concession at the Lakeshore was also raised; staff confirmed that lease discussions with the current tenant are ongoing and that the city is focused on maximizing the value of its assets.

VII. Adjournment 7:12pm

Jeff Perry, Chair

Date

Henrietta Johnson, Recording Secretary

Date

ST. CLOUD DOWNTOWN ALLEY

IMPROVEMENTS STUDY

Alley Improvement Strategies and Implementation

April 2024



Acknowledgments

We would like to thank the City’s Economic Development Department, the CRA Board, City officials, and business owners for their valuable input and feedback on the project.

City Staff

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VFW alley adjacent to Centennial Park

Executive Summary

The City of St. Cloud undertook a planning study in collaboration with Ayres to improve the alleyways in its downtown area. The study provides guiding principles that **promote a more economically robust and walkable environment with enhanced shopping, dining, and entertainment experiences for residents and visitors downtown**. St. Cloud's alleyways are a crucial component in enhancing downtown as it is part of the ongoing downtown revitalization initiatives.

The Phase 2: Alley Improvement Strategies and Implementation report should be read alongside the Phase 1: Assessments and Case Studies report as a foundational reference for the recommendations and strategies presented herein. Following the Phase 1 report, the project team actively engaged city staff, business owners, and decision-makers to gather valuable input pertinent to the project. A workshop with business owners was conducted to collect relevant information crucial for future alley improvements, and a comprehensive presentation was delivered to the CRA Board, summarizing the achievements of Phase 2.

This second phase study proposes improvement strategies for alleys, building upon assessments conducted in Phase 1. It leverages insights from existing conditions, local context, alley function, anticipated developments, and the examination of national and regional case studies. The recommendations encompass design guidelines, enhancement strategies, and activation plans for improving alleys. These suggestions aim to enrich the downtown area by enhancing pedestrian and bicycle connectivity, fostering more engaging interactions with pedestrians, and creating formal and informal gathering spaces within alleys.

The improvement strategies are classified by the six challenges identified in the Phase 1 report: bike-pedestrian connectivity, safety and lighting, waste management, landscape and environment, branding and wayfinding, and operations and circulation. They are categorized by location and the level of intervention – low impact versus high integrated solutions. The design recommendations are tailored to the specific typology of each alley, as determined by a hierarchical framework. These typologies categorize alleys based on function, potential use, and surrounding context, as Active, Connector, and Service alleys.

The vision, design, and theme for each alley is proposed accordingly. Centennial Park is the heart of the downtown and a key destination, and the alley improvement adjacent to this urban plaza is the most significant and activated alley.

Implementation strategies outline the phasing schedule, alley improvement intensity, cost estimate, and potential funding sources.



Centennial Park



Design strategy example for Active Alley's usage

Image sourced from Central Jersey

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Lakefront Park

Chapter 1: Introduction

Project Overview

The St. Cloud Downtown Alley Improvement Strategy evaluates the potential of transforming urban alleyways into valuable assets that foster economic development, community engagement, and an enhanced urban living experience. Its primary goal is to provide the City of St. Cloud with precise recommendations on principles and design strategies to elevate these alleyways into vibrant spaces that benefit residents and visitors.

The study focuses on the examination of 11 alleyways located in downtown St. Cloud, carefully selected for prospective improvements. Each alleyway presents unique challenges and opportunities that, when addressed, can significantly contribute to revitalizing the downtown area. These alleys connect downtown and local destinations, concentrating on targeted recommendations and strategies.

The report examines how to activate urban alleyways to transform underutilized spaces to promote economic development by enhancing shopping, dining, and entertainment for downtown residents and visitors. Utilizing data and mapping assessments as analytical tools, the study scrutinizes the current state of these alleyways, outlining existing uses, challenges, and opportunities within the local context and considering the distinctive characteristics of the city. This empirical foundation formed the bedrock for informed decision-making. Furthermore, the study emphasizes the need to tailor recommendations to the specific needs and dynamics of the specific alleys under consideration. The report provides strategies for the implementation of future alley improvements by aligning proposed improvements with the identity and vision of the city and specific sites.

Project Timeline

October to December

- Site and Context Assessments
- Case Studies
- Business Owners Survey
- Department Head Workshop and Questionnaire Feedback
- CRA Board Presentation
- Assessment and Case Studies Presentation/Report

January to February

- Improvement Strategies
- Design Themes
- High-level Cost Estimate
- Phased Implementation
- CRA Board Presentation
- Strategies and Implementation Report



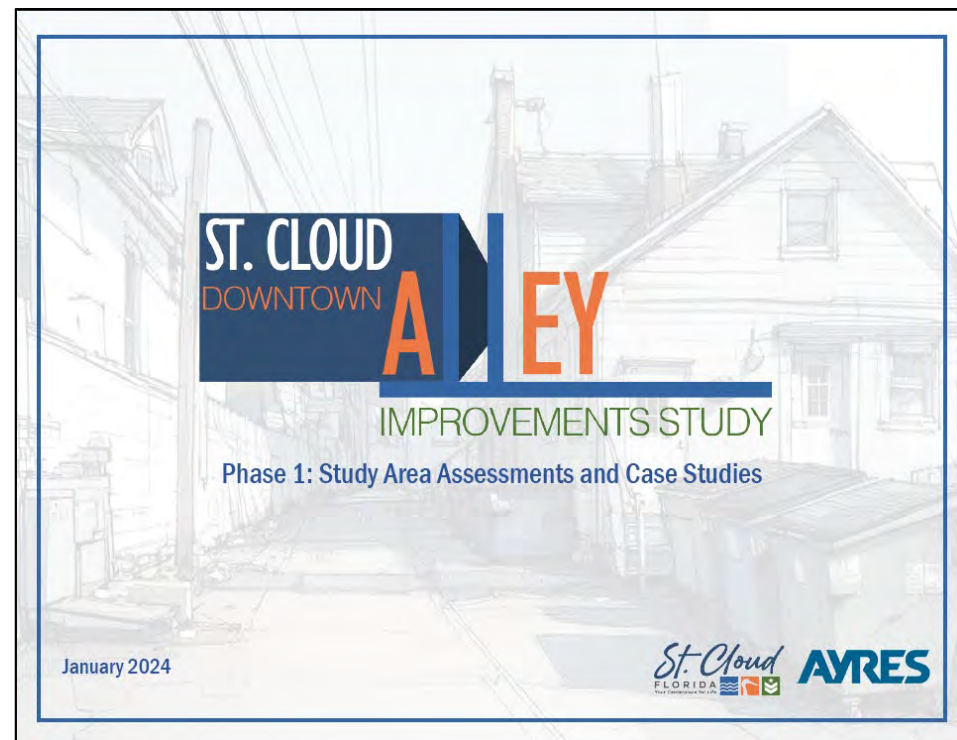
Summary of Phase 1: Study Area Assessments and Case Studies

The Alley Improvement Study was split into two phases spanning 14 weeks. The first phase of the study was completed in January. The study encompassed an in-depth site investigation focused on assessing pertinent data to evaluate opportunities and challenges inherent in the existing facilities and alleyway conditions. It involved studying the existing built environment conditions, activities, and programs downtown; assessing the viability of the alleyways considering property ownership, space availability, vehicular and pedestrian circulation, alley operations, infrastructure conditions, and anticipated developments; reviewing viewsheds, focal points, connectivity to destinations, safety, lighting, and materiality for an enhanced user experience within downtown; researching case studies of other relevant examples from which to draw ideas; and reflecting on the aesthetic preferences that strengthen the sense of place in downtown St. Cloud. Through the data collection process and mapping assessments, we analyzed the existing conditions of the alleyways, determined the alleyway type based on existing use and local context, and made recommendations on alleyway improvements based on examples from other local municipalities, feedback from interdepartmental agencies and input from business owners.

Improvements to the 11 alleys in the 12 blocks downtown are a vital segment in culmination with the downtown revitalization initiative the city has undertaken to enhance user experience, make downtown walkable and pedestrian-friendly, and increase the economic vitality of the downtown core by attracting potential developers. Several anticipated developments, such as the Seaplane base, Centennial Park, the Florida Avenue bike trail, the proposed parking garage, alleyway reconfiguration, and the historic St. Cloud hotel restoration, are crucial factors that influenced the type and level of improvement design strategies we recommended.

Downtown is composed mainly of retail, commercial, and residential with diverse entertainment opportunities. There are a total of 509 businesses in the study area, with an estimated 9,998 people traversing throughout the study area during the day; this translates to a potential spending capacity of \$79,811,840 within the retail and hospitality industry by all households. Through the mapping process, we identified the locations for waste collection, property ownership, the dimensions of the alleys, and the most active streets. Input from city department heads and business owners, collected between November and December of 2023, shed light on opportunities and challenges for future enhancements. Site visits were conducted to document existing conditions, and note relevant observations of the alleys, the adjacent properties, utilities, traffic flow, and adjacent streets. Additional site visits to cities sharing a similar regional context as St. Cloud provided valuable insights and ideas from municipalities that successfully activated and improved their alleys.

We then consolidated the information we gathered and extracted to then began formulating a hierarchy of alleyway typologies characterized by usage, potential function, surrounding context, and future development considerations, aligning with the vision and principles established in Phase 1 of the study.

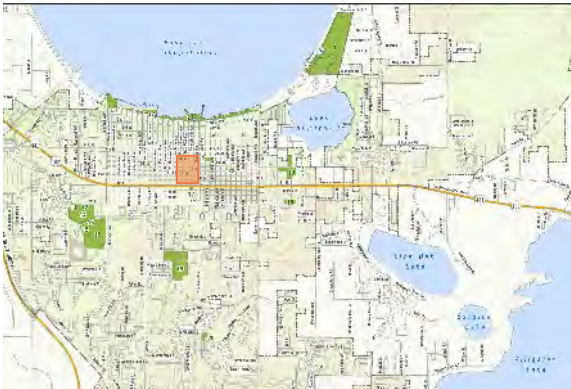


Alley on 10th St. and New York Ave.

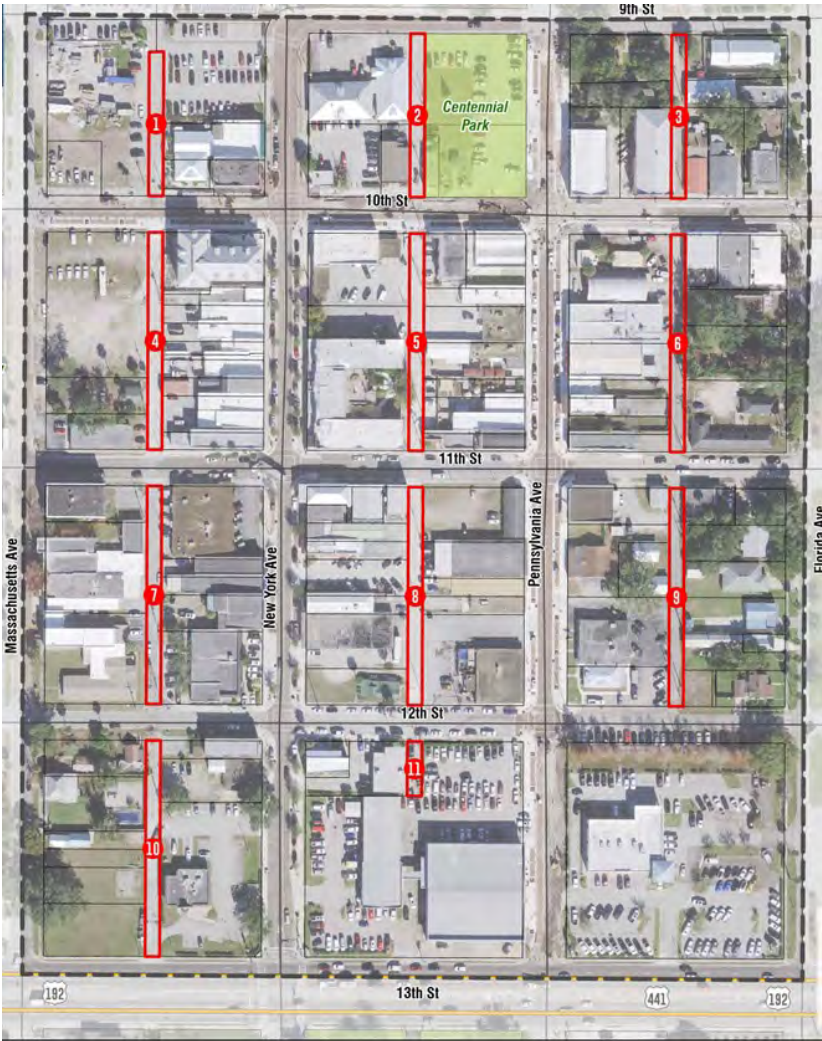
The map below shows the alleys in the downtown study area. The accompanying site images show the surrounding context of the downtown area and the abutting alleys. Downtown St. Cloud is indicated by the orange square located on the key map.

Alley Features

- 12 city blocks (33 acres)
- 11 alleys composed of asphalt with some gravel sections
- Rights-of-way are 20 feet wide
- Length ranges from 200 feet to 300 feet
- Alley operations vary throughout the day
- Inconsistent business hours in the study area



Key Map



Map 7: Site Photos Map

Vision and Principles

St. Cloud's vision is anchored in the belief that revitalizing and optimizing alleyways are not just urban planning strategies but a profound commitment to fostering pedestrian-centric spaces and igniting economic development.

The city recognizes that vibrant alleyways serve as incubators for small businesses and local entrepreneurs. St. Cloud aims to stimulate economic growth by activating these overlooked spaces, providing opportunities for retail, dining, and cultural enterprises to flourish. The transformation of alleyways into thriving commercial corridors will diversify the local economy and contribute to the city's unique character and identity. These improved spaces will enhance the overall quality of the downtown area.



This project is intended to provide recommendations that will lead to improvements of St. Cloud's downtown alleyways, infrastructure, functionality, boost the local economy, enhance the downtown experience, and create a walkable environment by providing:

- **Urban Connectors.** By reclaiming these forgotten spaces, alleyways create seamless pathways that encourage exploration and interaction, connecting streets, neighborhoods, and cultures.
- **Economic Catalyst.** Functional alleys attract foot traffic and support local businesses. These experiences enrich lives and boost the city's economy.
- **Sustainable.** Alleyways can be green sanctuaries by means of permeable pavers, rain gardens, and native plants. These sustainable choices improve air quality, reduce stormwater runoff, and create a healthier environment.
- **Community Gathering Spaces.** Through placemaking, alleyways can be reclaimed as community hubs.
- **Historic Preservation.** By embracing adaptive reuse, alleyways celebrate and honor the historic architecture, culture, heritage, and history of a community and city by showcasing its assets.
- **Security.** Well-designed alleys are safe alleys. Proper lighting, clear signage, and thoughtful layouts ensure security.
- **Leverage Partnerships.** Leveraging partnerships translates into sparking interest from the community that can bring added value through community-led initiatives—alley cleanups, art installations, and neighborhood events.

Business Owners Workshop

On February 7th, we conducted a business owners workshop to inform business owners of the city's strategic initiative to enhance the downtown alleys and elicit valuable feedback. The workshop facilitated discussions about the project's initial vision, objectives, potential opportunities, inherent challenges, and design strategies. This is an addition to the online survey feedback solicited from the Business Group as part of the Phase 1 process.



Business Owners Workshop



3. INITIAL ALLEY IMPROVEMENT STRATEGIES

Vision and Principles

By transforming St Cloud's alleys into vibrant spaces, the City aims to diversify the local economy, enhance activities, increase walkability, improve the overall urban experience, and showcase its unique character and identity.



City Department Heads Workshop

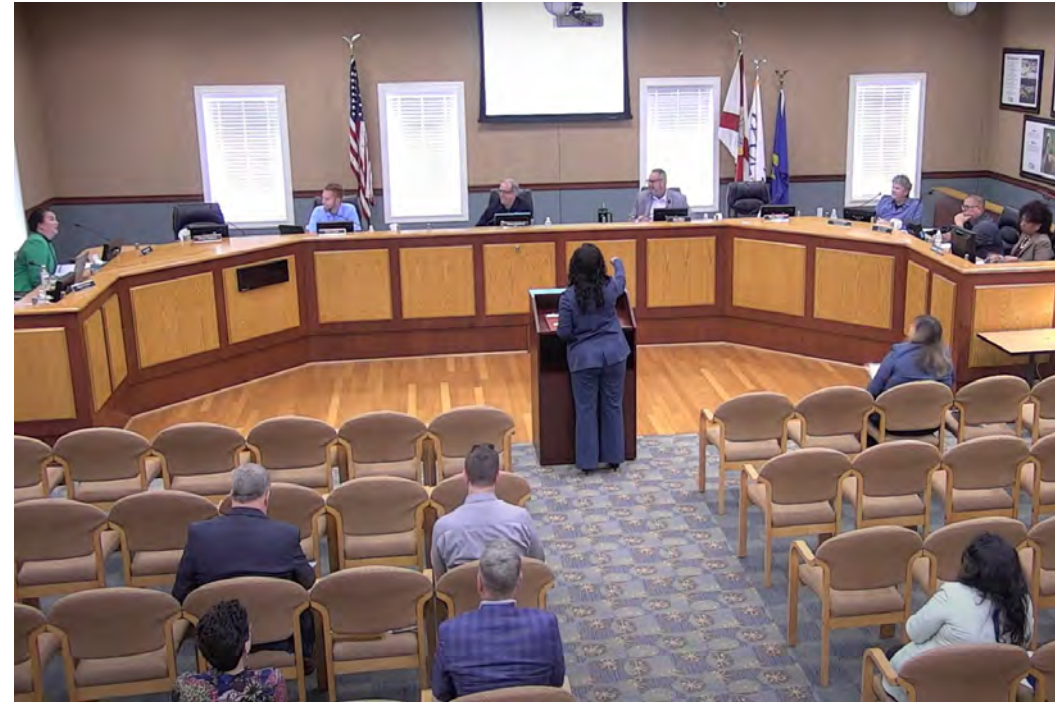
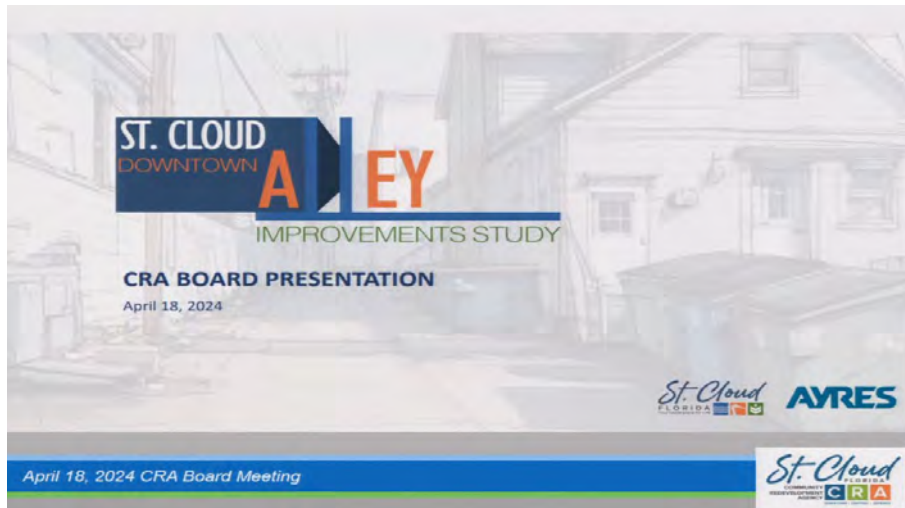


CRA Board Presentation and Feedback

An overview of the Phase 1 Findings and Phase 2 Alley Improvement Recommendations for downtown St. Cloud's alleys was presented to the CRA Board on April 18, 2024. The presentation included a discussion on the project's vision, objectives, opportunities, design strategies and implementation.

Below is a summary of the discussion and feedback received following the presentation.

- The Board was in favor of the proposed alley improvements as outlined in the reports and presentation. It was discussed that this is a good idea to improve the foot traffic for the overall economic development of downtown.
- Improvements for the alley abutting the VFW and Centennial Park would need to consider access for the VFW parking.
- Infrastructure improvements aligned with the Public Works efforts should be a consideration along with surface-level enhancements proposed on the alleys.
- The Board asked if there is a possibility to secure grants to undertake this project. It was stated that Toho Water Authority received federal funds to replace some of the aging infrastructure, but it was not sure if it was for the downtown area. It was also stated that the report included a list of possible grants that the City may consider pursuing some of those grants to implement the Alley Improvement project.



April 18th CRA Board Presentation

Chapter 2: Alley Improvement Strategies

Context & History

The City of St. Cloud began with three tents, two houses, and 20 people. The city's history is rooted in community, from advocating for women's rights, championing fair treatment for veterans, promoting community and educational outreach, and investing in community improvement projects. The city is shaped by socioeconomic and political factors that have influenced its cultural and urban landscape. However, steadfast in its mission, the city never wavered from its founding principle: for the community, by the community.

In the 1870s, Hamilton Disston, an industrialist and real-estate developer, developed the region south of East Lake Toho, in exchange for settling the Civil War and reconstruction debt. Disston received half of the 35,000 acres, drained swamps, excavated canals, and established the St. Cloud Sugarcane Plantation. However, due to the federal bounty on domestic sugar, Disston's venture failed, leading to its abandonment and acquisition by the Seminole Land and Investment Company. Disston's later initiative, the Sugar Belt Railway, which aimed to transport Sugarcane Plantation products to market via the Kissimmee station and the South Florida Railroad. After the plantation's closure, the railway transitioned to the South Florida Railroad Company, eventually merging with it. In 1902, the Atlantic Coastline Railroad acquired the railway, culminating in its abandonment in 1942.

In 1909, the Seminole Land and Investment Company purchased 35,000 acres to establish a retirement community for Civil War Union Veterans. Advertisements for \$50 five-acre lots attracted Union Soldiers seeking better post-war opportunities. St. Cloud, as we know it today, was made possible through several key players looking to establish a Grand Army of the Republic to support the incoming veterans further. The streets downtown were named after states that participated in the War on the Union side by Col. John McElroy, who was instrumental in bringing Civil War Union veterans to the new community. The community began growing outward east and west, adding former states in the Confederacy later. The Veterans Memorial Library, the first building custom-built in the community, was constructed in 1923 and designed by the first female-led architectural firm in Florida. The library served various community needs, including a children's hour and housing the Woman's Club of St. Cloud whose mission was the commitment to literacy and community service. The club engaged in diverse activities, such as supporting the Girl Scouts, war-related charitable causes during World War II, and hosting international programs designed to raise funds for global causes.



Sugar Mill St. Cloud 1870



Veterans and families 1912



Sanborn Map from St. Cloud 1915

Images sourced from Experience Kissimmee, Woman's Club of St. Cloud, Library of Congress, Florida Memory

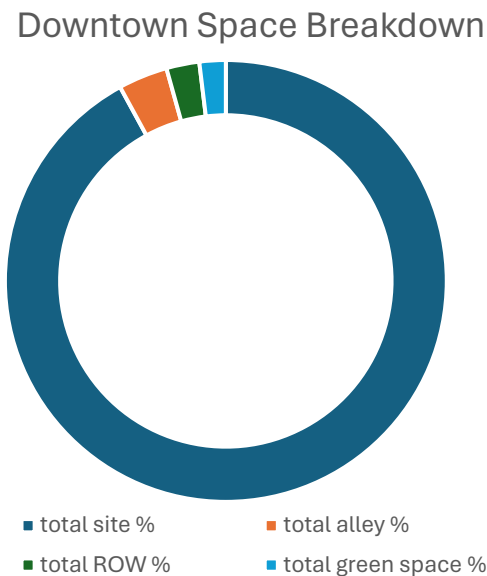
Built Environment, Culture, and Activities

Today St. Cloud is a thriving and vibrant community of some 70,000 people. Downtown St. Cloud extends from 9th St. to the north, Florida Avenue to the east, 13th St. to the south, and Massachusetts Avenue to the west. Downtown stands as the city's historical and communal epicenter. Iconic landmarks, including the Veterans Memorial Library, the Woman's Club of St. Cloud, the VFW post, and the G.A.R., alongside other historic buildings and murals, contribute to the city's rich tapestry. Downtown activities cater to diverse interests, featuring boutiques, local eateries, art galleries, and major events like parades and festivals that enrich the downtown experience.

The alleys downtown run north-south spanning 12 city blocks in the downtown study area comprising **33 acres**. Of that, **3.92%** are dedicated alleyways and **2.62%** of that are ROWs.

Many cities like St. Cloud are seeking to increase their density to boost the local economy and increase tourism. We estimate that investing in improvements to the alleys could increase the total public space downtown from **2.09%** to **3.36%**.

As communal gathering spaces, alleys can improve public safety; create high-value retail space; expand event space; provide local eateries with outdoor patio dining areas if the existing business lacks the square footage; host community events such as movie nights, farmer's markets, and small concerts; and provide critical pedestrian connectivity and walkability to the downtown area. Through murals and other historical artifacts, they can allow communities to showcase the area's history, culture, and community pride. And they are especially appealing to private developers. Investing in alley improvements could potentially deliver millions in investment and revenue to an untapped area. It can also decrease maintenance costs while enabling beautification initiatives.



Main Street event



Rockin' the Cloud

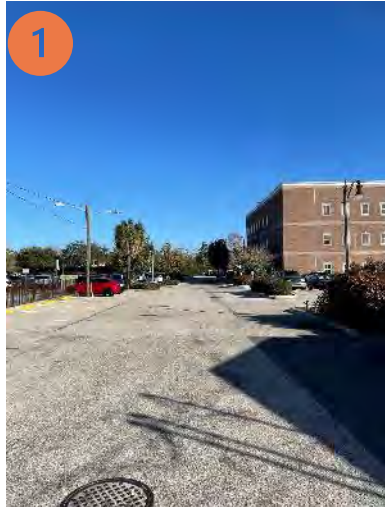


Render of New York Avenue at 11th St. looking north toward City Hall

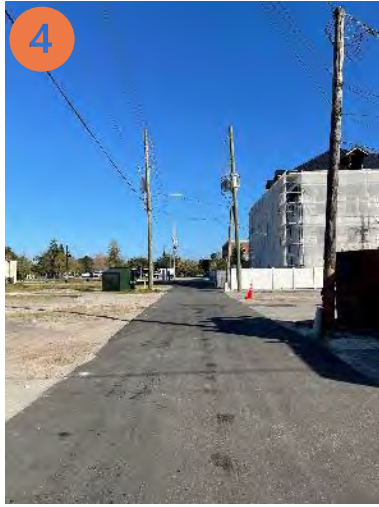


St. Cloud Downtown Monthly Market

Images sourced from Experience Kissimmee, Envision St. Cloud Plan Master Plan, Positively Osceola



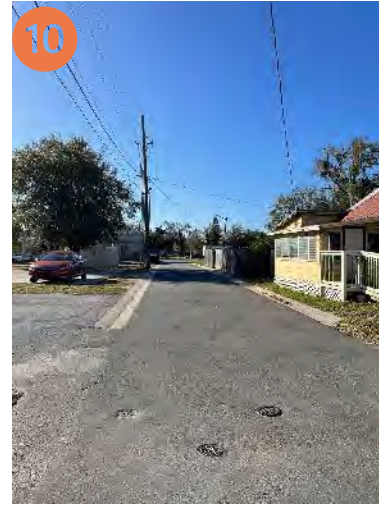
10th St. and Massachusetts Ave.



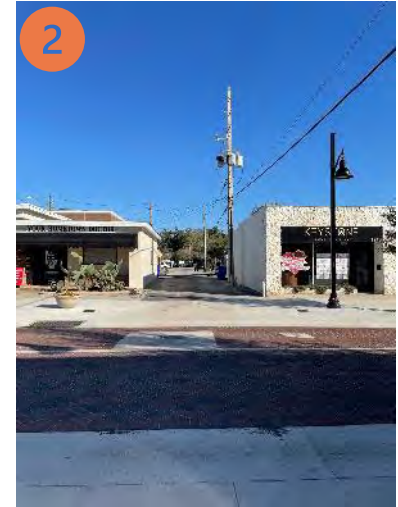
11th St. and Massachusetts Ave.



12th St. and Massachusetts Ave.

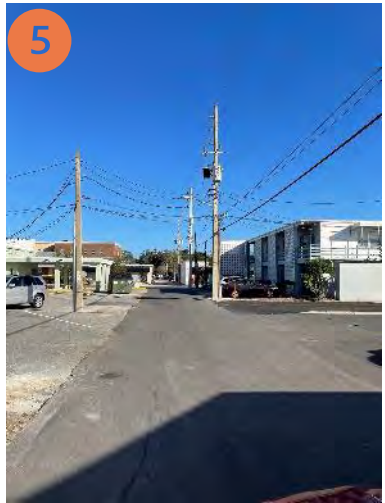


13th St. and Massachusetts Ave.

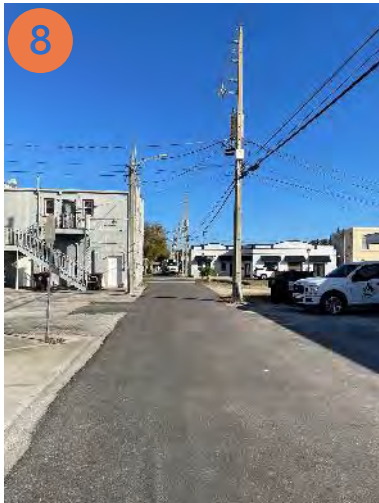


10th St. and New York Ave.

Downtown alleys today



11th St. and Massachusetts Ave.



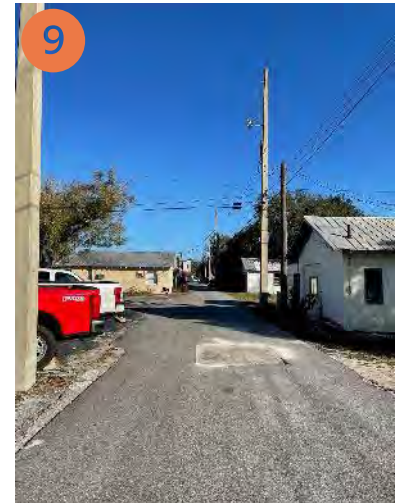
12th St. and Massachusetts Ave.



10th St. and Pennsylvania Ave.



11th St. and Pennsylvania Ave.



12th St. and Pennsylvania Ave.

Alley Improvement Basis

Typologies

Based on the vision and the feedback, we developed a comprehensive framework to categorize the alleys within the downtown area, leveraging factors such as their function, potential use, and surrounding context. This structured, hierarchical classification system defines the alleys into distinct categories, namely **active**, **connector**, and **service**

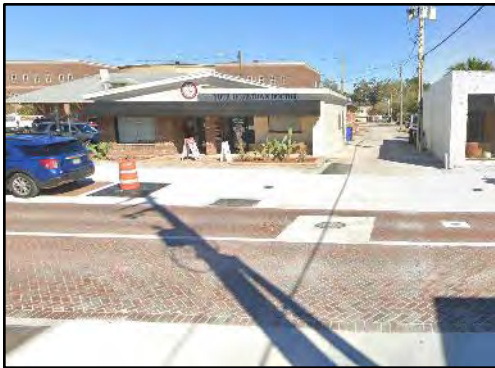
Active alleys represent spaces with the transformative potential to become vibrant public areas, accommodating outdoor cafes, art galleries, or entertainment venues. **Connector** alleys are vital links connecting multiple streets, particularly those tied to the Florida Avenue bike trail, enhancing pedestrian and bicycle connectivity. **Service** alleys fulfill utilitarian roles by providing access to commercial buildings, facilitating service vehicle passage, catering to private residences, and supporting waste management and delivery operations.

This categorization framework is pivotal in determining the phasing and extent of intervention each alley necessitates. Notably, active alleys demand more substantial investment and focused attention compared to Service alleys. The framework serves as a strategic guide, enabling the city to prioritize alley improvements based on their potential impact on the community.

This structured approach facilitates understanding each alley's role and significance within the downtown area. The framework further assists with prioritizing and phasing alley enhancements, considering factors such as functionality, user engagement, and contextual relevance. And the allocation of resources based on the unique needs and aspirations of each categorized alley, contributing to the overall enhancement of the downtown environment.

Alleys in the study area that fit the context of the designated alley typologies.

Alley Typology	Description
Active (celebrate)	Active alleys exhibit the highest potential to play a dynamic and engaged role within the urban fabric of downtown St. Cloud. These alleys serve as prime candidates for significant capital improvement projects, specifically targeted at fostering new developments and attracting businesses. Moreover, their potential extends to hosting programmed events aimed at drawing in residents and visitors to contribute to the vibrancy of the downtown environment.
Connector (connect)	Connector alleys possess substantial potential for transformation into advanced multi-modal corridors facilitating seamless connections. These alleys present an opportunity to cultivate innovative and creative spaces, expanding the pedestrian network and significantly elevating walkability. These alleys merit focused attention through smaller-scale capital improvement projects designed to enhance user access and safety.
Service (relax)	Service alleys harbor the potential for enhanced functionality within the urban landscape of downtown St. Cloud. By designating a specific area explicitly for accessibility, this alley serves as a secure and efficient pathway for service vehicles to reach buildings without impeding pedestrian or vehicular traffic on the primary thoroughfare. The strategic focus for these alleys lies in capital improvement projects dedicated to alleviating traffic congestion and enhancing pedestrian safety.



Active Alley



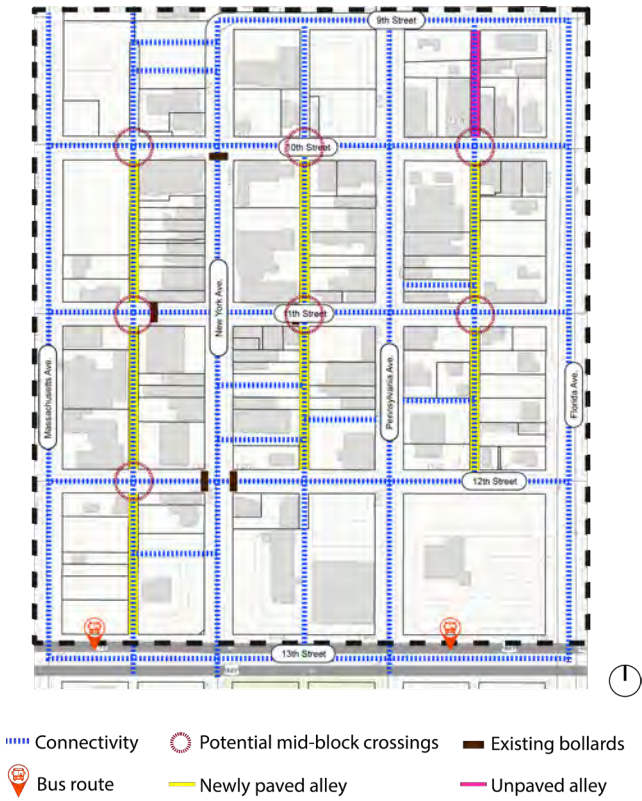
Connector Alley



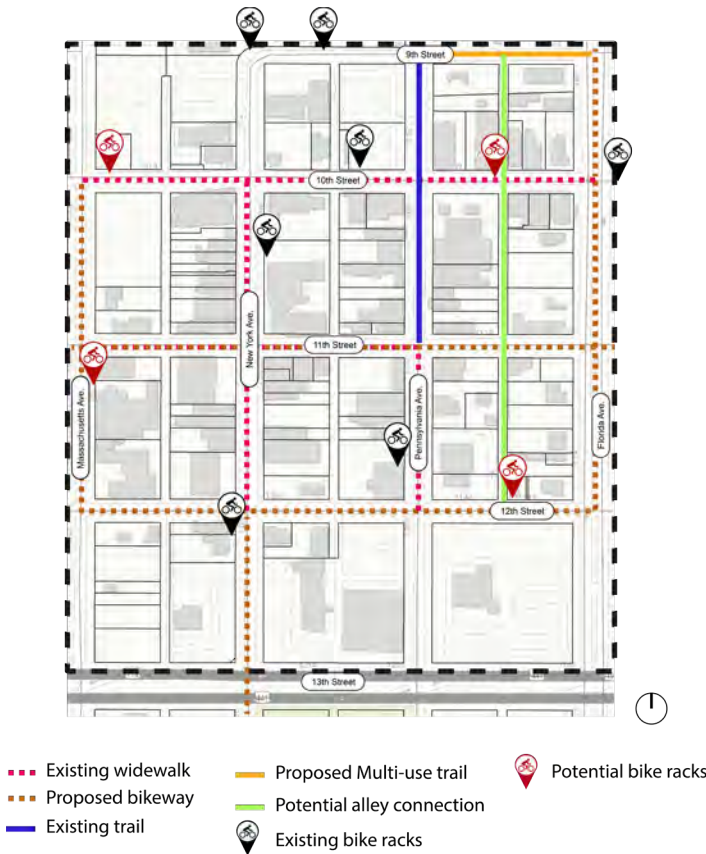
Service Alley

Functionalities

Circulation



Trails



Parking



There are many existing features downtown that formed the basis for potential improvements in St. Cloud’s alleyways and the adjacent properties. These features include segments that traverse alleys and spaces between buildings, guiding motorists, pedestrians, and cyclists to connect with main thoroughfares. This presents a prime opportunity to optimize traffic control systems, prioritizing safety for all. While certain alleys function as secondary access routes, they concurrently serve as direct pathways to the private residences of property owners. Consequently, alley improvements should focus on elevating the sense of safety, enhancing the overall aesthetic appeal without compromising essential access, and clearly demarcating public and private spaces through improved fencing and privacy barriers.

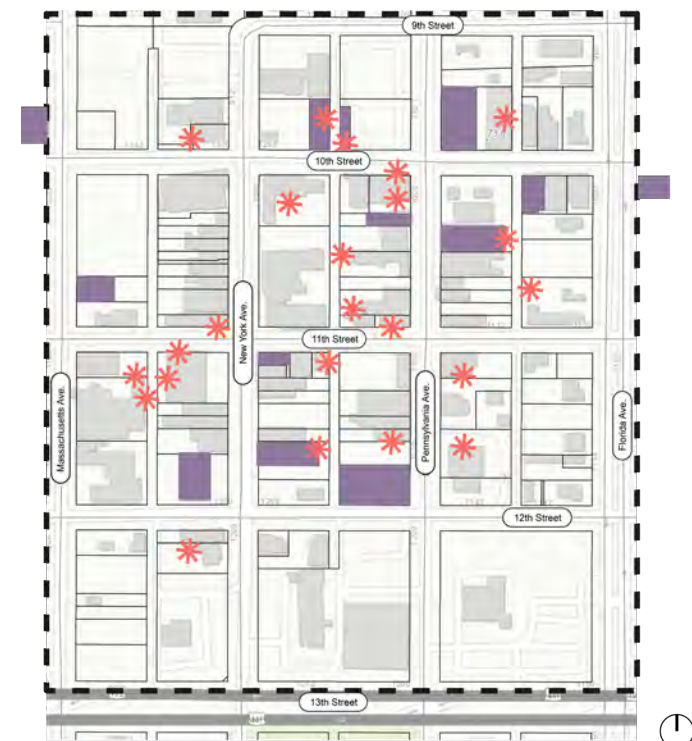
Access



Open Space



Murals



— Existing fencing and walls — Access to private residences

■ Existing Open Space ■ Potential Open Space

■ Existing Murals * Potential Opportunities for Murals

Scattered throughout downtown, a collection of murals visually narrates the history of St. Cloud. Accentuating these murals can significantly contribute to wayfinding, branding, and establishing key destinations. Leveraging this visual narrative presents an opportunity for the city to foster community and regional awareness regarding downtown activities. Furthermore, there exists potential to expand and diversify the array of artistic installations throughout the downtown area.

Chapter 3: Alley Design Recommendations

Context Map

The recommendations presented in this section are classified by alley typology and are meant to be viewed beginning with the alleys between Massachusetts Ave. and New York Ave., and extending to those between Pennsylvania Ave. and Florida Ave.



Theme

Downtown St. Cloud: “Relax, Celebrate, Connect”

St. Cloud emerges as a city where artistic expression, heritage, and community vitality converge. It functions as a dynamic entertainment hub that offers recreation, cultural and intellectual pursuits, and historical significance and celebrates the achievements of others.

The conceptualization of the third place, as introduced by sociologist Ray Oldenburg, characterized the third place as the places and destinations where people spend their time external of home and work. These spaces facilitate the exchange of ideas, recreational activities, and interpersonal connections. With strategic enhancements, alleyways can become third places, thereby contributing to community cohesion by accentuating and preserving a city's assets.

Positioned as a Cultural City, St. Cloud leverages its cultural identity to augment the urban landscape through dynamic spaces, unique character, and sustainable growth. Functioning as a quintessential "third place," it serves as a repository of resources, a connective interface, and a backdrop for life experiences for both residents and visitors. Strategic initiatives such as heritage preservation, smart initiatives, creative endeavors, and investments in the creative economy form integral components of the downtown's growth and productivity. A strong network of third places within St. Cloud could help mobilize the social and economic connections necessary for communities to thrive. They are a collection of spatial relationships focusing on the moments that happen in liminal space and the intersection of the users with that space.

Below are examples of various third places located within the study area that reinforces future alley improvements.



Welcome to St. Cloud mural



Centennial Park



St. Cloud Twin



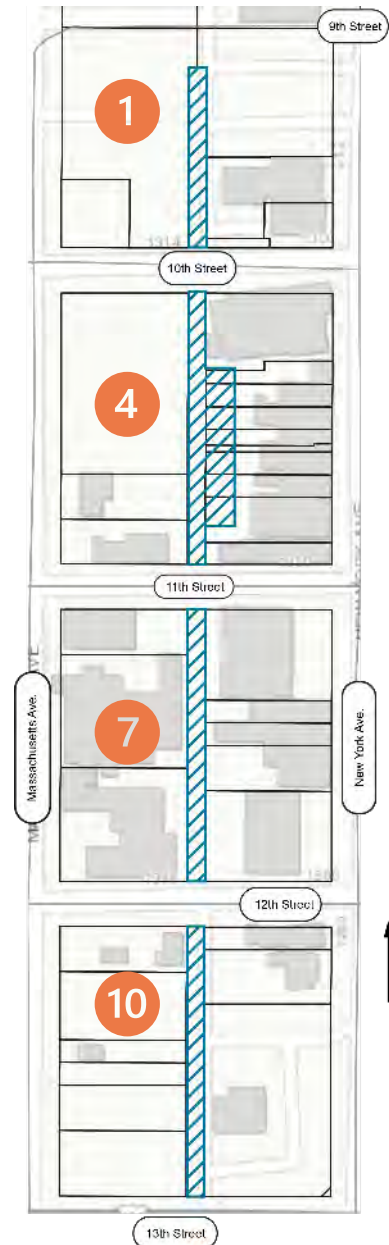
Garage Bar



Blue Lotus Yoga & Wellness

Image sourced from Yelp

Service Alleys



Key map



Design strategy example for Service Alley's usage

Image sourced from The Avalon Green Alley Network

Service alleys in downtown St. Cloud are designed to enhance the functionality of the urban landscape. These alleys are a secure and efficient pathway for service vehicles to reach buildings without impeding pedestrian or vehicular traffic on the primary thoroughfare. The strategic focus for these alleys lies in capital improvement projects dedicated to alleviating traffic congestion and enhancing pedestrian safety for leisurely activities.

Some of the features of service alleys in downtown St. Cloud include:

- **Accessibility:** Service alleys are designated areas that provide accessibility to buildings for service vehicles. They are designed to be easily accessible and secure, ensuring service vehicles can reach their destination without hindrance.
- **Safety:** Service alleys are designed to enhance pedestrian safety by providing a separate pathway for service vehicles. This ensures that pedestrians are not at risk of being hit by service vehicles while walking on the primary thoroughfare.
- **Efficiency:** Service alleys are designed to be efficient, ensuring service vehicles can reach their destination quickly and easily. This helps to reduce traffic congestion on the primary thoroughfare, making it easier for pedestrians and motorists to move around.
- **Lighting:** Service alleys are well-lit, making them safe and inviting places to visit even after dark. The lighting is designed to highlight the area's unique features and create a warm and welcoming atmosphere.
- **Green Spaces:** Service alleys are designed to incorporate green spaces that provide a natural respite from the hustle and bustle of the city. These green spaces are perfect for relaxing, reading, or picnics.

These features make service alleys in downtown St. Cloud an essential part of the city's urban fabric. They provide a secure and efficient pathway for service vehicles while enhancing pedestrian safety and reducing traffic congestion.

Alley #1

Alley #1, situated proximate to the City Hall, is encompassed by private parking facilities catering to both the City Hall and the various businesses concentrated in the southeastern corner of the block, fronting 10th St. and New York Ave.

There is a parking garage proposed for the adjacent lot to the alley. The opportunity exists to utilize the proposed parking garage as an expanded event space for city-organized events by designating a specific floor for pedestrian use.



Parking garage events



Mural



Trail connection



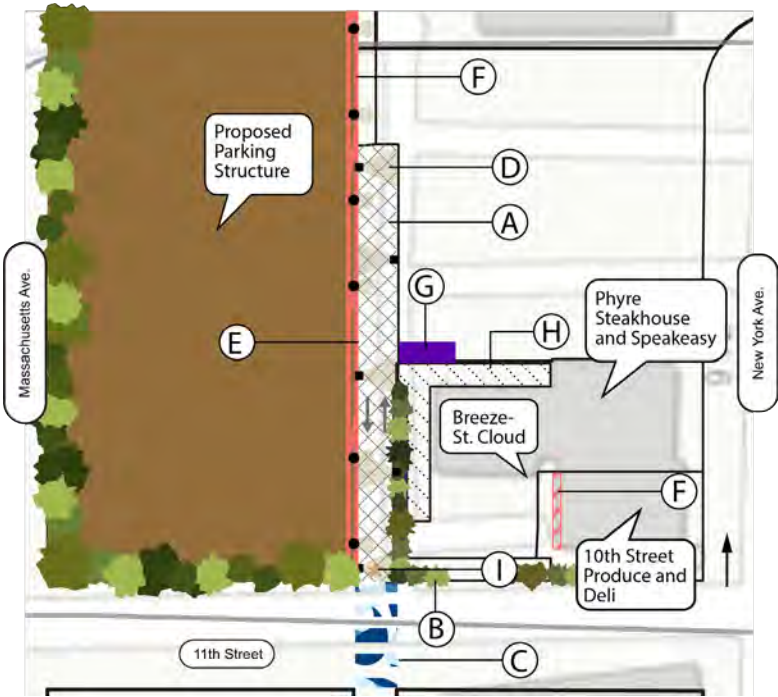
Accent lighting



Key map



Existing alley conditions



- Key features:
- A. Improved pavement
 - B. Native vegetation
 - C. Mid-block crossing
 - D. Lighting/accent lighting
 - E. Security cameras
 - F. Mural
 - G. Consolidated waste
 - H. Loading
 - I. Entrance alley medallion marker/signage

Images sourced from Platypus Directive, Sky Wave Yoga, LED Neon Flex, the Brooklyn Paper

Alley #4

Alley #4 is adjacent to the Woman's Club and the Veterans Memorial Library. The alley has direct access to the St. Cloud Hotel on the northeast side of the block. A proposed parking structure is on the open lot across from the St. Cloud Hotel.

An opportunity exists to implement multifunctional zoning that accommodates loading and unloading, parking, and service operations. The use of these zones will be contingent upon the specific time of day. Beyond standard business hours, the restricted zoning may be repurposed to facilitate public parking during a designated timeframe.



Mural



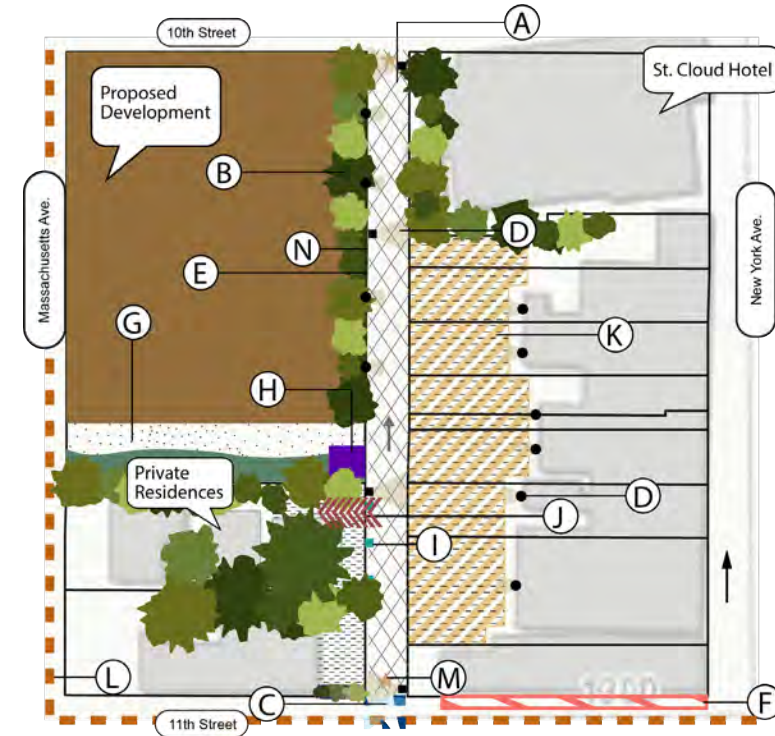
Pocket park



Key map



Existing alley conditions



Key features:

- A. Improved pavement
- B. Native vegetation
- C. Mid-block crossing
- D. Lighting/accent lighting/facade lighting
- E. Security cameras
- F. Mural
- G. Pocket park
- H. Consolidated waste
- I. Bollards
- J. Private residence designated parking
- K. Multi-use zoning designation/improved parking/loading
- L. Proposed bikeway trail
- M. Entrance alley medallion marker/signage
- N. Green wall

Alley #7

Alley #7 is situated along the proposed bikeway path that feeds into the Florida Ave. bike trail. It is abutting two historical landmarks: the Fisk Funeral Home and the G.A.R. Memorial Hall. This alley is surrounded by commercial businesses, except for private residences at the block's southwestern corner.

An opportunity exists to implement multifunctional zoning that accommodates loading and unloading, parking, and service operations. The use of these zones will be contingent upon the specific time of day. Beyond standard business hours, the restricted zoning may be repurposed to facilitate public parking during a designated timeframe. Adding a privacy barrier between the alley and the private residences will help delineate public and private spaces while enhancing the alleys.



Mural



Trail connection



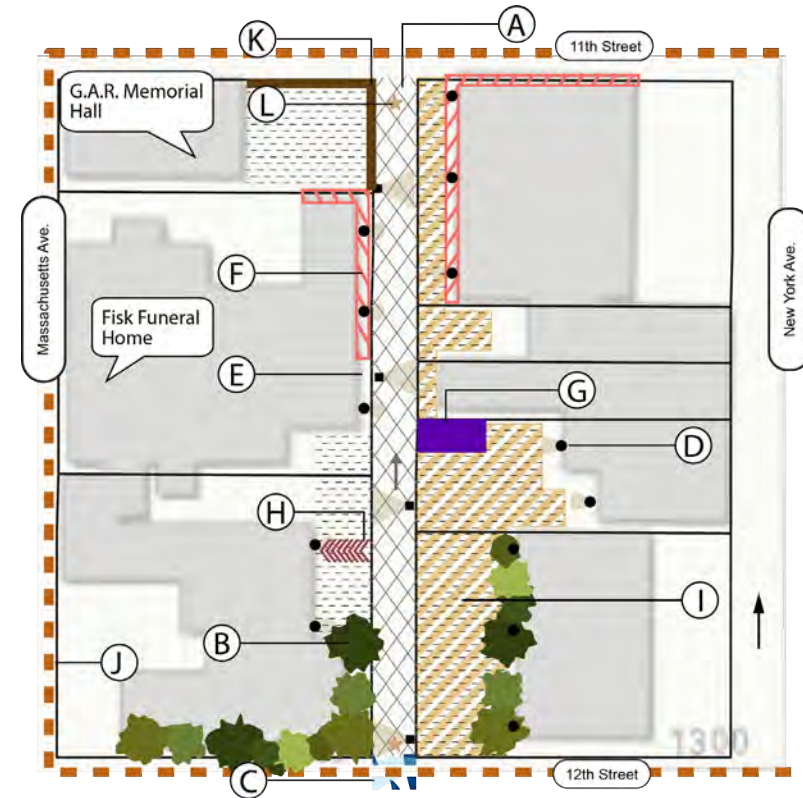
Alley entrance marker



Key map



Existing alley conditions



Key features:

- A. Improved pavement
- B. Native vegetation
- C. Mid-block crossing
- D. Lighting/accent lighting/facade lighting
- E. Security cameras
- F. Mural
- G. Consolidated waste
- H. Private residence designated parking
- I. Multi-use zoning designation/improved parking/loading
- J. Proposed bikeway trail
- K. Improved fencing
- L. Entrance alley medallion marker/signage

Alley #10

Alley #10 bisects a block surrounded by commercial businesses, one private residence, and one of the many historic landmarks found downtown: the St. Cloud Chamber of Commerce.

There is an opportunity to integrate a pocket park within the vacant lot adjacent to the alley in the block's southwest corner. This park could serve multiple purposes, including outdoor recreation, event hosting, play areas, or leisure spaces for public use. Incorporate a privacy barrier between the alley and the thrift store located at the northwest corner of the interior alley to delineate public and private spaces while enhancing the overall aesthetic.



Interim use open space



Mural



Trail connection



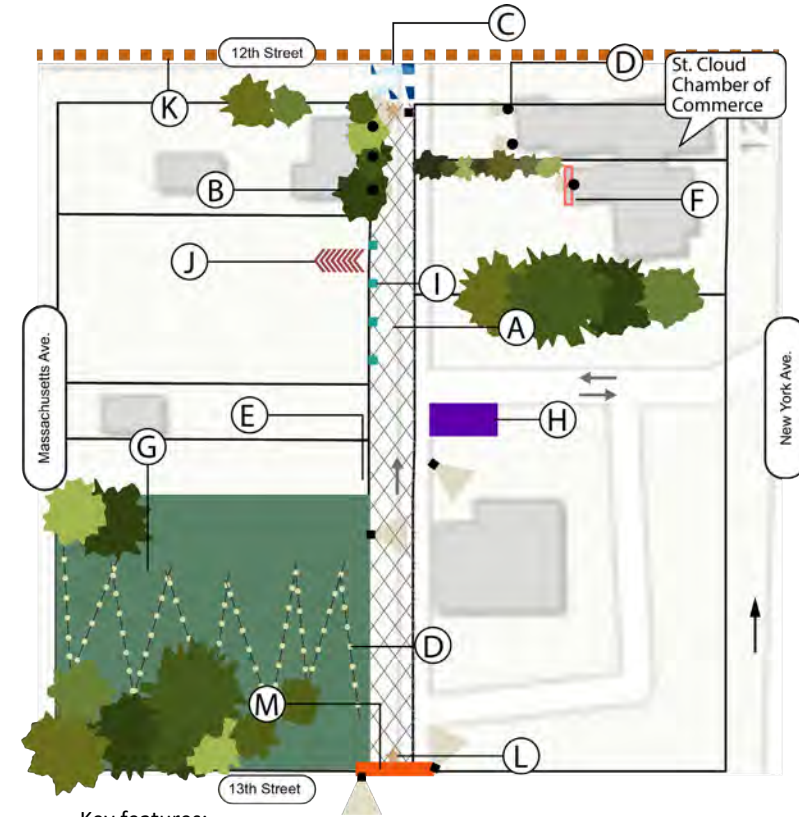
Alley entrance marker



Key map



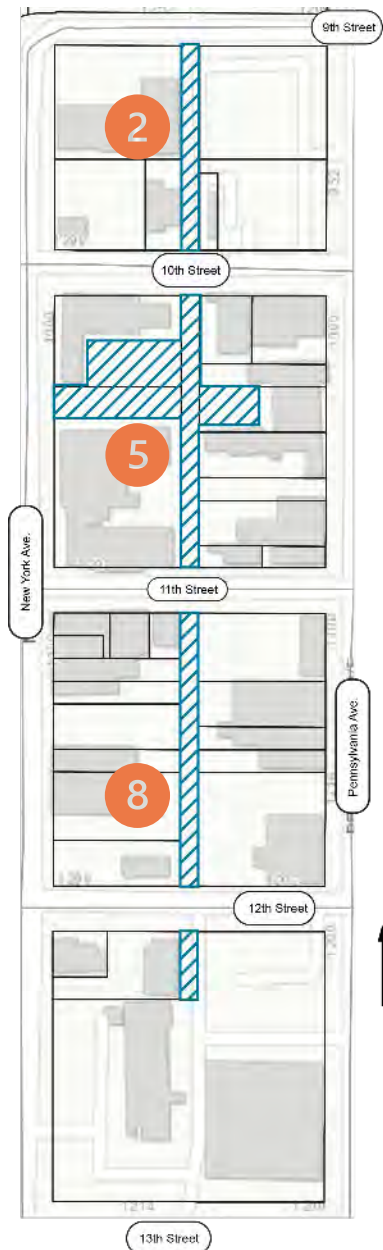
Existing alley conditions



Key features:

- A. Improved pavement
- B. Native vegetation
- C. Mid-block crossing
- D. Lighting/accent lighting/facade lighting
- E. Security cameras
- F. Mural
- G. Interim use
- H. Consolidated waste
- I. Bollards
- J. Private residence access
- K. Proposed bikeway trail
- L. Entrance alley medallion marker/signage
- M. Gateway signage

Active Alleys



Key map



Design strategy example for Active Alley's usage

Image sourced from World Landscape Architect

Active alleys in downtown St. Cloud have the potential to play a dynamic and engaging role within the city's urban fabric. These alleys are prime candidates for significant capital improvement projects, specifically targeted at fostering new developments and attracting businesses. Moreover, their potential extends to hosting programmed events aimed at drawing in residents and visitors to contribute to the vibrancy of the downtown environment. This alley is characterized by lively daytime and nighttime activities and use. The design is focused on improved pedestrian use, art, and outdoor activities as its central theme. Design features focus on enhancing the alley for outdoor pedestrian use and improving the streetscape of the adjacent buildings and residences to enhance the alleys further. This alley is a place of community and cultural gathering. 90% of Osceola County is agriculture, and capitalizing on food and culture will create a unique opportunity to define the improvements in this alley. The flow of the middle alley expands into a larger space optimal for hosting the monthly market supported by food trucks.

Some of the features of active alleys in downtown St. Cloud include:

- **Artistic Installations:** Active alleys are adorned with artistic installations that add to the area's aesthetic appeal. These installations are designed to reflect the unique character of the city and its residents.
- **Green Spaces:** Active alleys are designed to incorporate green spaces that provide a natural respite from the hustle and bustle of the city. These green spaces are perfect for relaxing, reading, or picnics.
- **Seating Areas:** Active alleys have seating areas that provide a comfortable place to sit and enjoy the surroundings. These seating areas are perfect for people-watching or catching up with friends.
- **Lighting:** Active alleys are well-lit, making them safe and inviting places to visit even after dark. The lighting is designed to highlight the area's unique features and create a warm and welcoming atmosphere.
- **Programmed Events:** Active alleys are ideal for hosting programmed events aimed at drawing in residents and visitors to contribute to the vibrancy of the downtown environment. These events can include live music, art shows, food festivals, and more.

These features make active alleys in downtown St. Cloud a unique and vibrant part of the city's urban fabric. They provide a space for residents and visitors to unite, relax, and enjoy the city's beauty.

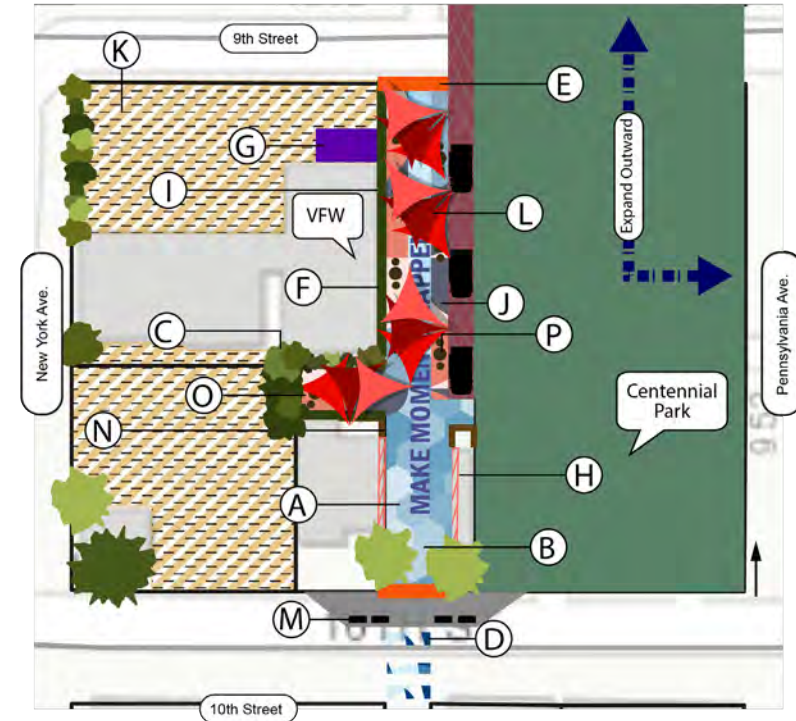
Alley #2

Alley #2 bleeds into Centennial Park and is south of City Hall, west of the St. Cloud Twin, and north of the Hunter Arms Hotel. The alley is surrounded by commercial businesses, government institutions, and the VFW abutting the alley. It functions as primary and secondary access and waste collection. This alley segment is one of three that focuses on pedestrian access and activities.

The alley's location provides an opportunity to block off the alley and convert it to pedestrian use. It prioritizes safety by eliminating vehicular traffic and, in turn, becomes an inviting space that encourages people to stroll, linger, and explore. The alley can be a component of Centennial Park and act as one of many entry points into the park with clearly marked alley signage. Features will focus on community interaction, providing opportunities for socializing, outdoor dining, and cultural events.



Key map



Key features:

- A. Pedestrian only
- B. Custom pavement
- C. Native vegetation
- D. Mid-block crossing
- E. Entrance alley marker/signage
- F. Security cameras
- G. Consolidated waste
- H. Mural
- I. Green wall
- J. Lighting/accent lighting/facade lighting
- K. Multi-use zoning designation/improved parking/loading
- L. Shading
- M. Bike rack
- N. Improved fencing
- O. Multi-use space/patio area
- P. Street furniture



Pedestrian use



Alley sign



Flex space



Street furniture



Existing alley conditions

Images sourced from World Landscape Architect, Brisbane Development, Design Council, Travel Feed

Centennial Park

Potential programming and features in conjunction with the proposed alley improvements.



Images sourced from Luxtent, Daily Mail, Architonic, Trending City, Metro Planning, Reprogramming the City, Road Affair, Wordpress, Arch Daily, Goric, The Verge, Contemporist, Landezine, Secret Melbourne, ISAO, Medium, Interactive, Stretch Shapes, Public Delivery, We Urbanist, Dexitgner, Vestre, Yuri Suzuki

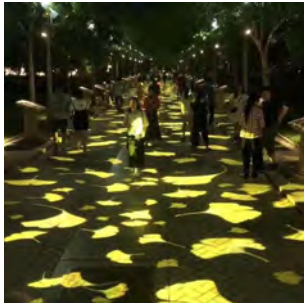
Alley #5

Alley #5 is south of Centennial Park and connects to the bike trail network leading to Florida Ave. and Lakefront Park. The alley is surrounded by commercial businesses, restaurants, one multi-family housing unit, and various historic buildings abutting the alley. It functions as primary and secondary access, loading, and waste collection. This alley segment is one of three that focuses on pedestrian access and activities, directing users directly to Centennial Park.

Activating the alley's entrance on 11th St. will help draw pedestrians into the alley, and the active rear of the Garage Bar should open to the alley for pedestrian access. The center of the alley expands into a larger space, allowing the area to be used for pedestrian-centric activities such as pop-ups, the Downtown St. Cloud Monthly Market, food truck rallies, festivals, and other city/community events. A privacy barrier between the alley and the multi-family housing unit should be incorporated to delineate public and private spaces while enhancing the alley's overall aesthetic.



Asphalt art



Accent lighting



Active rear frontage



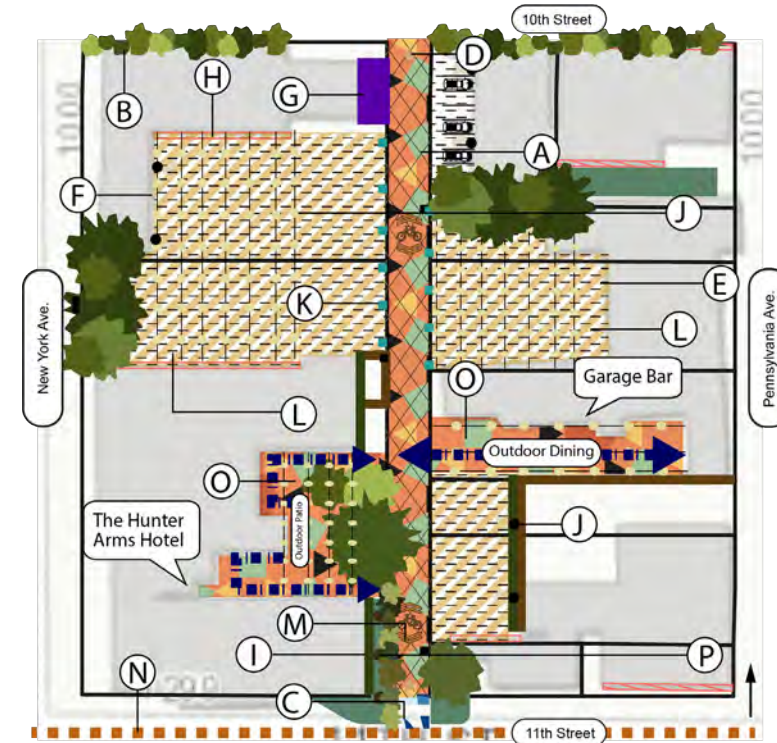
Parking lot pop-up



Key map



Existing alley conditions



Key features:

- A. Improved pavement/asphalt art/wayfinding
- B. Native vegetation
- C. Mid-block crossing
- D. Entrance alley medallion marker/signage
- E. Multi-use zoning designation/improved parking/loading
- F. Security cameras
- G. Consolidated waste
- H. Mural
- I. Green wall
- J. Lighting/accent lighting/facade lighting
- K. Bollards
- L. Multi-use space
- M. Bike lane
- N. Connection to trail
- O. Rear active frontage
- P. Street furniture

Alley #8

Alley #8, north of the Kisselback Ford dealership, connects to the bike trail network leading to Florida Ave. to Lakefront Park. The alley is surrounded by commercial businesses and restaurants and various historic buildings abutting the alley. It functions as primary and secondary access, loading, and waste collection. This alley segment is one of three that focuses on pedestrian access and activities, directing users directly to Centennial Park.

The alley features three tertiary cut-throughs that connect to the main thoroughway. These cut-throughs offer flexible space with versatile applications, including hosting pop-up installations, food truck rallies, flea markets, or serving as an extension of downtown activities for smaller events. Additionally, there is an opportunity to incorporate a pocket park within the vacant lot adjacent to the alley in the block's southwest corner. This park could be used as a leisurely space or a sculpture park.



Sculpture garden



Mural



Alley entrance marker



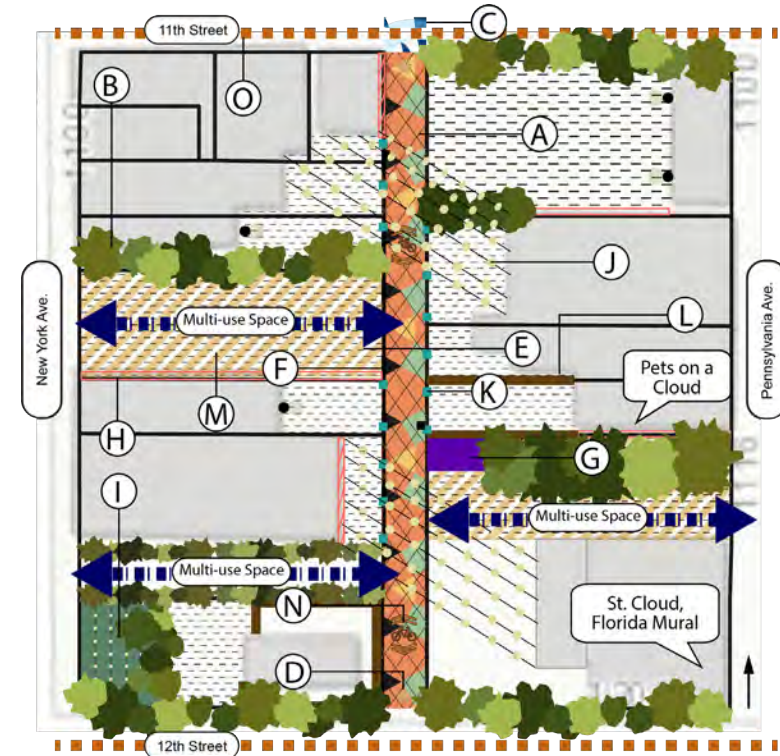
Asphalt art



Key map



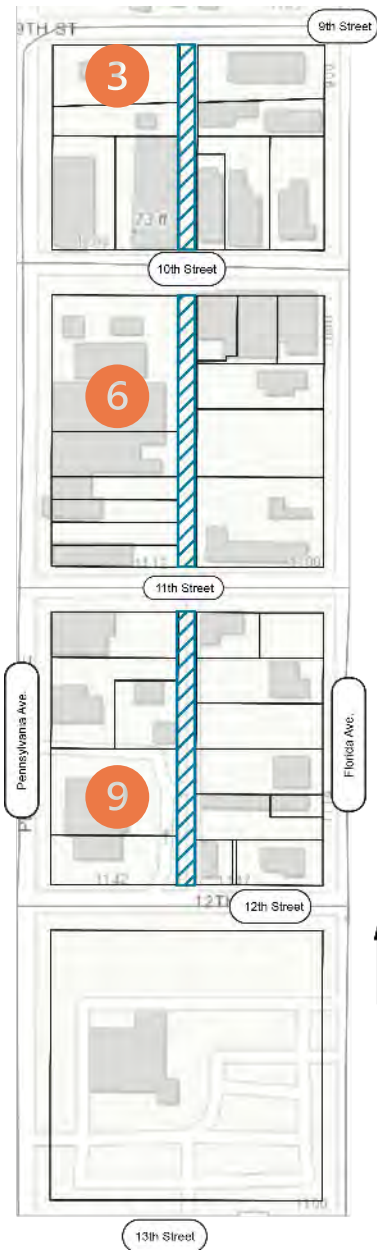
Existing alley conditions



Key features:

- A. Improved pavement/asphalt art/wayfinding
- B. Native vegetation
- C. Mid-block crossing
- D. Entrance alley medallion marker/signage
- E. Multi-use zoning designation/improved parking/loading
- F. Security cameras
- G. Consolidated waste
- H. Mural
- I. Sculpture garden
- J. Lighting/accent lighting/facade lighting
- K. Bollards
- L. Improved fencing
- M. Multi-use space
- N. Bike lane
- O. Connection to trail

Connector Alleys



Key map



Design strategy example for Connector Alley's usage
Image sourced from Informed Infrastructure

Connector alleys in downtown St. Cloud have the potential to transform into advanced multi-modal corridors that facilitate seamless connections. These alleys present an opportunity to cultivate innovative and creative spaces, expanding the pedestrian network and significantly elevating walkability. These alleys merit focused attention through smaller-scale capital improvement projects to enhance user access and safety. With the redevelopment of Florida Avenue streetscape to include a designated lane for cyclists for the proposed bikeway trail, there is an opportunity to expand on this and improve the streetscape of the alleys and connect them as segments to the bikeway trail and the multi-use trail. The alley's passive and movement-oriented use supports and validates necessary improvements, including rhythmic lighting to reinforce evening use, native vegetation, murals, and a pocket park with a bike rack/fix-it station and animal relief area. These improvements could improve the usage and quality of experience for residents, visitors, and neighbors.

Some of the features of connector alleys in downtown St. Cloud include:

- **Multi-Modal Corridors:** Connector alleys are designed to be multi-modal corridors that facilitate seamless connections. They are designed to accommodate pedestrians, bicycles, and other modes of transportation.
- **Pedestrian Network:** Connector alleys are designed to expand the pedestrian network, making walking around the city easier. They are designed to be safe and inviting, encouraging people to explore the city on foot.
- **Lighting:** Connector alleys are well-lit, making them safe and inviting places to visit even after dark. The lighting is designed to highlight the area's unique features and create a warm and welcoming atmosphere.
- **Green Spaces:** Connector alleys are designed to incorporate green spaces that provide a natural respite from the hustle and bustle of the city. These green spaces are perfect for relaxing, reading, or picnics.

These features make connector alleys in downtown St. Cloud an essential part of the city's urban fabric. They provide a space for residents and visitors to unite, relax, and enjoy the city's beauty.

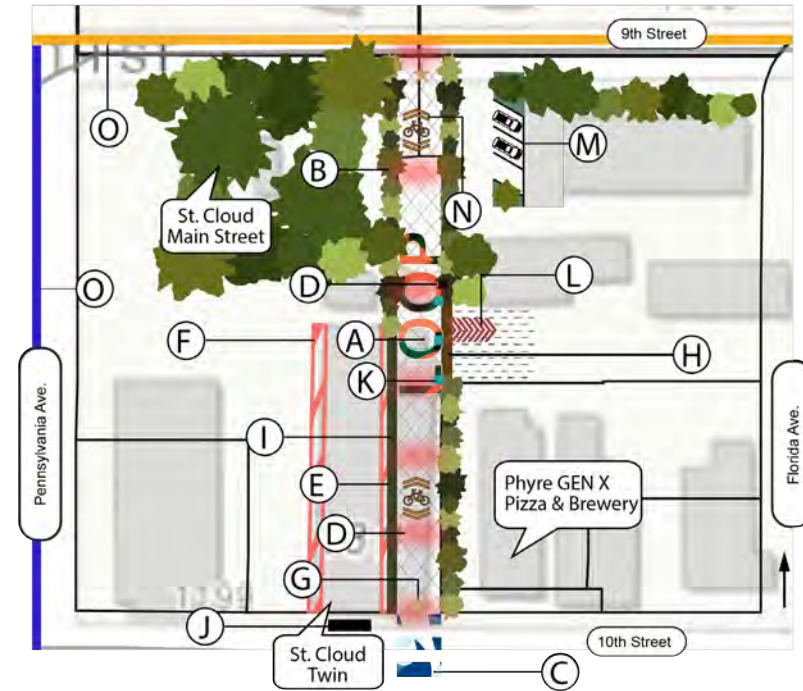
Alley #3

Alley #3 is adjacent to the Courthouse and connects to the multi-use trail that leads to the bike trail on Florida Ave., leading to Lakefront Park. The alley is surrounded by commercial businesses and private residences that bleed out into the alley. The alley is currently unpaved, has limited lighting, and features vegetation from neighboring trees encroaching into the airspace of the alley. This alley segment is one of three that will feed into the multi-use trail as an exercise loop.

The alley provides bicycle and pedestrian connections to the trails on the main thoroughways through improved paving, improved stormwater quality, and open space for community recreation. The pizza and brewery located at the southeastern interior corner of the alley provides readily available provisions for pedestrians and cyclists.



Key map



Key features:

- A. Improved pavement/asphalt art/wayfinding
- B. Native vegetation
- C. Mid-block crossing
- D. Lighting/accent lighting/facade lighting
- E. Security cameras
- F. Mural
- G. Entrance alley medallion marker/signage
- H. Improved fencing
- I. Green wall
- J. Bike rack/fix-it station
- K. Bollards
- L. Private residence access
- M. Designated parking
- N. Bike lane
- O. Connection to trail



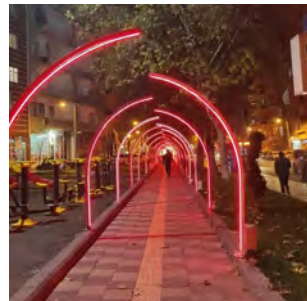
Asphalt art



Fix-it station



Alley entrance marker



Accent lighting



Existing alley conditions

Alley #6

Alley #6 is south of the St. Cloud Twin and connects to the multi-use trail that connects to the bike trail on Florida Ave. leading to Lakefront Park. The alley is surrounded by commercial/industrial businesses and private residences. The alley has limited lighting and features vegetation from neighboring trees encroaching into its airspace. This alley segment is one of three that will feed into the multi-use trail as an exercise loop.

The alley provides bicycle and pedestrian connections to the trails on the main thoroughways through improved paving, improved stormwater quality, and open space for community recreation.



Asphalt art



Green wall



Trail connection



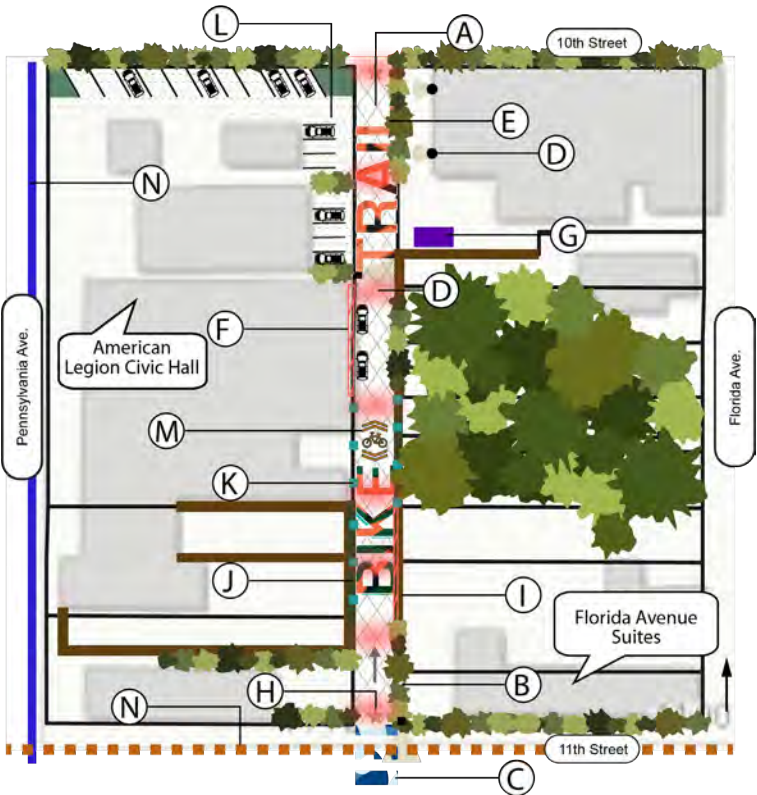
Accent lighting



Key map



Existing alley conditions



- Key features:
- A. Improved pavement/asphalt art/wayfinding
 - B. Native vegetation
 - C. Mid-block crossing
 - D. Lighting/accent lighting/facade lighting
 - E. Security cameras
 - F. Mural
 - G. Consolidated waste
 - H. Entrance alley medallion marker/signage
 - I. Improved fencing
 - J. Green wall
 - K. Bollards
 - L. Designated parking
 - M. Bike lane
 - N. Connection to trail

Images sourced from the Toronto Star, Houzz, Urban Indy, Brisbane festival

Alley #9

Alley #9 is north of the Kisselback Ford dealership and connects to the bike trail on Florida Ave. leading to Lakefront Park. The alley is surrounded by commercial businesses and private residences that use the alley as a primary and secondary access. This alley segment is one of three that will feed into the multi-use trail as an exercise loop. Features will focus on pedestrian safety, access, enhanced lighting, and amenities.

The alley connects bicycle and pedestrian pathways on the main thoroughways with enhanced paving, stormwater quality, and open space. A vacant lot on the southeast corner of the interior alley could be a pocket park. This park would serve nearby residents and cyclists by offering leisure space, a pet care area, and a fix-it station. Green walls and native vegetation could divide the alley, pocket park, and neighboring businesses and residences into private and public areas while improving the alley's appearance and use. For pedestrians with animals, a tertiary cut-through from the alley to Pennsylvania Ave. leads directly to Pets on a Cloud pet groomers.



Asphalt art



Fix-it station



Animal relief area



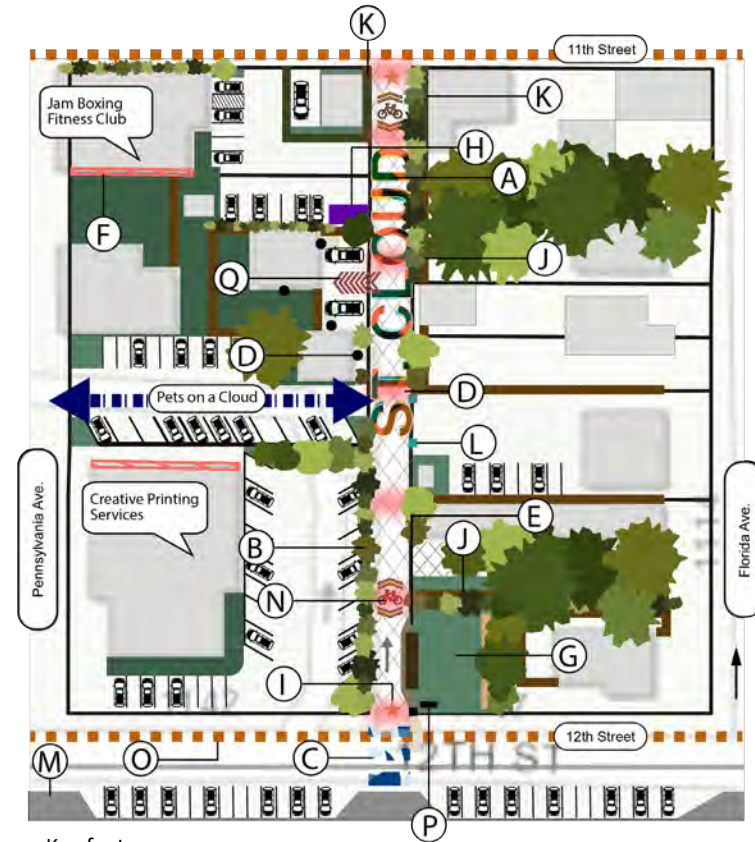
Accent lighting



Key map



Existing alley conditions



Key features:

- A. Improved pavement/asphalt art/wayfinding
- B. Native vegetation
- C. Mid-block crossing
- D. Lighting/accent lighting/facade lighting
- E. Security cameras
- F. Mural
- G. Pocket park/parklet/animal relief area/dog wash station
- H. Consolidated waste
- I. Entrance alley medallion marker/signage
- J. Improved fencing
- K. Green wall
- L. Bollards
- M. Designated parking
- N. Bike lane
- O. Connection to trail
- P. Bike rack/fix-it station
- Q. Private residence access

Images sourced from the Toronto Star, LA Times, road.cc, Brisbane festival

Operational Considerations

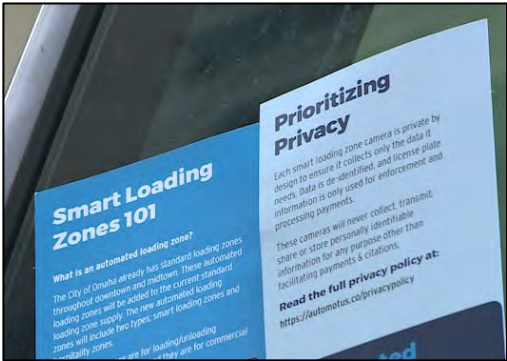
Circulation & Delivery

Alley circulation primarily serves as a conduit for various functions, especially those adjoining businesses, such as delivery, parking, and city services. However, loading or unloading poses accessibility and usability challenges. Circulation enhancements in the downtown area are geared toward optimizing pathways, ensuring efficient mobility for pedestrians and motorists, and mitigating traffic congestion. The effectiveness of these improvements is heightened in downtown environments characterized by interconnected, low-speed street networks.

Recommendation (Low Impact)	Location: Alleys
Pedestrian Friendly Traffic Control Features	13th St., a major thoroughfare, facilitating the flow of high traffic volumes and directing traffic toward the north-south avenues extending to East Lake Toho. These north-south avenues, notably along New York Ave. and Pennsylvania Ave., act as primary connectors, linking with the east-west connectors along 10th St. and 11th St. Notably, 13th St. (US 192/441) (south of Kisselback Ford), New York Ave. (running north and south), and 10th St. (running east and west) are recognized as high-traffic zones, playing crucial roles in local traffic circulation. In particular, 13th St. is a significant thoroughfare guiding traffic toward the north-south avenues that stretch to East Lake Toho. Additionally, 10th St. functions as an east-west connector, catering to local traffic needs and operating as a bypass for US 192. We recommend integrating design treatments to enhance pedestrian friendliness and cultivate a walkable environment, specifically focusing on alley crossings. Implementing crosswalks, painted patterns, or murals on the ground surface is a viable strategy to visually connect alleys and crucial pedestrian connectors, such as the Florida Ave. bike trail. Utilizing identifiable markings aids where motorists, pedestrians, and cyclists might intersect, a critical aspect given the shared-use nature of the alleys. Incorporating traffic control systems further ensures that pedestrians are appropriately cautioned, contributing to enhanced mobility and safety.
Dedicated loading and unloading	Designating space for deliveries will require a joint effort between property and business owners. An assessment of delivery service requirements should be conducted to ascertain the typical size of delivery vehicles. Subsequently, a coordinated effort will pinpoint a specific area within the alley designated for deliveries. Implementing signage and striping in the alleys will then serve as a deterrent, discouraging the public and downtown visitors from parking in these exclusive delivery spaces. Utilizing smart zoning could aid assist with dedicated spaces for loading and the need for more parking in the downtown area. For example, the City of Omaha introduced automated loading zones. These zones reduce traffic congestion, increase safety, and improve parking by deflecting responsibility of the cost of loading zones from business owners to those using the loading zones. The zones can be monitored by cameras that collect data to send bills to people parked in the loading zones. The zones can be dual purpose, operating as a loading zone in the morning and parking in the evening.



Bulb-outs



Dedicated loading

Images sourced from VisionZero Canada, KETV Omaha

Recommendation
(Low Impact)

Location: Alleys

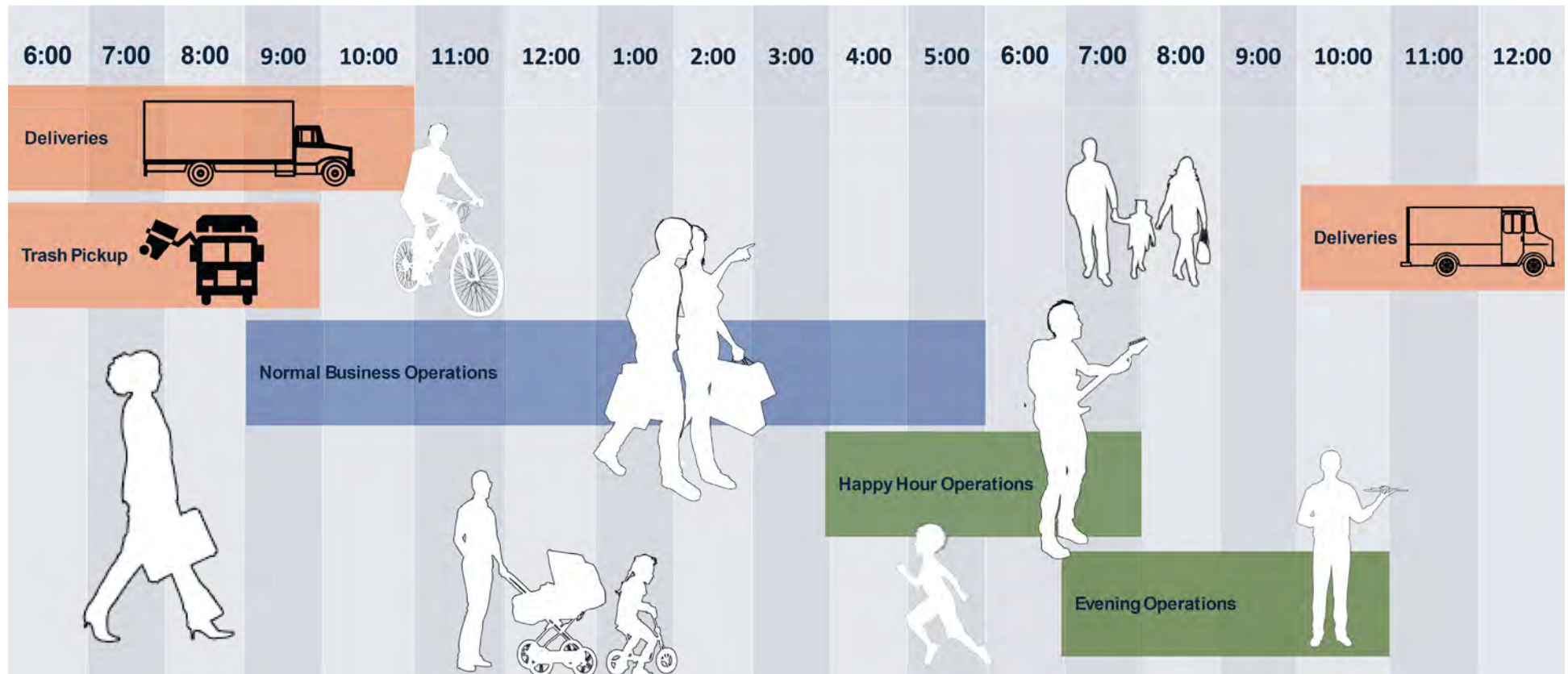
Restricted Delivery Times

Implementing restrictions on delivery times can mitigate conflicts during peak pedestrian and bicycle traffic periods. This is particularly advantageous in downtown areas where alleys are common thoroughways for pedestrians and cyclists. By regulating delivery times, the volume of vehicles in the alleys can be minimized, enhancing safety for pedestrians and cyclists. Coordination with business and property owners will be essential to align delivery times with their requirements. A pilot study could be undertaken to assess the feasibility of this recommendation and inform decision-making.



Restricted delivery times
Image sourced from the City of Seattle

This preliminary schedule aims to balance the operational needs of businesses, waste management, and delivery services while ensuring a safe and accessible environment for pedestrians. Adjustments should be made based on the unique characteristics and requirements of the specific alleyway and surrounding businesses. Additionally, consultation with local stakeholders and authorities is essential for fine-tuning the schedule to fit the community's needs.

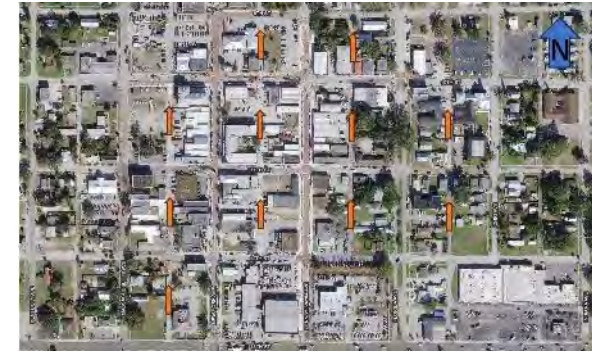


Recommendation
(High Integrated
Solutions)

Location: Alleys

**One-way Travel
Reconfiguration**

The downtown alleys currently function as secondary access points with a two-way configuration, posing challenges for loading and unloading activities. The existing public ROWs have a width of 20 feet, sufficient to accommodate service access, waste collection, and parking requirements. In collaboration with the Public Works Department, reconfiguration of these alleys into one-way thoroughfares is recommended. Transitioning to one-way alleyways presents a structured and organized approach to vehicular movement, thereby enhancing traffic flow. This reconfiguration is anticipated to alleviate congestion, simplify vehicle navigation, improve safety, and improve overall alley accessibility. The design choice of one-way alleyways allows for optimal layout and space utilization, which is advantageous for future alley usage. Implementing designated parking areas on one side further streamlines parking processes, contributing to the efficient use of available spaces. One-way traffic systems simplify driver navigation, especially in intricate urban settings, minimizing the need for complex traffic management measures and signage. This user-friendly approach enhances the overall functionality of the area. Moreover, one-way alleyways facilitate seamless access for emergency vehicles, providing a clear and direct route for timely response. This strategic reconfiguration aligns with urban planning principles, promoting efficiency, safety, and adaptability in the evolving landscape of downtown alley utilization.



One way alley reconfiguration option

Parking Structure

Any future parking structures in the historic district should meet the city's historic preservation design standards to elevate pedestrian activity along the streets. The minimum requirement is for a parking structure to contribute to the vibrancy of the street while seamlessly integrating with the surrounding historical context. The future parking structure should create an appealing and active street edge.

- **Integration with Retail Space:** Wrap the parking structure with retail space or other dynamic uses along the street.
- **Visually Pleasing Street Edges:** Enhance street edges with visually attractive elements such as architectural detailing, murals, public art, and landscaping.
- **Aesthetic Facades:** Create aesthetically pleasing facades through architectural detailing and murals. The prospective parking structure should align with the architectural design standards prevalent in the downtown area.
- **Preservation of Character:** Adhere to the character of the existing defining features of downtown.
- **Compliance with Streetscape Design Standards:** Conform to the streetscape design standards applicable to the downtown area. The future parking garage should possess a multi-functional design to accommodate events hosted in the downtown area.
- **Versatility for Events:** The city, local organizations, and residents can use the future parking garage as an expanded event space for alley activities. Examples: DeLand Artisan Alley Garage, 1111 Lincoln Road parking garage, Miami Beach.



Custom cladding screen for a parking garage

Images sourced from FlexFacades, the City of St. Cloud

Bike-Pedestrian Connectivity

Pedestrian connectivity improvements aim to optimize pedestrian mobility within the urban core. These enhancements involve a multifaceted approach, including incorporating marked pedestrian paths and integrating traffic calming features that work in tandem with motorists. The proposed multi-use trail seamlessly links the existing street network and the existing trail, while the bikeway trail connects to the planned trail along Florida Ave., facilitating access to Lakefront Park. It connects existing streets, trails, and recreation, enabling easy access to key destinations. As the city explores the possibility of reconfiguring alleys to operate unidirectionally for improved mobility, it is crucial to prioritize enhanced accessibility features, robust wayfinding mechanisms, and safety considerations,

Recommendation (Low Impact)	Location: Alleys and Adjacent Properties
Multi-Modal Access	Active and functional alleys should prioritize accessibility for cyclists, pedestrians, and motorists. This involves incorporating dedicated bike lanes that extend into streets, promoting active transportation, and permitting slow speeds for motorists. Potential reconfiguration of traffic flow is recommended to ensure safe passage for pedestrians and cyclists, with clear zones for service vehicle access. To enhance safety in alleys, reserving shared zones and minimizing conflicts between cyclists and pedestrians while integrating necessary service functions is essential. Improved bike network connectivity allows cyclists to transition from roads to shared paths, reducing disruptions seamlessly. Lastly, alleys should serve as multi-modal connections to key city destinations, fostering an integrated and efficient urban transportation network.
Traffic Calming Features	• Bulb-Outs or Neckdowns: these extend the sidewalk into the roadway, reducing the crossing distance for pedestrians. They also visually narrow the road, prompting drivers to slow down. • Traffic Calming Signs and Markings: Clear signage, pavement markings, and painted crosswalks remind drivers to slow down and yield to pedestrians. • Landscaping and Street Furniture: Strategically placed trees, planters, benches, and other street elements create visual cues that encourage reduced speeds. • Textured Pavement or Pavers: Different pavement textures or materials can signal to drivers that they are entering a pedestrian zone, prompting them to drive more cautiously. • Raised Crosswalks: Similar to speed humps, raised crosswalks elevate the pedestrian crossing area, making it more visible and encouraging drivers to yield to pedestrians.
Shared Lane	Shared lanes, commonly known as “sharrows,” serve as visual cues on roadways to denote shared space for cyclists and vehicular traffic. By eliminating conventional hierarchies, sharrows foster a cooperative environment where pedestrians, cyclists, and motorists coexist harmoniously. Clear, easily identifiable sharrow markings, accompanied by directional guidance, enhance safety and awareness. However, it’s essential to recognize that shared lanes are not a complete replacement for designated bike lanes. Instead, they can be strategically piloted to inform future bike-friendly street development. Find the NACTO’s design guidance here .



Curb extensions



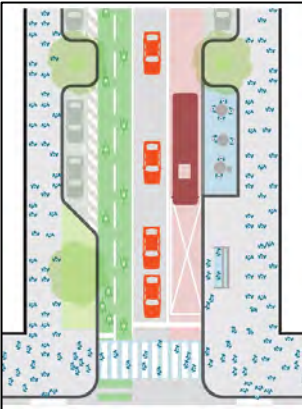
Shared lane



Shared lane in alley



Bike ridership counter



Multi-modal street

Images sourced from Car Free America, NACTO, Institute of Transportation Engineers, Bike Friendly Oak Cliff, Studio One

Safety

Crime Prevention Through Environmental Design (CPTED) is a methodology aimed at mitigating criminal activity and the associated fear by diminishing opportunities for illegal behavior and promoting social engagement among people using a given area. The design of parks can significantly influence the public's impression of safety and their subsequent inclination to utilize the facilities. The implementation of CPTED, can effectively inform recommendations for appropriate CPTED strategies. However, it is important to note that this approach should not function autonomously as the exclusive way of preventing crime. Rather, it should be implemented in tandem with other community-oriented strategies.

4 Core Principles

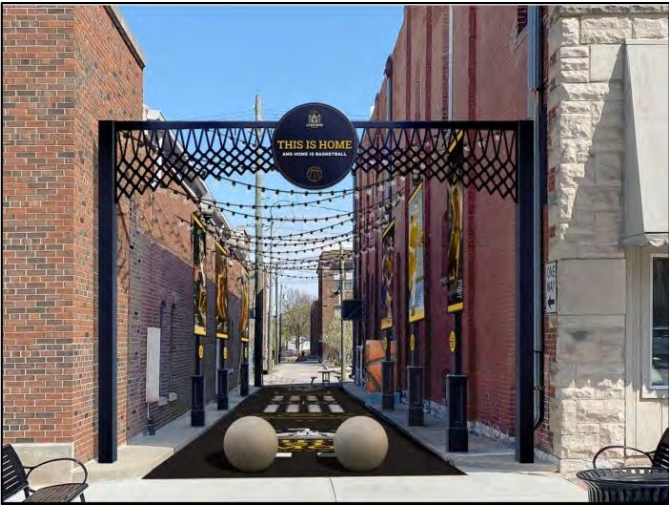
Location: Alleys

Natural Surveillance

- **Well-placed Lighting:** Install well-designed and strategically placed lighting fixtures to ensure proper visibility. Utilize motion-activated lighting to enhance security during low-traffic hours. Employ high-quality, energy-efficient lighting that supports clear visibility.
- **Clear Sightlines:** Trim vegetation and foliage to maintain clear sightlines, minimizing hiding spots. Ensure that signage and street furniture do not obstruct the view of the alley. Design the alley layout to maximize visibility from adjacent streets and buildings.
- **Landscaping:** Incorporate landscaping elements that enhance the aesthetic appeal of the alley. Choose plants that do not obstruct visibility and are easy to maintain. Use landscaping to create natural barriers between public and private spaces.

Natural Access Control

- **Defined Entrances and Exits:** Encourage the presence of active storefronts and businesses facing the alley. Design outdoor seating areas and cafes to overlook the alley, increasing natural surveillance. Promote community engagement to foster a sense of ownership and shared responsibility. Ensure that alleys have clearly marked entrances and exits.
- **Signage:** Implement proper wayfinding signage to guide users and prevent confusion. Design alley entrances to discourage unauthorized access.



Defined alley entrance



Strategic alley lighting

Images sourced from Patronicity, Alliance for Pioneer Square

4 Core Principles

Location: Alleys

Territorial Reinforcement

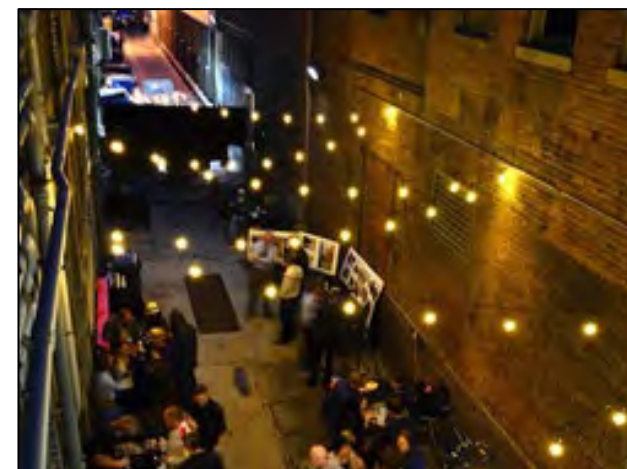
- **Distinct Activity Zones:** Clearly designate different zones within the alley for specific activities. Use visual cues like pavement markings or changes in surface materials to demarcate spaces. Create designated areas for pedestrian pathways, outdoor seating, and service access.
- **Public Art and Landmarks:** Integrate public art that contributes positively to the alley's atmosphere. Ensure that art installations do not create hiding spots or obscure sightlines. Engage local artists and the community in the selection of art pieces.

Maintenance/Management

- **Regular Maintenance:** Establish a routine maintenance schedule to address cleanliness and repairs. Promptly address any graffiti or vandalism to maintain a positive environment. Encourage community involvement in alley cleanup events.
- **Community Engagement:** Foster community engagement to create a sense of ownership and pride. Organize events and activities that attract positive foot traffic. Encourage residents and businesses to actively participate in alley activation initiatives.
- **Security Cameras:** Install security cameras at key points to monitor and record alley activities. Consider the use of smart technology, such as sensors and surveillance systems. Encourage business owners and residents to install private security cameras.



Outdoor dining



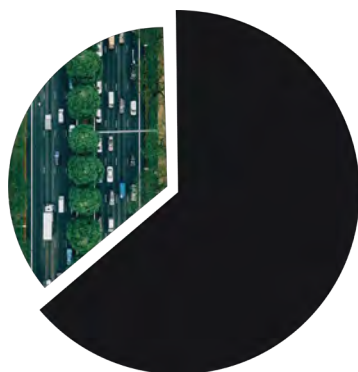
Active community engagement



Security cameras

Images sourced from Observer, Confluence

The crime data provided is from the St. Cloud Police Department. It represents crime that occurs downtown that will pose further challenges for alley improvements.



64%
Traffic*



31%
Property**



5%
People***

*DUI, Reckless Driver, Hit and Run, Traffic Stop, Obstruction of Roadway, Parking Complaint

** Accidents, Alarms, Burglary/Theft, Criminal Mischief, Suspicious Incident, Person or Vehicle, Physical Disturbance, Trespasses of Unwanted Person or Animal

*** Battery or Assault, Intoxicated Person, Drugs, Mentally Ill Person

Lighting

Alleys typically lack an inherent sense of safety, necessitating proactive interventions. Purposeful and intentionally designed lighting emerges as a transformative element, establishing an inviting atmosphere. The incorporation of both primary and enhanced lighting stands as a crucial component in improving the city's alleys. Lighting, as a defining element, plays a pivotal role in shaping the perception of safety, catering to pedestrians and cyclists using the alleys, especially during evening hours, whether as a throughway or to participate in city-led events.

Recommendation (Low Impact)

Location: Alleys and Adjacent Properties

LED Fixtures

LED fixtures are luminaires that consume low wattage, which maximizes their installation potential with existing power supplies and reduces maintenance requirements. These fixtures are also dimmable, which assists with mitigating light spillage onto adjacent properties. By dimming the fixtures, the amount of light emitted can be adjusted to suit the environment's needs while reducing energy consumption and light pollution.

In addition, LED fixtures have a longer lifespan than traditional lighting fixtures, requiring less frequent replacement and maintenance. This can result in significant cost savings over time.

- 1. Intrigue Lighting: Offers a range of commercial-grade exterior LED lighting fixtures constructed to perform while also withstanding the elements.
- 2. Philips Lighting: Provides various LED lighting solutions, including street lighting, architectural lighting, and more.
- 3. Cree Lighting: Offers a range of LED lighting products, including streetlights, area lights, and decorative post-top luminaires.

Fixture Placement

Fixture placement is a critical aspect of lighting design that can impact the overall effectiveness of a lighting system. A photometric analysis can be conducted to ensure that fixtures are placed in the most optimal locations. This analysis involves creating a digital simulation of light output from each lighting fixture, which can then be used to determine the fixtures' most suitable location and orientation. By analyzing the light distribution patterns, designers can position fixtures to achieve uniform illumination across space, avoiding hot spots and dark areas and creating uniformity or visual emphasis where desired.

Once the photometric analysis has been completed, the results can be reviewed by business owners and property owners to ensure that the lighting system meets their needs. Any relevant gaps discovered during the review process can be fixed to ensure the lighting system is as effective as possible.



LED lighting with character



LED lighting with character



LED lighting in trees



Patterned lighting

Images sourced from ANP Lighting, gobosource, Zander & Partner

Recommendation
(Low Impact)

Location: Alleys and Adjacent Properties

Lighting fixtures can be designed to serve multiple functions, such as doubling as bollards or bike racks. Bollards are short, vertical posts that guide traffic, protect pedestrians, and provide illumination. By integrating lighting fixtures with bollards, designers can create a cohesive and functional streetscape that enhances safety and aesthetics. Similarly, bike racks can be combined with lighting fixtures to provide secure bicycle parking while illuminating the surrounding area.

Multi-functional

1. Reliance Foundry: Offers a range of bollards and post covers, including pathway and trail lighting bollards.
2. Meteor Lighting: Provides a variety of solar LED bollards, including solar bike racks that incorporate advanced microcontrollers and motion sensors for functional, cost-saving illumination.



Bollard lights

One way to encourage lighting improvements in communities is by incentivizing the installation of lighting fixtures. The city could explore providing lighting fixtures free of cost to private residences and commercial businesses adjacent to alleys while requiring property owners to cover the installation and associated costs. This approach would help improve the community's safety and security while enhancing the area's aesthetic appeal.

In addition to providing free lighting fixtures, the city could offer rebates or tax incentives to property owners installing energy-efficient lighting systems. For example, the ENERGY STAR program provides a range of incentives for commercial buildings that upgrade their lighting systems to more energy-efficient alternatives. The Department of Energy also provides tax incentives for commercial buildings that install energy-efficient lighting systems, such as LED bulbs and lighting fixtures.

**Community
Support**

1. ENERGY STAR: Offers a range of resources and incentives for commercial buildings that upgrade their lighting systems to more energy-efficient alternatives.
2. Reliance Foundry: Provides a range of bollards and post covers, including pathway and trail lighting bollards.
3. Meteor Lighting: Offers a variety of solar LED bollards, including solar bike racks that incorporate advanced microcontrollers and motion sensors for functional cost-saving illumination.



Custom bollard lights



Bike racks with lights

Images sourced from bokmodern, Scoopit

Recommendation
(Low Impact)

Location: Alleys and Adjacent Properties

Maintenance of alley lighting is a critical aspect of ensuring the safety and security of the community. To ensure that alley lighting is well-maintained, it is recommended that maintenance be a joint effort between the city, property owners, and businesses. This approach ensures that the lighting system is well-maintained and that any issues are addressed promptly.

In some cases, the city may be responsible for maintaining alley lighting. Property owners or businesses may also be liable for maintaining the lighting system. The specific responsibilities will depend on the location and ownership of the lighting fixtures.

To ensure that alley lighting is well-maintained, it is essential to establish clear guidelines and procedures for maintenance. This can include regular inspections of the lighting system and procedures for reporting any issues or problems. By working together, the city, property owners, and businesses can help to ensure that alley lighting is well-maintained, and that the community is safe and secure.

Maintenance

1. [City of Saint Paul Street Maintenance Service Program Policies and Procedures: Provides detailed information on the policies and procedures for maintaining street and alley lighting](#)
2. [City of Davenport Tenant Resources: Offers information on property maintenance and other services provided by the city](#)
3. [City of Saint Paul Alleys: Provides information on alley design and construction, including alley lighting](#)

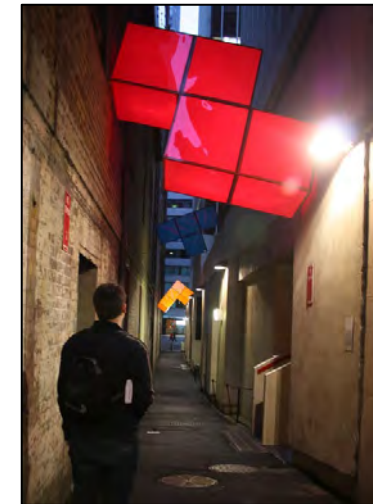
Layered Lighting

Layered lighting is a design technique employing multiple lighting types to create a well-lit and balanced space. It involves a combination of ambient, highlighting, and accent lighting. Ambient lighting is the primary source of illumination that provides an overall even base illumination for circulation and visibility. Highlighting, on the other hand, focuses light on a specific target, such as washing a mural with light, to create a dramatic effect. Accent lighting adds depth and visual interest to focal point areas, such as artwork or sculptures, by contrasting the object and its surroundings.

By layering different types of lighting, a dynamic and visually appealing space can be created that is both functional and aesthetically pleasing. For instance, ambient lighting can provide general illumination, task lighting to illuminate work areas, and accent lighting to highlight areas of interest and a particular object. LED accent lighting is emerging as a preferred method due to its many benefits, including longer lifespans and increased energy savings.



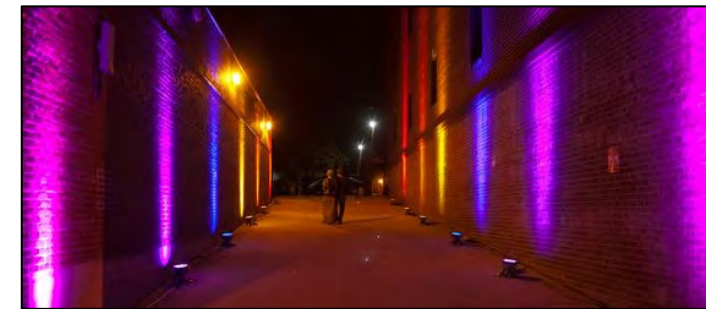
Light-up mural in alley



Layered lighting



Light projection



Layered lighting

Images sourced from Elio Assuncao, diariodesign, the creators project

Waste Management

The waste collection service stands as a fundamental operational aspect within alley spaces, significantly influencing these urban environments' overall condition and aesthetics. We propose a set of refined strategies to elevate alley conditions, optimize waste receptacles, and enhance the broader landscape of waste management. The following recommendations are integral components of a comprehensive approach to address and rectify existing challenges associated with alley conditions and waste management practices:

Recommendation (Low Impact)	Location: Alleys
Consolidation of Waste Collection Receptacles	Streamlining waste collection services by consolidating receptacles to a central location in the alley for optimizing efficiency and space use. Collaborative efforts with property and business owners are essential to assess and determine the precise number and locations of required waste collection receptacles for each alley.
Shared Dumpster Program	Implementing a shared dumpster program serves as a pragmatic and strategic solution to streamline waste management. This collaborative approach minimizes clutter, enhances overall aesthetics, and addresses challenges such as unclear ownership and low visibility. By consolidating waste disposal into communal dumpsters, the program enables a reduction in the frequency of trash pickups. This policy adaptation involves the collaborative use of dumpsters by multiple establishments or residences, optimizing space and resources while deprioritizing dumpsters and trash trucks in alley space allocation.
Smart Bin Technology	Using smart bin technology, specifically dumpster cameras, presents an advanced solution to optimize waste management processes and reduce associated costs. Cameras, installed on commercial waste dumpsters, accurately measure waste volume, allowing for fine-tuning pickup schedules based on output. This data-driven approach reduces the frequency of trash pickups, contributing to space optimization on alleys. Additionally, smart bin technology aids in identifying and alerting responsible parties to instances of contamination, reducing fees, and mitigating unnecessary truck traffic.
Dumpster Enclosure	Dumpster enclosures, structured like fence-like structures, serve a multifaceted purpose in improving alley aesthetics and functionality. Designed to conceal dumpsters, prevent illegal dumping, and deter animals, these enclosures incorporate lockable doors for secure access. Illumination within enclosures, achieved through artificial or facade lighting, ensures safe nighttime access and enhances natural surveillance. Beyond their functional benefits, enclosures minimize unpleasant odors in urban areas close to commercial or residential spaces. Furthermore, encouraging the integration of art walls within enclosures promotes public art engagement, fostering a positive impact on the city's aesthetic and cultural landscape. Functionality and aesthetic enhancement make dumpster enclosures a key element in alley improvement initiatives.



Dumpster sharing program



Dumpster art



Dumpster camera



Dumpster enclosure with artistic mural

Images sourced from Covrit, Small Town Social, Compology,

Landscape & Environment

Green infrastructure can manifest through diverse approaches, ranging from community-initiated and maintained low-impact, low-investment strategies to municipally led, highly integrated solutions with enduring benefits. Retrofitting alley infrastructure can position downtown as an example of sustainable urban development.

Recommendation (Low Impact)	Location: Alleys
Dynamic Planters	Incorporate movable planters intentionally designed for easy maintenance and flexible usage. Enforce a city-approved design scheme adhering to downtown area standards and institute an approval process to maintain control over alley branding.
Accent Lighting	Use accent lighting, such as string lights, strategically in alleys to enhance visual interest. Encourage surface lighting on facades and alley edges for improved visibility and security where applicable.
Midblock Crosswalks	To establish visual links between alleys and critical pedestrian connectors, such as the Florida Ave. bike trail, the use of crosswalks or painted patterns and murals on the ground surface can be considered. Incorporating identifiable markings helps communicate areas of intersection for motorists, pedestrians, and cyclists, a crucial aspect given the shared use of alleys. Implementing traffic control systems becomes imperative to caution pedestrians about potential vehicle presence in these spaces.
Street Furniture	Depending on the permanence of the alleys' intervention, available space, and potential usage from adjacent businesses, future alley improvements should consider incorporating dynamic and static street furniture. This may include benches, tables, chairs, bike racks, and trash receptacles strategically placed for practicality and functionality.
Consistent Streetscape Design	Streetscapes must align with any ongoing or completed publicly funded streetscape design to ensure a cohesive and unified visual appeal.



Accent lighting



Movable Planters



Mid-block crossing



Artistic bike rack



Mural in spur line alley

Images sourced from Street Furniture Australia, Hospitality Snapshot, Bored Panda, Golden Triangle

High Albedo Pavement	Surface reflectivity, known as albedo, significantly impacts the climate. High albedo pavement, with its light-colored material reflecting sunlight away from the surface, can reduce air temperatures by more than 2.5°F and decrease the occurrence of heatwaves by 41% across U.S. urban areas. This reflective pavement diminishes the urban heat island effect, leading to reduced cooling costs, enhanced urban vegetation survival, and improved air quality, which alleviates respiratory diseases.
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Low Impact Development (LID)	LID is a comprehensive approach to stormwater and land use management, replicating natural hydrologic functions by promoting infiltration, filtration, storage, and evaporation of stormwater runoff. Emphasizing conservation and on-site natural features, LID integrates distributed stormwater management practices into a project's design, particularly landscaping and open space. The LID stormwater management process often includes a treatment train comprising various practices, such as minimizing soil disturbance, impervious area reduction, pervious pavement, shallow bioretention systems, vegetated or grassed swales, vegetated filter strips, minimizing directly connected impervious areas, cisterns, and stormwater harvesting.
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The Florida Department of Transportation (FDOT) actively integrates recycled materials into transportation projects, collaborating on a national scale with the Recycled Materials Resource Center and the American Association of Highway and Transportation Officials to formulate comprehensive guidelines and specifications for the incorporation of recycled materials.

- | | |
|---------------------------|---|
| Recycled Materials | <p>The endorsement of recycled materials is typically warranted under the following conditions:</p> <ol style="list-style-type: none">1. The recycled material demonstrates equivalent or superior performance compared to the material it replaces.2. The utilization of recycled material minimizes the impact on finite resources.3. The cost of the recycled material does not exceed that of the material it replaces. |
|---------------------------|---|

FDOT has identified numerous reclaimed materials suitable for project implementation, including coal combustion fly ash in concrete, recycled asphalt in pavement, recycled plastic in guardrails and delineator posts, and the integration of tire rubber in asphalt pavement. Moreover, given cities' and counties' widespread adoption of FDOT specifications, recycled materials find regular incorporation into projects extending beyond the Department's purview.

Find the [Summary of Known Uses in Waste Applications](#) from the U.S. Department of Transportation here.



Reflective concrete



Low-impact development



Plastic road

Images sourced from ZIVAT, TRCA, MacRebur

Permeable Pavement

Given the limited space in narrow alleys and the need for versatile programming accommodating varying crowd sizes and special events, permeable pavement, including options like permeable asphalt, permeable concrete, and permeable pavers, incorporates pores or openings to enable water to pass through the surface and percolate into the existing subsoil. In areas with restricted soil drainage, permeable pavement can be synergistically employed with subsurface drainage systems, such as pipe underdrains or stormwater filtration trenches, to mitigate runoff and alleviate stress on the combined sewer system.

**Energy-Efficient Dark
Sky Compliant Light
Fixtures**

These are precisely designed to limit the emission of upward-directed light. By directing illumination to essential areas, these fixtures ensure optimal light levels. Alley-designated fixtures should employ lamps generating white light instead of the yellow light emitted by standard fixtures. This deliberate choice aids in minimizing light pollution and glare, resulting in improved and targeted illumination.

Benefits of Green Infrastructure

- Alleviates localized flooding for continued use following an intense summer rain event.
- Reduces peak flow of runoff entering the municipal sewer system thus reducing stress on downstream infrastructure and waterways.
- Improves water quality by filtering runoff of sediments and pollutants.
- Recharges groundwater by infiltrating runoff back into soil.
- Creates habitat for pollinators and migratory birds.
- Reduces heat island effect by replacing paved surfaces with vegetation.
- Increases human access to nature within an otherwise urban environment.
- Improves overall aesthetic of an area.



Pervious concrete



Pervious gradient pavers



Dark sky lighting

Images sourced from EarthCare Landscaping, Unilock, TamLite

Recommendation
(Low Impact)

Location: Alleys and Adjacent Properties

Shading

Integrating canopies into alley improvements adds significant value by reducing the urban heat island effect and enhancing air quality in the downtown area. Strategically planting trees near the alley provides shading, effectively diminishing the thermal energy emitted by the pavement. Trees could serve as alternatives to canopies in future alley improvement designs when applicable. Apart from their aesthetic appeal, trees create inviting and cool spaces for recreation and relaxation. Proposing incentives to adjacent property owners becomes plausible, given the natural privacy screen function that trees offer.



Native vegetation



Unique canopy

Native Vegetation

Including native plants in upcoming alley improvements fosters a sustainable and ecologically friendly environment characterized by low maintenance, improved water quality, drought resistance, and an overall enhancement of landscaping and downtown aesthetics.



Enhanced walls

Enhanced Fencing

Improving fencing along the edges of alleys adjoining residential properties becomes imperative to maintain privacy and separation from private property owners, ensuring safety for both visitors and residents. Incentives could be extended to private property owners to facilitate fencing improvements, contributing to the character of the alleys, elevating the overall aesthetic, and providing opportunities for mural installations.



Intricate fence weaving



Colorful tensile canopy

Images sourced from Beastman, Try This NC, Instructables

Branding & Wayfinding

Wayfinding is the ability to determine your physical location and find your desired destination within a given space. An effective wayfinding design is intuitive and relies on nonverbal cues. It uses signs, colors, and design elements to create an informational system that enables people to navigate through spaces, particularly in urban environments. Wayfinding serves as our guide when we travel, allowing us to interpret and understand the physical environment. It plays a crucial role in helping us navigate unfamiliar locations, reducing stress and improving efficiency. Additionally, it contributes to our comfort in large public settings, providing a sense of arrival and assisting us in orienting ourselves and finding our way. This is particularly significant since branding methods can have a favorable impact on a city's capacity to achieve its targeted economic, social, and cultural goals. By fusing contemporary urban design elements with historic and cultural landmarks, these strategies successfully shape the city's appearance.

Recommendation (Low Impact)

Location: Alleys and Main Streets

Art as an access point:

- Art behaves as an access point for people and acts as a discovery tool capitalizing on the curious nature of humans.
- Engage social media by creating Instagrammable moments that can be shared to create awareness and interest in the downtown area.

Art as a tool for community involvement and support:

- Public art increases the economic impact of surrounding businesses.

Art as a form of branding/ iconography:

- Leveraging art can be a great way to brand a city. Public art installations can be used to create a unique identity for a city and make it more attractive to tourists and residents alike creating a sense of community and place. By commissioning public art installations, cities can create a unique identity that reflects their history, culture, and values. This can help to attract new residents and businesses, while also creating a sense of pride and belonging among existing residents. Installations such as murals and sculptures can be used to tell the story of a city's history, culture, and be used to promote local businesses and events. Artists can create unique designs for local businesses, which can be used on their products and marketing materials. This can help businesses stand out from their competitors and create a more memorable experience for their customers. For example, [Mice on Main The Scavenger Hunt](#), [We let the Dawgs out](#), [The Florida Mermaid Trail](#), [Calle Ocho Roosters](#), [Gainesville Horseshoes](#)

Art Installations



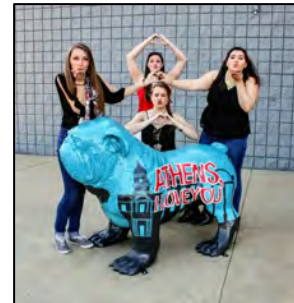
Rooster on Calle Ocho, Miami



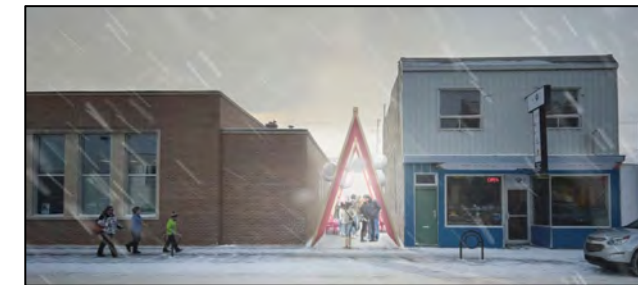
Painted utility box



Painted drainage pipe



Bulldogs in Athens, GA



Simple A-frame art installation

Images sourced from Buzzfeed, Community Impact, tinyone, Canadian Architect

Recommendation
(Low Impact)

Location: Alleys

**Main Street
Character**

- Strengthen the Main Street character through the strategic rehabilitation and redevelopment of pivotal downtown buildings, lots, and intersections.
- New development and anticipated redevelopments must align seamlessly with and exhibit due respect for the prevailing character of downtown.

Branding Opportunities

- **Diverse Installation Options:** Explore a spectrum of installation possibilities, including stamped or painted elements on concrete, flags or signage affixed to buildings, and bronze cast or fiberglass 3D figures.
- **Scavenger Hunt Integration:** Implement a scavenger hunt mechanism within the alleys, featuring city-themed symbols and icons. This interactive experience can be facilitated through an integrated app using QR codes. The city and CRA Board can disseminate pertinent maps, historical highlights, and clues via the app, offering a family-friendly attraction that guides visitors through a self-guided tour of downtown. Coupons distributed to participants through the app incentivize visits to local businesses and eateries.
- **Revenue Generation:** Explore the potential for merchandise collections centered around city-themed symbols and icons, including items such as T-shirts, bags, water bottles, postcards, etc. Revenue generated from these collections can be reinvested into alley maintenance and other downtown initiatives.
- **Social Media Awareness:** Facilitate special events or promotions encouraging visitors to capture photos with city-themed art installations and share them on their social media accounts using specific hashtags. This activation strategy not only boosts awareness among residents about downtown improvements but also establishes downtown as a destination. The aggregated social media posts serve as free exposure for the city, enticing tourists.



Main Street character of downtown St. Cloud

Image sourced from Positively Osceola

- **Community Engagement through Volunteerism:** Foster community involvement by offering volunteer opportunities aligned with local beautification initiatives, specifically focusing on alley clean-ups.
- **Naming Rights Program:** Implement a naming rights program as a strategic avenue to raise awareness and garner support for downtown improvements. This program serves as a supplementary funding source for alley enhancements, establishing a symbiotic relationship between sponsors and the ongoing downtown initiatives.
- **Engagement through Design/Art Competitions:** Create a platform for community involvement across all age groups through design and art competitions. These competitions offer opportunities for community members to participate in voting processes. Winning submissions can then be showcased in downtown areas, with the potential for both permanent and temporary displays. Furthermore, this initiative can evolve into a recurring monthly event, fostering sustained community engagement. For example, [The Alley Activation Project: Activating Ann Arbor's alleys through art.](#)

Recommendation
(High Integrated
Solutions)

Location: Alleys

**Active Rear
Frontages**

Orientation of Buildings:

- The buildings in the study area feature entrances facing east-west. Elevating alley design to integrate dynamic commercial uses is a strategic approach for fostering economic development. This entails allowing businesses to orient themselves toward the alley, establishing it as a primary or secondary entrance. The result is the creation of active storefronts opening onto the alley, thereby crafting a vibrant commercial space with a particular emphasis on safety and convenience.

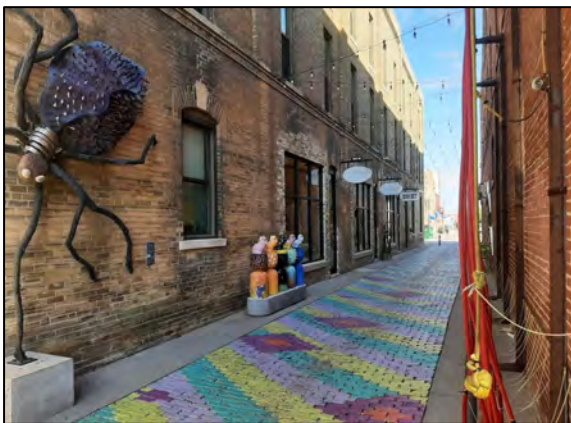
Outdoor Cafes for Expanded Occupancy:

- Incorporating outdoor cafes presents an opportunity for eateries to extend their occupancy into the alley, enhancing the customer experience. This novel dining option adds a unique dimension to the culinary offerings and capitalizes on the urban setting to create a distinctive ambiance.

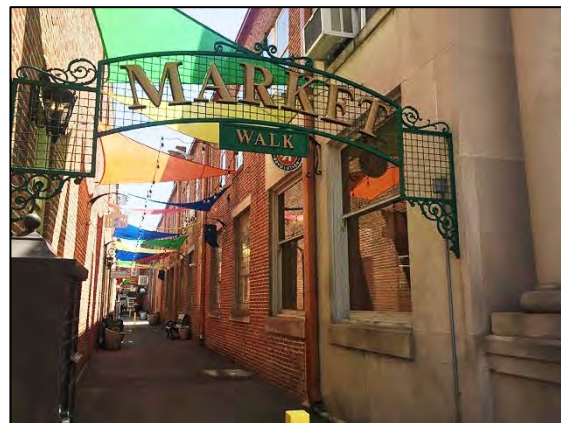
Technical Signage Guidelines for Alleys

Specific signage guidelines for building facades adjacent to the alleys to ensure optimal functionality and aesthetic coherence are encouraged. The signage should adhere to the following criteria:

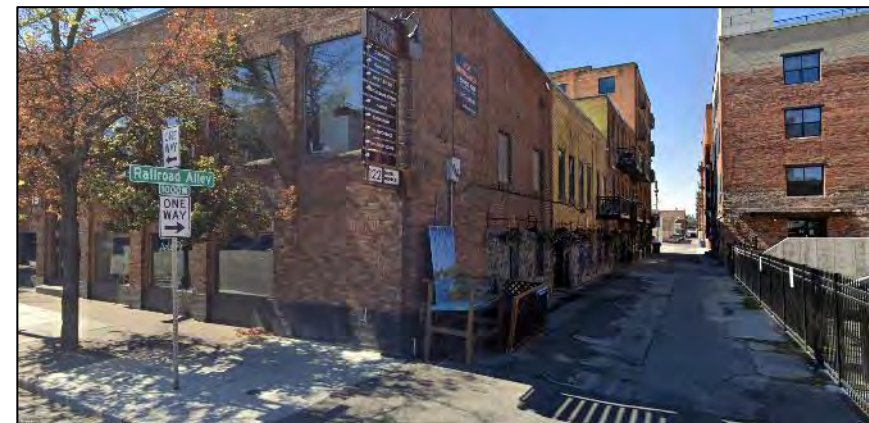
- Signage designs should foster community cohesion by promoting a collective understanding of place.
- Enhance access to vital community destinations and commonly used areas through strategically placed signage.
- Maintain a consistent design language across all signage elements.
- Prioritize inclusive orientation and navigation for individuals with disabilities.
- Cultivate a distinct brand identity that aligns with the contextual character of downtown St. Cloud.
- Use public art within signage to create unique landmarks, contributing to the area's cultural richness.
- Place signage around existing features, landmarks, and ideal locations to maximize visibility and impact.
- Ensure clarity and visibility of signage for pedestrians navigating the area.
- Implement signage to mark alleys and entry points, contributing to the overall aesthetic of proposed alley improvements.
- Where applicable, signage should provide explanations or context related to relevant design features and the historical significance of the alley.



Gallery Alley



Market Way Alley in downtown Wabash



Railroad Alley, Spokane

Images sourced from Input Fort Wayne, Wichita Business Journal

Chapter 4: Implementation Strategies

Phasing

The completion of alley improvements downtown is part of a larger plan to bring the vision for the St. Cloud Downtown Revitalization Initiative to fruition, an incremental endeavor working toward the same goal of a more thriving downtown. Implementing this endeavor will require a coordinated effort between inter-departmental and inter-agencies, the CRA Board, business owners, and the community.

The prioritization of alleys for future improvements based on the alley typologies, the intensity of intervention, the acquisition of diverse funding for improvements, and the cost estimates provided in this document build an actionable framework for pursuing funding and eventual construction.

Following the city and CRA Board’s approval of each alley segment’s design strategy, the next step is to facilitate a conceptual plan to improve the alleyways that reflect applicable regulatory requirements and property constraints. Funding will need to be secured for future alley improvements. This may come directly from the CRA Board, local organizations, sponsorships from local businesses, the city, the state, and the federal level. When funding is secured, the conceptual plans must be reviewed and developed in more detail to conform with the requirements of utilities, public rights-of-way, adjacent streets, and neighboring properties applicable to St. Cloud so redevelopment is financially feasible and constructible.

Once the conceptual plans are finalized, discussed with the community, and approved, construction documents must be produced with specifications for the elements to be included in the improved alleys. These drawings will then be used for permits required by the city and to guide contractors’ bidding for the project.

Alley improvements and interventions can vary depending on the scope of the project, the permanence of the intervention, the budget, and the type of improvements implemented; thus, they will need to be implemented over time. Below, we have outlined manageable implantation steps. Each year, the city and CRA Board should revisit the plan as part of the Capital Improvement Program and Schedule of Projects update.

We propose prioritizing low-impact alley improvements first and progressing to more significant improvements and interventions in the future.

Phase	Timeline	Improvements Component	Location
Phase 1	2024-2025	Drawings, concept design, operations, policy, procedure, cameras, lighting, vegetation, signage, shading, site furnishings, murals/art installations, public-private partnerships for implementation	Alleys 1-10
Phase 2	2026-2028	Component Alley Construction	Alley 2,5,8
Phase 3	2029-2031	Component Alley Construction	Alleys 3,6,9, 1,4,7,10



Alley on 9th St. and Florida Ave.

Planning Level Cost Estimates

Cost estimates were developed for the alley improvements to assess the order of magnitude of the recommended design strategies. Quantities and unit costs are taken from the recommendations. More detailed cost estimates must be developed with conceptual plans and construction. Costs are broken out by block to accommodate a full range of phasing approaches as funding becomes available.

- **Soft costs** include professional services such as surveys, design, engineering, permit fees, fundraising costs, and other related administrative costs. Soft costs for community projects might be sponsored by grants funded by local organizations or some combination of the above, accounting for 15%-30% of the total cost.
- **Hard costs** are for materials, construction, labor, and utilities. They will represent the most significant expenditure in the shortest time frame spent on the project and account for 70%-85% of the total cost.

Budgeting for the project will need to accommodate ongoing maintenance costs. It is anticipated that several features and amenities such as murals, branding medallions, signs and iconic features will be collaboratively secured through partnerships and donations. Affecting costs are site-specific factors along with construction cost fluctuations based on market trends, supply and demand, and inflation.

Alley Segment	Improvement Cost Rate	Length (feet)	Estimated Cost*
TYPE 1 - SERVICE (Relax) Provide access to properties and parking.			
1	\$350	240	\$84,000
4	\$350	325	\$113,750
7	\$350	325	\$113,750
10	\$350	325	\$113,750
TYPE 2 - ACTIVE (Celebrate) Extensions of the sidewalk and public open space system.			
2	\$850	230	\$195,500
5	\$850	325	\$276,250
8	\$850	325	\$276,250
TYPE 3 - CONNECTOR (Connect) Multimodal (bike/ped/golf cart) connectivity to downtown.			
3	\$400	230	\$92,000
6	\$400	325	\$130,000
9	\$400	325	\$130,000
Totals		2,975	\$1,525,250

* Costs presented are high-level estimates for planning purposes only. These are based on current industry standard rates and includes design and permitting fees calculated as a percentage but does not account for inflation. The cost will vary depending on the features and amenities desired and incorporated in the detailed design and engineering phase.

Partners & Collaborators

Effective public-private partnerships are integral to the success of alley activation efforts to enhance the overall downtown experience and foster economic development. This collaborative effort represents a multifaceted approach between public and private entities, which contributes essential funding and facilitates the implementation of diverse initiatives that collectively enrich the urban landscape and ensure ongoing maintenance. By combining resources and expertise, these partnerships play a pivotal role in creating a vibrant and economically thriving downtown environment that caters to the needs and preferences of visitors. Depicted in the chart are collaborative initiatives we recommend to aid in the implementation and maintenance of alley improvements. These partnerships are designed to facilitate efforts in supporting business expansion and retention programs.



Recommendation

Collaborate with the city, the economic development department, and the economic development advisory committee to support prospective small businesses by creating an incentive program to attract businesses.

Create an alley activation team comprising members from intragovernmental departments such as economic development, public works, and parks and recreation to develop a plan for how the city could support temporary and permanent alley activation projects proposed by the community that help enhance public spaces.

Collaborate with the city, the planning department, the CRA board, business owners, Main Street, and adjacent property owners to resolve potential ownership challenges for alley activation projects. Coordinate to facilitate a maintenance strategy.

Collaborate with the economic development department, the economic development advisory committee, the city, the CRA board, and business owners to offer incentives such as tax incentives, grants, and subsidies for creative businesses that streamline the permitting process and support creative expression. Facilitate investments into the creative economy.

Collaborate with the economic development department, the economic development advisory committee, the city, the CRA board, and business owners to establish funding programs for startups, innovation projects, and cultural events to stimulate creativity and entrepreneurship.

Collaborate with the economic development department, the economic development advisory committee, the city, business owners, and relevant stakeholders to implement a business retention and expansion plan with prospective businesses to assist with challenges that could hinder businesses from being successful.

Grants & Funding

To ensure that future alley improvements are well-funded, the City of St. Cloud and the CRA Board should develop a comprehensive funding plan that includes diverse funding sources to aid in future alley improvements.

The table presented in this section lists grants that the city and CRA Board may monitor for funding opportunities for alley improvements and related projects.

Grant Program	Agency	Summary	Maximum Request	Program/Cost Share
FEDERAL PROGRAMS				
Rebuilding American Infrastructure with Sustainability and Equity (RISE) Grant Program	DOT	The RISE program is a discretionary grant program for investments in surface transportation infrastructure that will have a significant local or regional impact	\$100,000,000	80/20
Community Development Block Grant	U.S. Department of HUD	The Community Development Block Grant Program (CDBG) is a federal program that provides funding for housing, economic development, public services, public facilities, and public infrastructure.	TBD	TBD
Rehabilitation Credit*	Department of the Treasury Internal Revenue Service	The rehabilitation credit—under Internal Revenue Code (IRC) Section 47—is also commonly referred to as the historic preservation or historic tax credit. The credit provides a tax incentive to rehabilitate historic buildings. If your rehabilitation and expenses qualify, you may claim a tax credit equal to 20% of your qualified expenses. The credit is allocated ratably over a 5-year period on your federal income tax return.	n/a	n/a

*Funding for qualified individual, corporation, estate or trust, certain long-term lessees and lessees treated as purchasers.

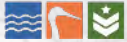
Grant Program	Agency	Summary	Maximum Request	Program/Cost Share
STATE PROGRAMS				
Florida Local Agency Program	FDOT	The Local Agency Program or “LAP” provides sub-recipient towns, cities, and counties funds to develop, design, and construct transportation facilities with federal funds. Eligible projects include safety projects; resurfacing projects; bicycle and pedestrian facilities; traffic calming projects; bridges and tunnels; infrastructure-based Intelligent Transportation System projects.	TBD	TBD
Parks and Open Space, Florida Forever (Florida Communities Trust)	FDEP	Florida Forever is the state’s conservation and recreation lands acquisition program. This program provides funding to acquire land for parks, open space, and greenways. The grant program assists FDEP in helping communities meet the challenges of growth, supporting viable community development and protecting natural resources and open space.	TBD	TBD
Small Cities/CV CDBG	FL DEO	The primary statutory objective of the program is to develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for people of low and moderate incomes. The program awards subgrants in four categories: Economic Development; Neighborhood Revitalization; Housing Rehabilitation; and Commercial Revitalization. Parks that revitalize an area are fundable.	\$5,000,000	100/0
Small Matching Grants	DOS Division of Historical Resources	The purpose of this program is to provide funding, in the form of grants, to assist local, regional, and statewide efforts to preserve significant historic and archaeological resources and to promote knowledge and appreciation of the history of Florida.	\$50,000	50/50

Grant Program	Agency	Summary	Maximum Request	Program/Cost Share
LOCAL PROGRAMS				
Paint, Plant, and Pave Program	St. Cloud CRA	This program is designed to enhance curb appeal to single-family and multi-family 2-unit properties in disrepair in residential neighborhoods of the St. Cloud CRA Downtown area. The proposed improvements may include pressure cleaning, painting, minor facade repairs, landscaping, awnings, sidewalks, driveways and/or parking lot sealing, irrigation systems, fence repair or removal, and minor interior repairs affected by exterior improvements.	\$2,000 per property	n/a
Business Tax Receipt (BTR) Assistance Program	St. Cloud CRA	The Business Tax Receipt Assistance Program (BTR) is a grant program designed to encourage small business participation in special events and/or to locate, expand, or relocate into the CRA business districts. The program encourages a mix of pop-up retailers, small farmers' markets and cottage industry business participation that will ensure a consistently favorable pedestrian experience.	\$5,000	n/a
Building & Site Improvement Grant Program	St. Cloud CRA	The Building and Site Improvement Grant Program is available for façade improvements for buildings located within any of the three CRA Districts. Eligible projects must be for façade improvements to a building or properties that are permanent or could be described as “beautification” projects that are visible (street-facing) portions of structure or site.	\$65,000	50/50
Community Support Grant Program	City of St. Cloud	The City of St. Cloud is seeking applications from not-for-profit 501(c)3 social and human service agencies providing support to the residents of the City of St. Cloud and Osceola County. The purpose of the Community Support Grants is to partner with community organizations to efficiently and effectively provide support and assistance to the community while supporting the Vision, Mission and Strategic Plan Goals of the City of St. Cloud.	TBD	TBD

Grant Program	Agency	Summary	Maximum Request	Program/Cost Share
PRIVATE PROGRAMS				
NEA Grants for Arts Projects	National Endowment for the Arts	Grants for Arts Projects is the National Endowment for the Arts' largest grants program for organizations, providing comprehensive and expansive funding opportunities for communities. Through project-based funding, the program supports opportunities for public engagement with the arts and arts education, for the integration of the arts with strategies promoting the health and well-being of people and communities, and for the improvement of overall capacity and capabilities within the arts sector.	\$150,000	50/50
Flagship Grant	AARP Community Challenge	The flagship AARP Community Challenge grants have ranged from: creating vibrant public places that improve open spaces, parks and access to other amenities, delivering a range of transportation and mobility options that increase connectivity, walkability, bikeability, and access to public and private transit, supporting housing options that increases the availability of accessible and affordable choices, ensuring a focus on diversity, equity and inclusion while improving the built and social environment of a community; increasing digital connections by expanding high-speed internet and enhancing digital literacy skills of residents, supporting community resilience through investments that improve disaster management, preparedness and mitigation for residents, increasing civic engagement with innovative and tangible projects that bring residents and local leaders together to address challenges and facilitate a greater sense of inclusion, improving community health and economic empowerment in support of financial well-being and improved health outcomes.	TBD	TBD
Placemaking Grant: Level 1	National Association of Realtors	Placemaking Grants fund state and local REALTOR association led projects that create new, outdoor public spaces and destinations in a community on unused or underused sites. The goal of the program is to enable REALTORS to strengthen ties with their community, to develop relationships with public officials, and to spur economic growth and development through the creation of new public gathering places. Level 1 Placemaking grants fund outdoor demonstration and temporary projects to test a project's viability or inspire permanent projects that increase community livability and downtown revitalization.	\$3,000	TBD
Placemaking Grant: Level 2	National Association of Realtors	Placemaking Grants fund state and local REALTOR association led projects that create new, outdoor public spaces and destinations in a community on unused or underused sites. The goal of the program is to enable REALTORS to strengthen ties with their community, to develop relationships with public officials, and to spur economic growth and development through the creation of new public gathering places. Level 2 Placemaking grant funds the creation of new outdoor public spaces and destinations in a community accessible to everyone and open at all, or most, times such as trails and trailheads, playgrounds, pocket parks, parklets, pedestrian plazas, community gardens, public gardens, dog parks, downtown gathering spots and alley activations.	\$7,500	TBD

Grant Program	Agency	Summary	Maximum Request	Program/Cost Share
PRIVATE PROGRAMS				
Community Placemaking Grants	Project for Public Spaces	Project for Public Spaces' Community Placemaking Grants enable US-based nonprofits and government agencies to address this inequality of access by working directly with local stakeholders to transform public spaces or co-create new ones. We do this by providing direct funding, technical assistance, and capacity building facilitated by Project for Public Spaces.	TBD	TBD
PeopleForBikes' Bike Industry Community Grant Program	People for Bikes	PeopleForBike Industry Community Grant Program supports bicycle infrastructure projects and targeted initiatives that make it easier and safer for people of all ages and abilities to bike.	\$10,000	0
NEA Grants for Arts Projects	National Endowment for the Arts	Grants for Arts Projects is our largest grants program for organizations, providing comprehensive and expansive funding opportunities for communities. Through project-based funding, the program supports opportunities for public engagement with the arts and arts education, for the integration of the arts with strategies promoting the health and well-being of people and communities, and for the improvement of overall capacity and capabilities within the arts sector.	\$150,000	50/50
Community Change Grants	America Walks	Supports the growing network of advocates, organizations, and agencies working to advance walkability.	TBD	TBD
Community Placemaking Grants	Project for Public Spaces	Enables US-based nonprofits and government agencies to address this inequality of access by working directly with local stakeholders to transform public spaces or co-create new ones.	TBD	TBD
National Trust for Historic Preservation	African American Cultural Heritage Action Fund Grants	The African American Cultural Heritage Action Fund works to advance the broader preservation movement toward a more diverse and equitable representation of American history. Grants showcase the beauty and complexity of Black history and culture in America, while underscoring the urgent need to protect, preserve and interpret these invaluable American assets.	TBD	TBD
Save America's Treasures	National Park Service	One program for preservation projects (for properties listed in the National Register of Historic Places for national significance or designated a National Historic Landmark. The property may be listed on either individually or as contributing to a nationally significant district). These awards are managed by the National Park Service. One program for projects involving collections (including artifacts, museum collections, documents, sculptures, and other works of art). These awards are managed by the Institute of Museum and Library Services.	Historic property projects \$750,000 Federal share. Collection projects \$750,000 Federal share.	50/50
Economic Mobility Focused on Needs of Community Grant	Bank of America	Economic Mobility focused on needs of community specific to affordable housing, small business, neighborhood revitalization	TBD	TBD
FL Division of Historical Resources	FL Department of State	The Department of State, Division of Historical Resources, provides state and federal funds for historic preservation. The purpose of this program is to provide funding, in the form of grants, to assist local, regional and state-wide efforts to preserve significant historic and archaeological resources and to promote knowledge and appreciation of the history of Florida.	\$50,000	1/1



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