



# Reed Place

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## Brownfield Revitalization Plan

Date of Issue:  
March 2025





# Acknowledgments

## *City of Ocala*

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### **City Council**

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Ire Bethea Sr | District 2

Jay Musleh | District 3

Kristen Dreyer | District 4

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### **Special Thanks to the Neighborhood Citizens of Northwest Ocala!**

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AGENCY



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# Introduction

## *Reed Place*

The Brownfield revitalization planning for the Reed Place site in Ocala, Florida, aims to transform the underutilized and contaminated property in this neighborhood into an economically productive and sustainable asset for the community. The primary goals for this site include environmental cleanup, economic development, and revitalization of the surrounding area. By addressing any contamination at the Reed Place brownfield sites, this plan seeks to enhance public health and safety, create jobs, attract new investments,

and boost property values in Ocala. Engaging with the local community and collaborating with stakeholders are essential steps to ensure that the revitalization efforts align with the specific needs and values of Ocala's residents and avoids indiscriminate gentrification. Ultimately, the Brownfield revitalization of the Reed Place Site aims to support sustainable growth, improve the quality of life for the community, and foster a sense of pride and ownership among local residents.

### ► Key Project Goals and Objectives

- Evaluate existing conditions and community needs.
- Develop a strategy that aligns with community needs and enhances quality of life.
- Assess required brownfield cleanup site for redevelopment.
- Understand contamination mitigation needed for redevelopment.
- Engage the community to gather feedback on redevelopment concepts.
- Propose concepts that help the community thrive into the future.
- Refine redevelopment concepts based on feedback.
- Provide guidance for implementation of the redevelopment plan.

# Brownfields Program

## *Brownfields Overview*

The EPA's Brownfields Program provides support with technical expertise, program management, and public health knowledge to help communities safely reuse contaminated properties. By engaging stakeholders, building capacity, and fostering partnerships, the program supports the redevelopment of brownfields to achieve economic development and public health goals.

Brownfields, defined as properties where expansion, redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant, total over 450,000 in the U.S. Cleaning and reinvesting in these sites boosts local tax bases, creates jobs, protects the environment, and revitalizes underused infrastructure.

### **Program History and Legislation**

Launched in the 1990s with pilot projects, the program was formalized by the 2002 Brownfields Revitalization Act. The 2018 BUILD Act reauthorized the program, refining grants and liability provisions. Recent funding from the 2021 Bipartisan Infrastructure Law and 2022 Inflation Reduction Act expands its impact, enhancing public infrastructure and community revitalization efforts.

The EPA's Brownfields Program facilitates land revitalization by offering grants and technical assistance to communities, enabling them to clean up and repurpose brownfield sites in a sustainable manner. Funding, allocated annually by Congress, is provided through competitive grants, non-competitive funding, and direct technical support.

The Land Revitalization Program builds on these efforts by going beyond cleanup to assist communities in identifying viable reuse options, addressing obstacles to redevelopment, and incorporating sustainable and equitable practices. This program supports various site reuse planning activities, helping communities analyze local market conditions, assess financial feasibility, and explore design possibilities for redevelopment. To aid these efforts, the EPA's Land Revitalization Toolkit provides a suite of tools designed to guide communities in addressing and transforming contaminated properties.

Through its comprehensive approach, the EPA's Brownfields Program transforms liabilities into community assets, promoting sustainability and economic growth nationwide.<sup>1</sup>

<sup>1</sup> <https://www.epa.gov/brownfields/about>

# Executive Summary

## *Revitalization Plan Overview*

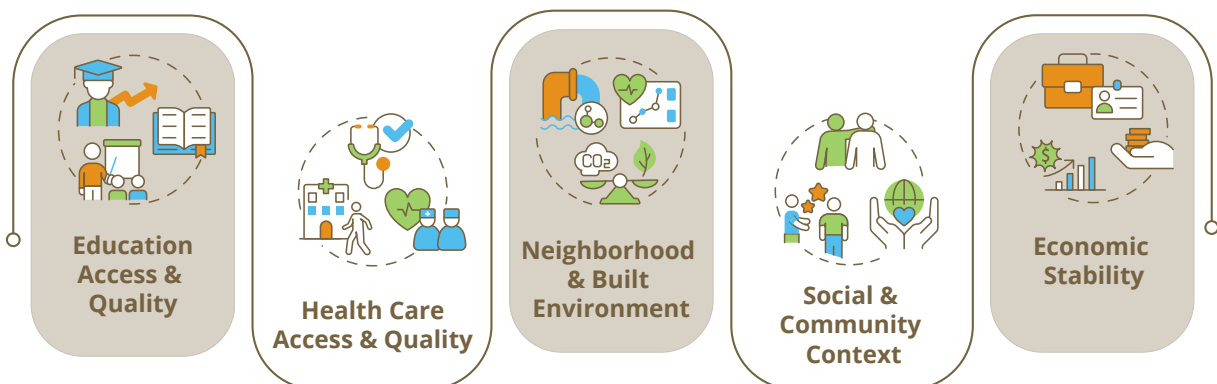
The Reed Place Brownfield Revitalization Plan is a strategic and community-driven initiative designed to transform a historically disadvantaged area affected by environmental contamination into a vibrant, healthy, and economically sustainable neighborhood. The plan addresses the challenges posed by groundwater contamination from a nearby golf course as well as groundwater and soil contamination from a former charcoal factory, ensuring that redevelopment efforts prioritize environmental safety, public health, and long-term sustainability.

Through extensive site analysis and environmental assessments (Phase I & II), alongside public engagement efforts—including community meetings and online surveys—the plan reflects the priorities and concerns of local residents.

The guiding principles of the revitalization effort focus on equitable redevelopment, environmental remediation, and community-driven growth while proactively mitigating gentrification pressures.

A key focus of the plan is improving the social determinants of health—the conditions in which people live, work, and interact—that significantly impact quality of life and well-being. Access to safe housing, economic opportunities, healthcare, transportation, and recreational spaces all contribute to the overall health and prosperity in communities. By addressing these factors holistically, the plan seeks to improve long-term community health, reduce disparities, and create an environment where all residents, regardless of socioeconomic status, can thrive.

## **SOCIAL DETERMINANTS OF HEALTH**



## *Key Recommendations of the Plan*

### **1. Sustainable Land Use & Housing:**

- A Land Use Masterplan introduces multiple housing scales, including single-family homes, medium-density residences, multi-family units, and accessory dwelling units (ADUs) to support homeownership and wealth-building opportunities.
- Thoughtful housing placement to maintain the neighborhood's character, respecting the scale of existing single-story and ranch-style homes.

### **2. Public Health & Safety Improvements:**

- Sidewalks, enhanced crosswalks, and multi-use trails to promote walkability, safety, and social interactions.
- A new clinic to serve low-income and aging populations, improving access to healthcare.

### **3. Economic Development & Community Services:**

- A neighborhood commercial district featuring a much-needed grocery store to eliminate the existing food desert.
- An entrepreneurship hub to provide local residents with business support, resources, and pathways to economic prosperity.

### **4. Recreational & Social Enhancements:**

- Expansion of the highly successful Mary Sue Rich Community Center with additional outdoor recreational opportunities, including new pickleball and basketball courts
- Improved access to green spaces and trails, encouraging community interaction and physical activity.

### **5. Transit & Connectivity Upgrades:**

- Enhanced transit options and trail networks to improve mobility and accessibility.
- Infrastructure improvements that support multi-modal transportation, connecting residents to key community resources.

By implementing these strategies, the Ocala Brownfield Revitalization Plan ensures a balanced approach to redevelopment—honoring the community's history while fostering a healthier, safer, and more prosperous future for its residents.

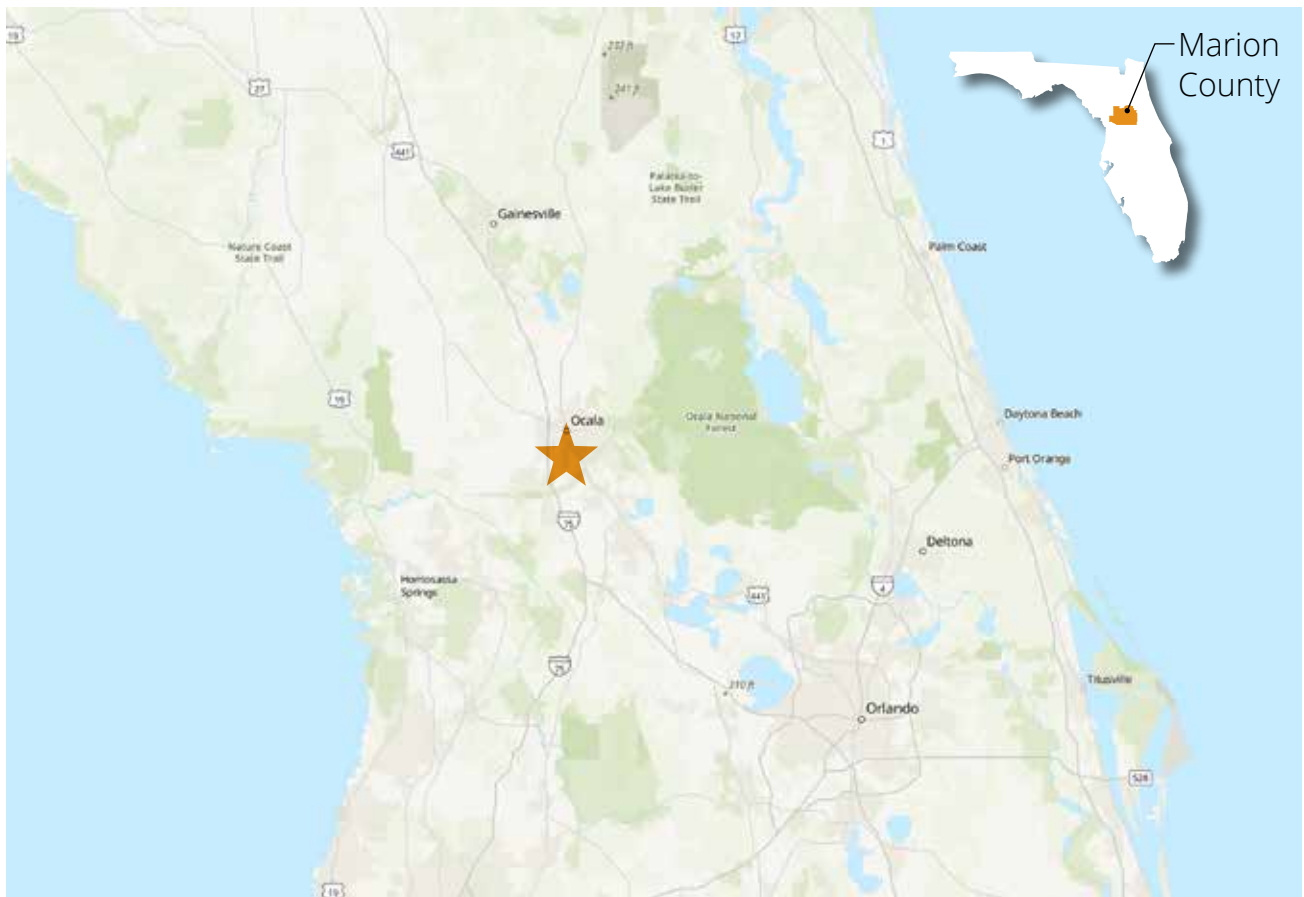
# Context & Maps



# Area Context

Ocala, is a city of 68,426 located in Marion County Florida, characterized by a diverse demographic makeup, with a population that includes a mix of age groups and cultural backgrounds. Ocala is the county seat and boasts a population of 409,959 in the metropolitan area. The city's economy is driven by industries such as healthcare, education, manufacturing, and agriculture, with a growing emphasis on technology and innovation.

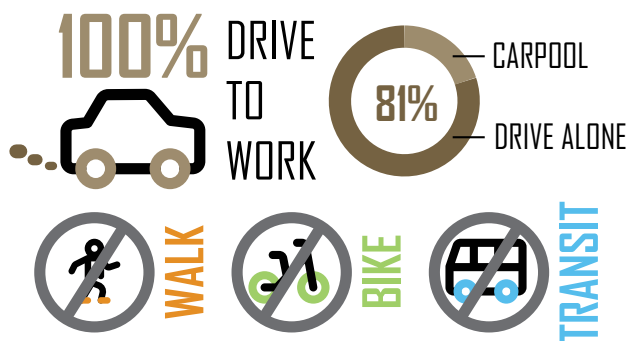
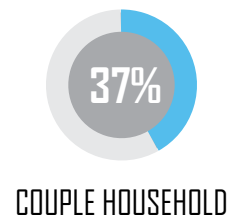
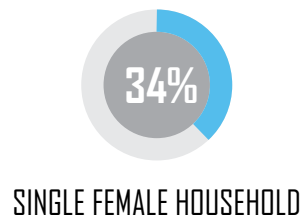
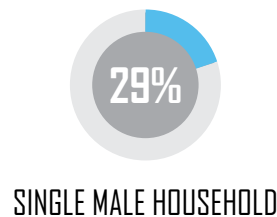
Ocala's environment is defined by its lush natural surroundings, including the Ocala National Forest and numerous lakes and rivers, making it a hub for outdoor recreation and ecotourism. However, the area also faces challenges such as urban sprawl, traffic congestion, and environmental concerns related to rapid development. Efforts are being made to balance growth with conservation, ensuring that Ocala remains a desirable place to live, work, and visit.



# Neighborhood Demographics

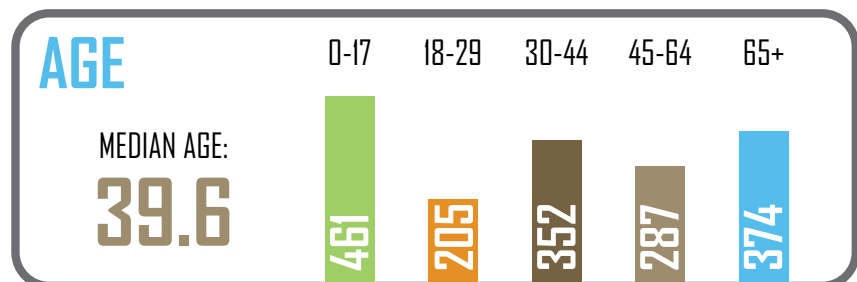
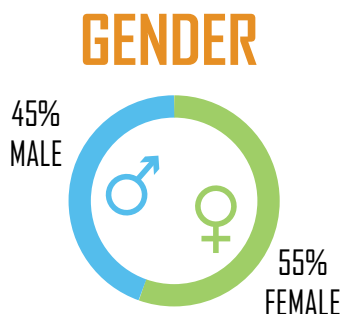
CENSUS TRACT 15 | BLOCK GROUP 2 | 2023

**1,679** TOTAL POPULATION      **2.38** AVERAGE HOUSEHOLD SIZE      **\$38,930** MEDIAN HOUSEHOLD INCOME — **48%** OF NATIONAL MEDIAN HOUSEHOLD INCOME



POPULATION AT POVERTY LEVEL: **22.8%**

**66%** OWNER  
**34%** RENTERS  
MEDIAN MORTGAGE **\$919**  
MEDIAN RENT **\$752**





# Demographic Analysis

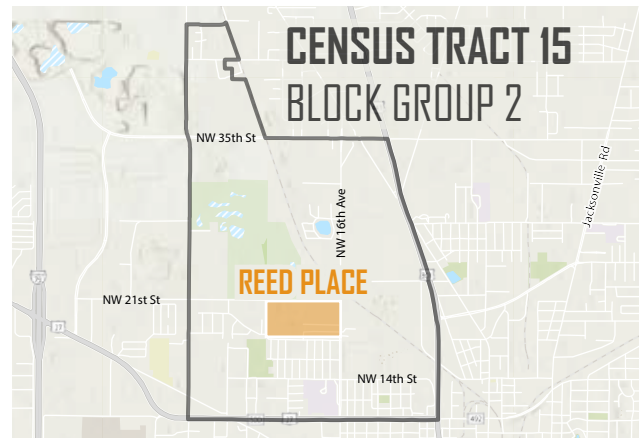
## *Demographics Overview*

The latest demographic data from the 2023 American Community Survey (ACS), sourced from census.gov, provides valuable insights into the characteristics of Census Tract 15, Block Group 2, where the site is located. This data, mapped at the block group level, highlights several trends that are critical to our revitalization strategy.

## **Demographic Insights**

First, the economic challenges in this area are significant. The median household income is only 48% of the national median for 2023, which stands at \$80,610. Additionally, the poverty rate of 22.8% is double the national average of 11.1%. These figures underscore the pressing need for economic investment in the community and suggest that the area would qualify for most funding programs targeting economically disadvantaged populations.

Transportation is another area of concern. All respondents to the ACS reported driving to work, reflecting the lack of viable alternatives such as public transit or walkable infrastructure. The area's low walk and transit scores indicate that residents face a high financial burden associated with car ownership, including costs for loans, maintenance, insurance, fuel, and parking. This reliance on cars not only imposes economic strain but also limits physical activity and creates challenges for those

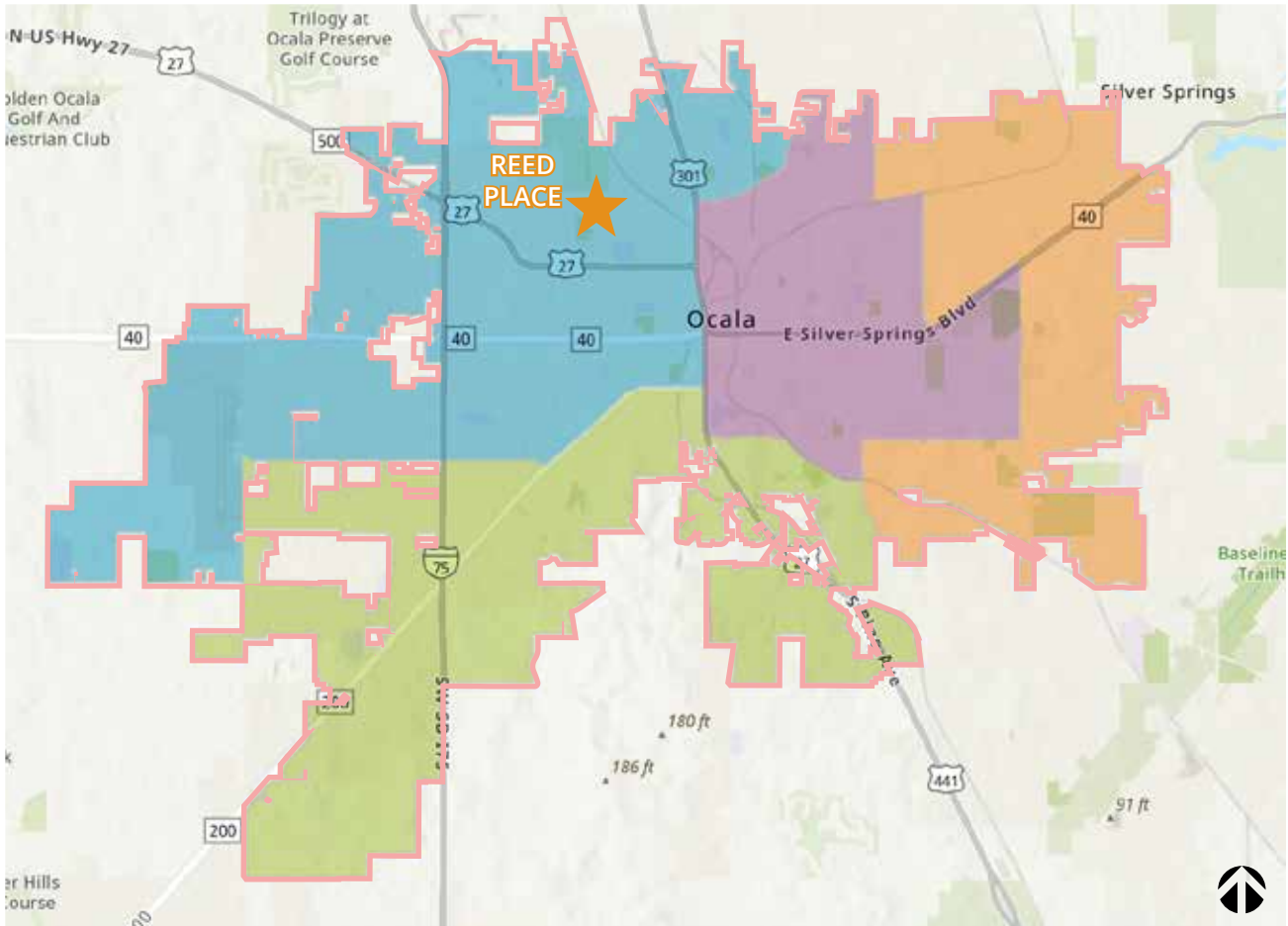


with limited mobility. Without adequate walking or transit options, residents face added physical and safety barriers, further exacerbating inequities.

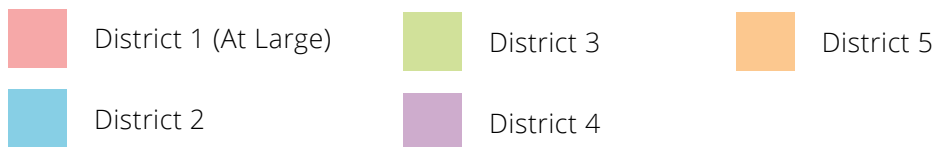
Finally, the area's aging population adds another layer of complexity. Outside of the 0–17 demographic, the second-largest age group is residents aged 65 and older. As this population continues to age, the possibility increases that they may face reduced physical mobility and the constraints of fixed incomes, increasing their reliance on nearby support services. Planning for services that enable aging in place with dignity will be essential to meeting the needs of this community.

Together, these insights paint a picture of a community in need of strategic investment to address economic disparities, improve transportation accessibility, and support an aging population.

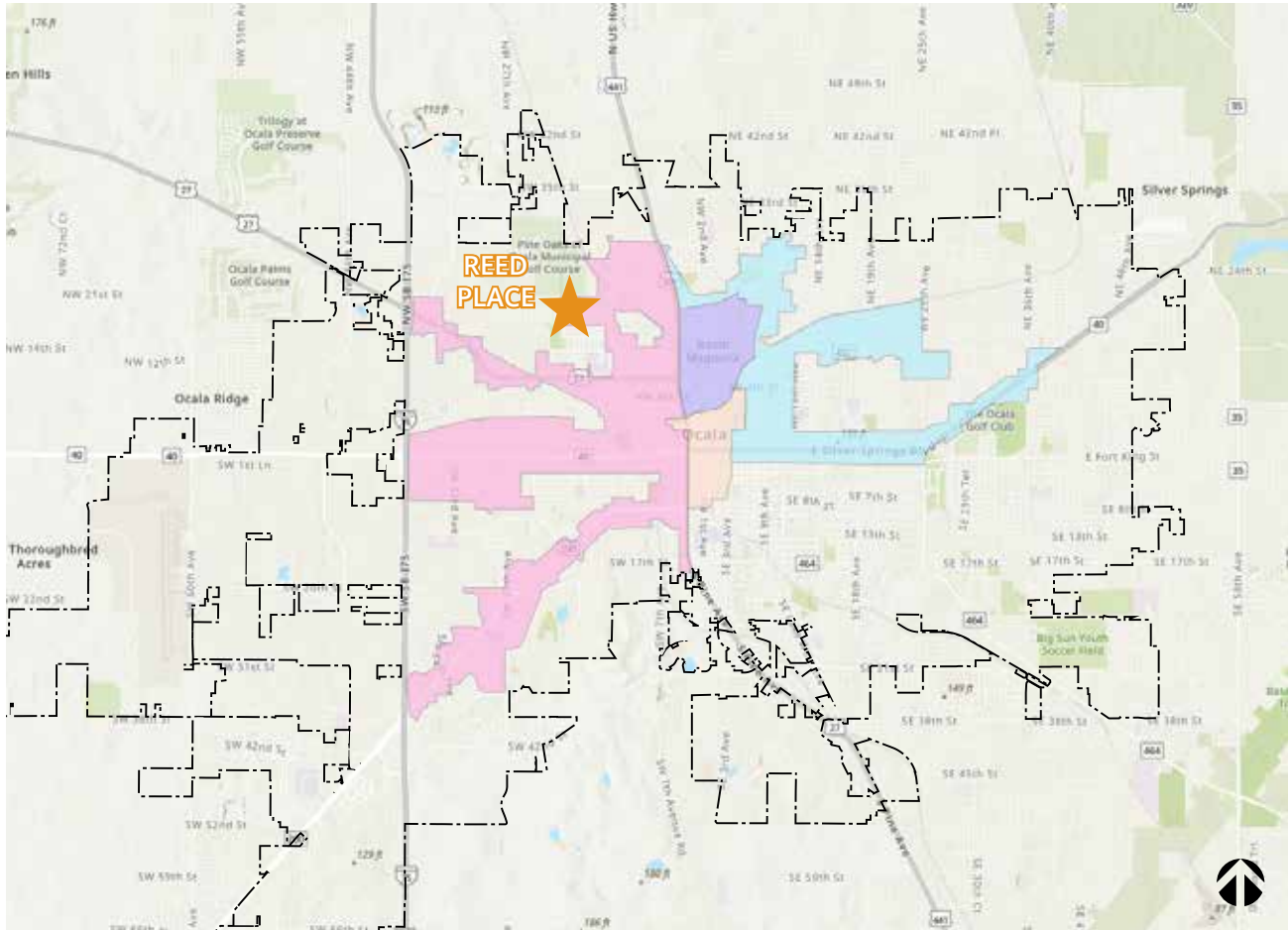
# District Map



## Ocala City Council Districts



# Redevelopment Districts



## Community Redevelopment Areas

What is a Community Redevelopment Area?

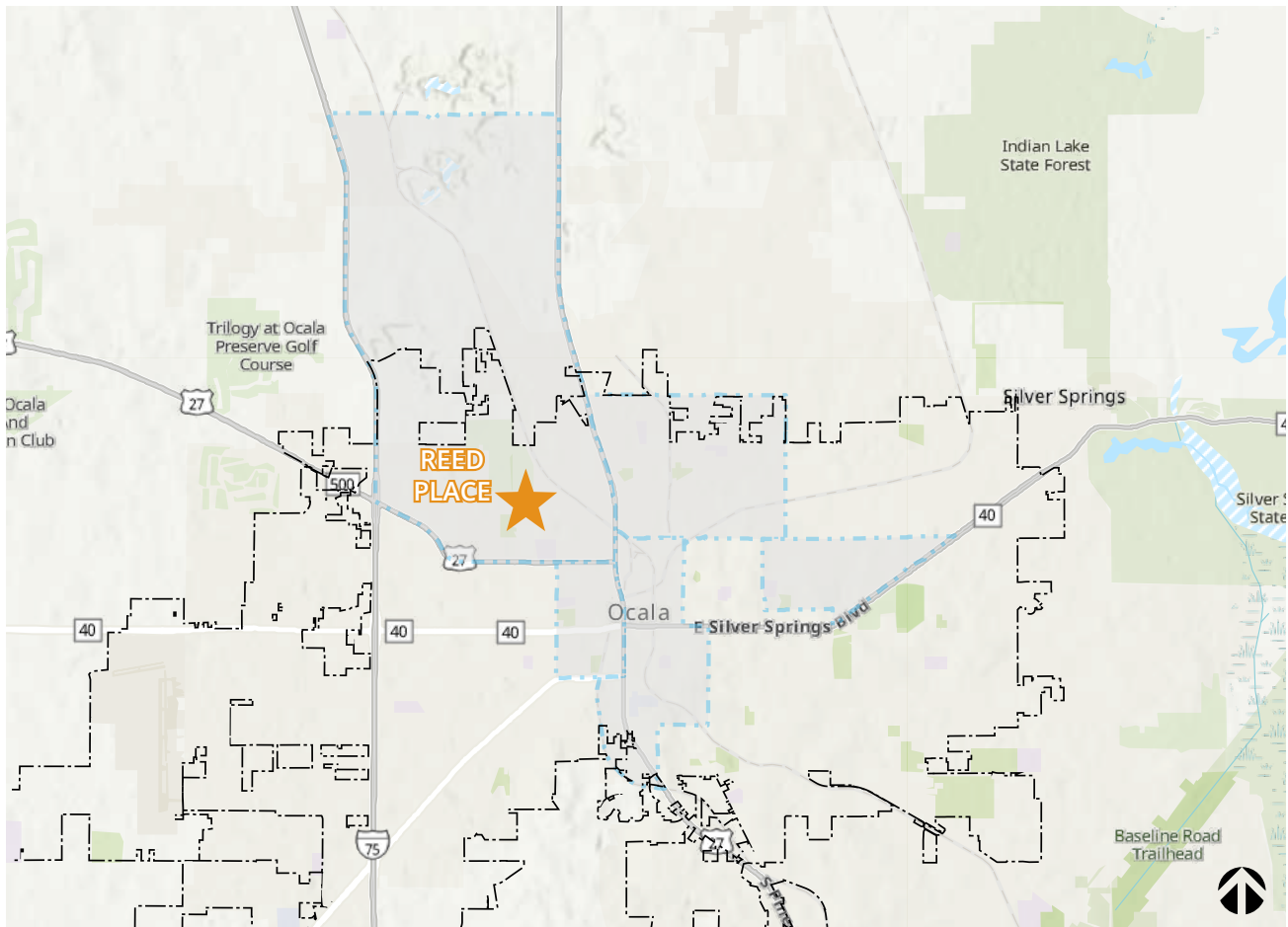
- West Ocala CRA**
- North Magnolia CRA
- Downtown CRA
- East Ocala CRA
- City Boundary

In 1969, Florida passed a law allowing local governments to establish Community Redevelopment Areas (CRAs) to address slum and blight conditions.



CRA redevelopment activities focus on making improvements to the physical environment within the redevelopment area – buildings and sites, streets and sidewalks, parks, and infrastructure. These physical improvements are accomplished by the CRA funding capital improvement projects and partnering with the private sector <sup>1</sup>

<sup>1</sup> <https://www.ocalafl.gov/government/city-departments-a-h/growth-management/community-redevelopment-agency>

# Opportunity Zones Map



## Opportunity Zones

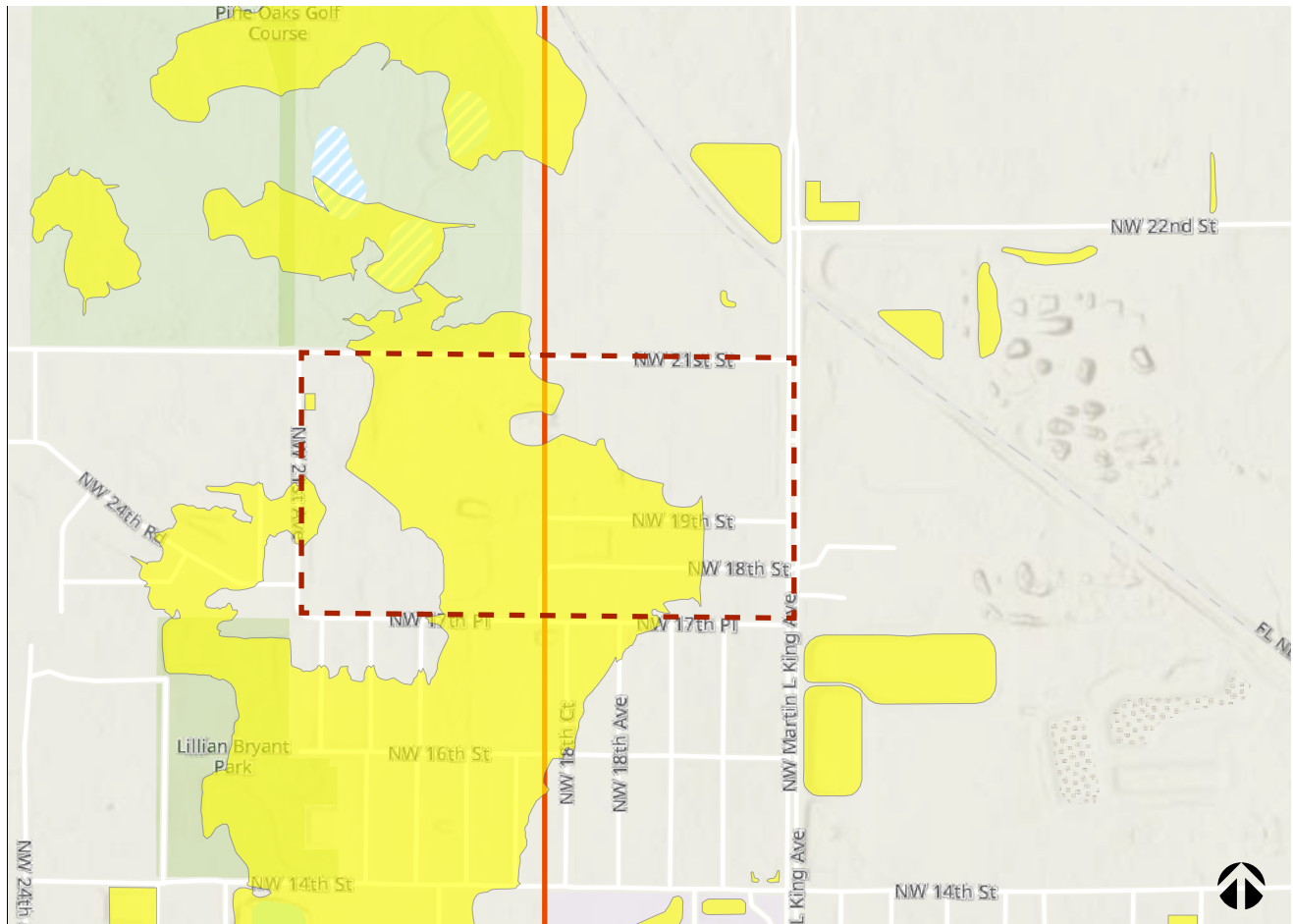
-  Zone Boundaries
-  City Boundary

## What are Opportunity Zones?

The Opportunity Zone program, established by the Tax Cuts and Jobs Act of 2017, encourages long-term investments in low-income communities by offering tax incentives to taxpayers who reinvest capital gains into “Qualified Opportunity Funds” (QOFs) that invest in these designated areas.<sup>1</sup>

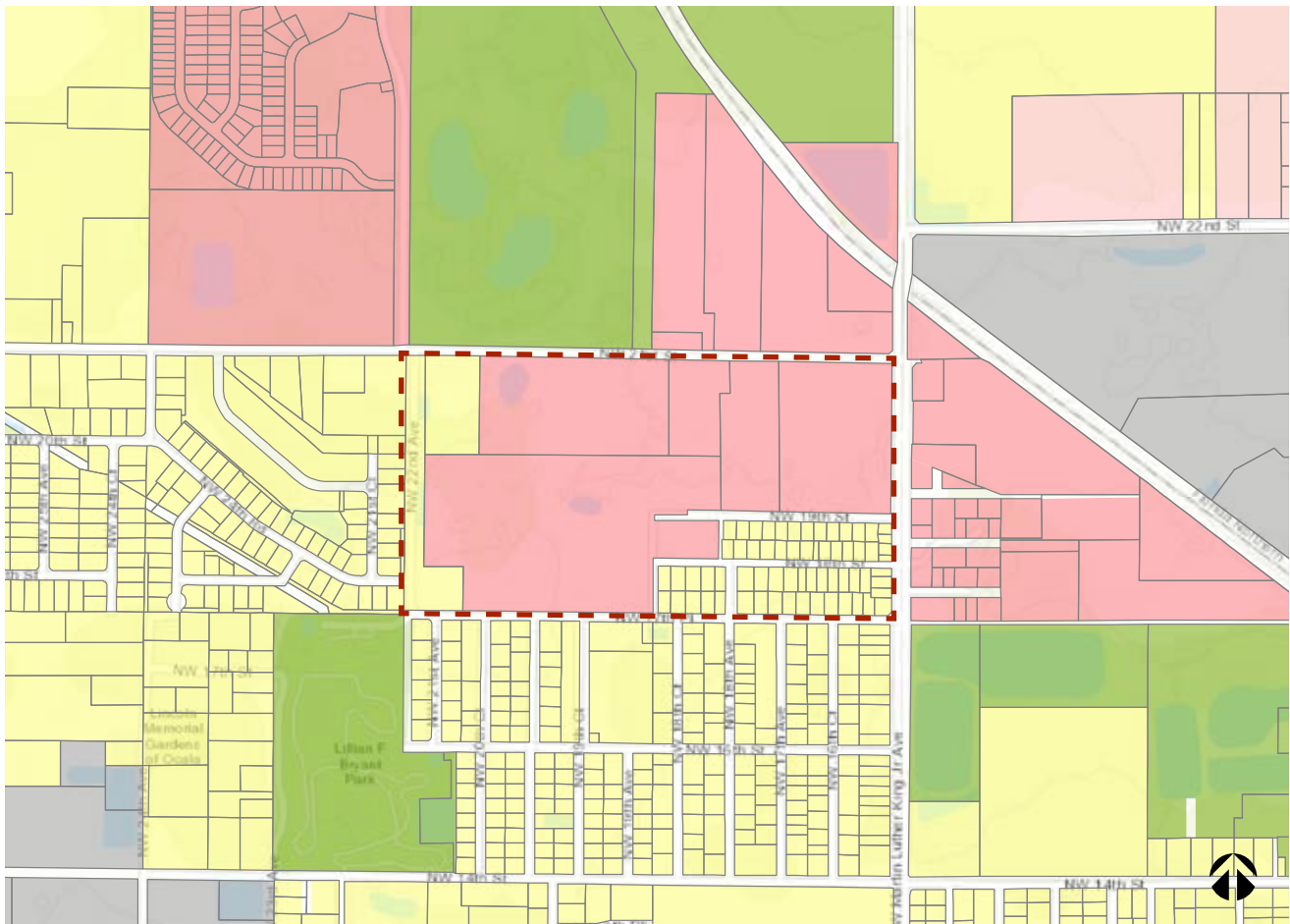


# Flood Zone Map





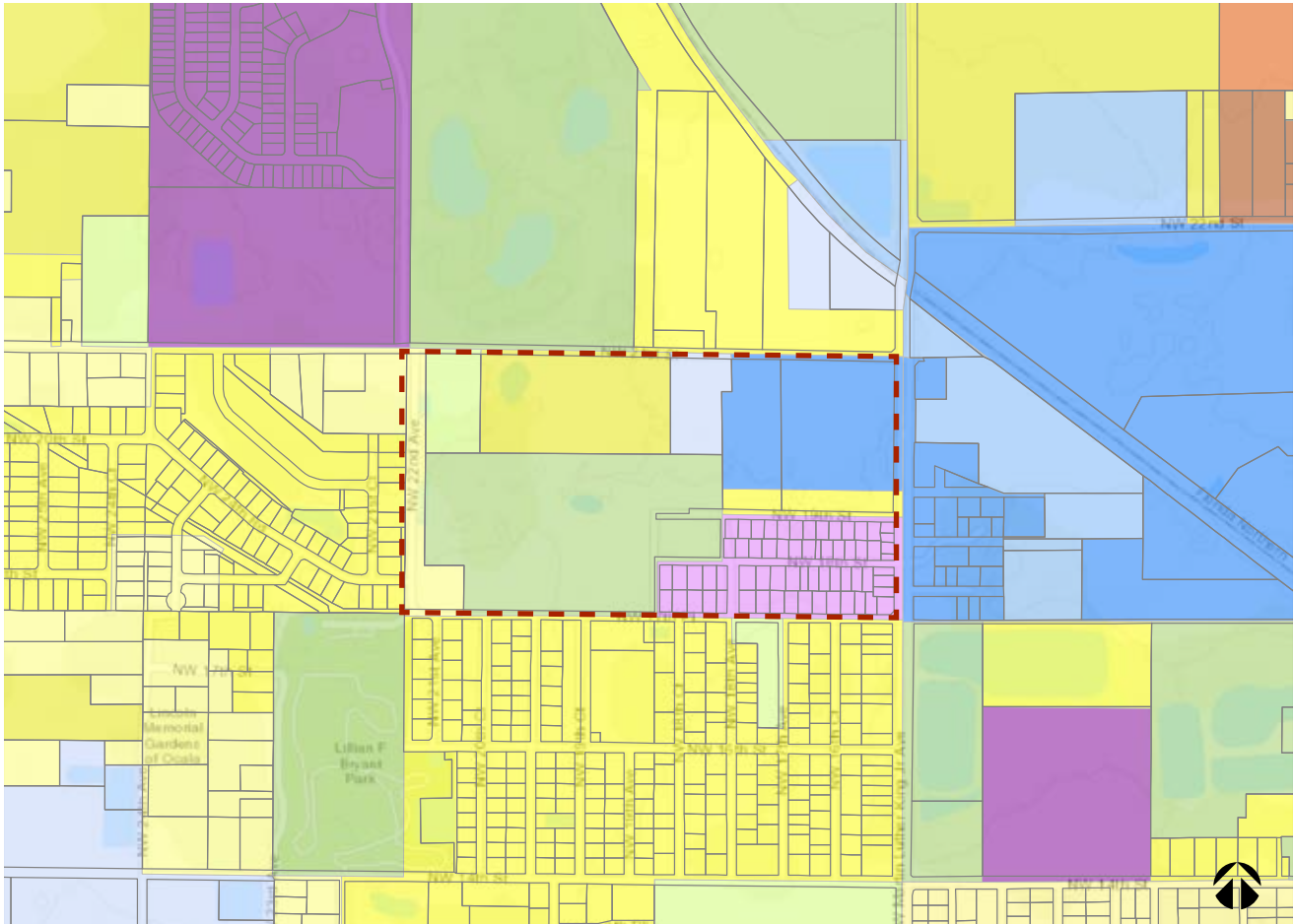
# Future Land Use Map


















## Future Land Use



# Zoning Map



## Current Zoning

	Study Area		<b>R-1:</b> Single Family Residential		<b>GU:</b> Governmental Use		<b>M-1:</b> Light Industrial
	Parcels		<b>R-1A:</b> Single Family Residential		<b>INST:</b> Institutional		<b>M-2:</b> Medium Industrial
	<b>B-4:</b> General Business		<b>R-2:</b> Two-Family Residential		<b>PD:</b> Planned Development		<b>M-3:</b> Heavy Industrial
	<b>B-5:</b> Wholesale Business		<b>R-3:</b> Multi-Family Residential		<b>PUD:</b> Planned Unit Development		

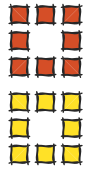


# Site Assessment + Cleanup





## LEGEND



Site Boundary

Brownfield Parcels



# Reed Place

Brownfield Areas





March 14, 2025



# Site History

## *Introduction & Background*

The site is comprised of 71 parcels, 27 of the parcels are owned by the City of Ocala. The overall study area is broken down into 3 brownfield sites, Area I, Area II, and Area III.

**AREA I** This area consists of 3.0-acres of vacant land and consists of Marion County Property Appraiser Parcel No. 21943-000-01. The site is unimproved with densely-wooded, undeveloped land. The property has been owned by the City of Ocala since 2018.

The site has been vacant since as early as 1940, however, an 1895 topographic map depicts two structures within the site area. The western adjoining properties have consisted of residential property from 1973 to present-day.

**AREA II** This portion of the site consists of 24.3-acres of both developed and vacant land and consists of Marion County Property Appraiser Parcel No. 21944-000-00. For site and past environmental remediation purposes, the parcel was divided into two parts, west (Parcel A) and east (Parcel B). Parcel A of the site is improved with the Mary Sue Rich Community Center, a paved parking lot to the southwest of the community center building, and a stormwater retention pond to the northwestern portion of Parcel A. Parcel B consisted of vacant land.

Based on a review of available historical information, the site, Parcel No. 21944-000-00, was occupied by commercial structures including a charcoal plant from approximately 1975 to 2018. Structures associated with the plant were razed in 2018 and the land had been vacant until 2022, at which time a municipal building (Mary Sue Rich Community Center at Reed Place) was constructed on the western portion of the site (Parcel A). Eastern Parcel B is currently deed restricted for the existing soil impacts which remain on site.

**AREA III** This area consists of 2.75-acres of vacant land and consists of Marion County Property Appraiser Parcel Nos. 21939-003-00, 21939-003-01, 21939-003-02, 21939-003-03, 21939-003-04, 21939-003-05, 21939-003-06, 21939-003-07, 21939-003-08 and 21939-003-09.

Historical sources indicate the site was occupied with residential properties since the 1950s. The homes on the site were razed between 2010 through 2015 and have remained vacant land since that time.

## **ADJACENT AREAS**

The adjoining properties to the North of Area I were occupied by a municipal golf course from approximately 1964 to 2019. Because of this northern golf course, Areas I & II were identified

on the Ground Water Contamination Areas (GW CONTAM) database based on its proximity to a list of areas of known groundwater contamination. According to the Florida Department of Environmental Protection's (FDEP), 38 counties, including Marion County, have been delineated primarily for the agricultural pesticide ethylene dibromide (EDB). The FDEP further stated that permitted water wells in these areas must meet specific well construction criteria and water testing prior to use. This dataset only indicates the presence or absence of specific groundwater contaminants and does not represent all known sources of groundwater contamination in the state of Florida. According to the FDEP's Ground Water Contamination Areas GIS map, an EDB plume is depicted on the north-western portion site.

This plume is based on a 1,000-foot protective setback from a contaminated well. According to additional data obtained from the Florida Department of Health (FDOH), a private potable water well approximately 650 feet north (PLUWID: 420004301, installed at a terminal depth of 77 ft bgs) on the former Pine Oaks Golf Course

and a residential well approximately 0.33 miles southwest (420074401, terminal depth data not available) were sampled in 1983 and 1996, respectively. Both wells had EDB exceedances above the respective GCTL.

Properties to the north-northeast of Area II consisted of undeveloped land until the mid-1950s when they were redeveloped with industrial facilities. Operations increased over time and in the 1990s the site's charcoal operations were present on the northeastern properties. After charcoal manufacturing operations ceased in 2006, less activity was noted from 2007 until the present. The northeastern property is currently occupied by a pellet manufacturer.

Area II is adjoined by a roadway (NW 17th Place) lined with residential properties, which were developed since the 1970s. Southwest of Area II, is an electrical substation that was constructed in the early 1970s. The western adjoining properties have consisted of residential properties since the 1970s.



# Ocala Wetland Recharge Park

NW 21st St.

## LEGEND



Site Boundary



Brownfield Parcels



Areas of Concern

## SOIL EXCAVATION ZONES



0-0.5 ft Excavation (2019)



0.5-2 ft Excavation (2019)



0-0.5 ft Excavation (2020)



0.5-2 ft Excavation (2020)

## MATERIAL REMOVAL



Approx. 250-300 Tons of Soil Excavated



Approx. 35K tons of Wood Material Removed Feb 2007

## MONITORING WELLS



Recommended Well Location



Monitoring Well



Temporary Monitoring Well



Destroyed Monitoring Well

Lilian Bryant Park

NW 21st Ave.

NW 20th Ct.

NW 20th Ave.

Area I

Area II  
- Parcel A -



# Reed Place

Phase I & II Environmental Site Assessments





March 14, 2025



# Environmental Summary

**AREA I** *SW Quadrant of NW 21st Street & NW 21st Avenue, Ocala, Marion County, Florida - Marion County Parcel#21943-000-01 and ROWS*

## PHASE I | ENVIRONMENTAL SITE ASSESSMENT RESULTS

Identified potential for onsite groundwater contamination of ethylene dibromide due to a nearby plume depicted on the Florida Department of Environmental Protection's (FDEP) Ground Water Contamination Areas map.

### Potential Concerns:

*Busbee Quarters Brownfield Area*  
*Ground Water Contamination*  
*Former Royal Oak Manufacturing Facility*  
*Former Pine Oaks Golf Course*  
*Ocala Cleat Co*

### Recognized Environmental Condition

x  
 ✓  
 x  
 x  
 x

### RECOMMENDED ACTION:

Develop a Site-Specific Quality Assurance Plan and Phase II Scope of Work to assess groundwater concerns

## PHASE II | ENVIRONMENTAL SITE ASSESSMENT RESULTS

Detected levels of ethylene dibromide were found to be below both the Natural Attenuation Default Concentration and Groundwater Cleanup Target Level thresholds.

NO FURTHER INVESTIGATION IS RECOMMENDED AT THIS TIME.

**AREA II** *Intersection of NW 21st Avenue and NW 17th Place, Ocala, Marion County, Florida - Marion County Parcel#21944-000-00 and ROWs*

## PHASE I | ENVIRONMENTAL SITE ASSESSMENT RESULTS

Identified potential for onsite groundwater contamination of ethylene dibromide due to a nearby plume depicted on the FDEP's Ground Water Contamination Areas map. Previously remediated soil contamination on Parcel B will require additional remediation if residential development is pursued.



#### Potential Concerns:

*Busbee Quarters Brownfield Area*  
*Former Royal Oak Manufacturing Facility*  
*Ground Water Contamination*  
*Electric Richmond Heights*  
*Ocala Cleat Co*  
*Former Pine Oaks Golf Course*

#### Recognized Environmental Condition

x  
 ✓  
 ✓  
 x  
 x  
 x

#### RECOMMENDED ACTION:

Develop a Site-Specific Quality Assurance Plan and Phase II Scope of Work to assess groundwater concerns. NOTE: Developing a Analysis of Brownfield Cleanup Alternatives (ABCA) remediation plan for the eastern portion of this site is something that may be requested by the city under the current assessment grant, but remediation cannot be completed with the grant funds.

### PHASE II | ENVIRONMENTAL SITE ASSESSMENT RESULTS

Detected levels of ethylene dibromide were found to be below both the Natural Attenuation Default Concentration and Groundwater Cleanup Target Level thresholds. Due to remaining Contaminated Soils on Parcel B future development should be carefully considered with input from the FDEP, additional assessment may be warranted by the FDEP, as well as future abandonment of groundwater monitoring wells, and a Soil and Groundwater Management Plan should be developed.

DEED RESTRICTED. SOILS AND GROUNDWATER MANAGEMENT PLAN NEEDED FOR DEVELOPMENT.

## AREA III

*Ten Adjoining Parcels between NW 18th St. & NW 17th Place , Ocala, Marion County, Florida - Marion County Parcels: 21939-003-00, 21939-003-01, 21939-003-02, 21939-003-03, 21939-003-04, 21939-003-05, 21939-003-06, 21939-003-07, 21939-003-08 and 21939-003-09*

### PHASE I | ENVIRONMENTAL SITE ASSESSMENT RESULTS

Due to soil contamination remaining on the adjacent site, future development should be carefully considered with input from the FDEP, additional assessment may be warranted by the FDEP, as well as future abandonment of groundwater monitoring wells, and a Soil and Groundwater Management Plan should be developed.

#### Potential Concerns:




*Busbee Quarters Brownfield Area*  
*Former Royal Oak Manufacturing Facility*  
*Ocala Cleat Co*  
*Former Pine Oaks Golf Course*

#### Recognized Environmental Condition

x  
 ✓  
 x  
 x

SOILS AND GROUNDWATER MANAGEMENT PLAN NEEDED FOR DEVELOPMENT.

## DEVELOPMENT SUMMARY

NO ACTION	AREA I	AREA II	Area III
No Restrictions to Development	✓		
Commercial/Institutional Development Allowed			✓
Residential Development Allowed			✓
PARTIAL REMEDIATION	AREA I	AREA II	Area III
Commercial/Institutional Development Allowed		✓	✓
Residential Development Allowed			✓
FULL REMEDIATION	AREA I	AREA II	Area III
Commercial/Institutional Development Allowed		✓	✓
   idential Development Allowed		□	□

Pending the final outcome of the environmental work in progress through the end of this EPA grant term, there may be some state guidelines enforced regarding formal site reuse. The current environmental conditions in Area II in the form of an institutional control may still allow for revitalization.

# Community Engagement



# Community Engagement

Community engagement plays a crucial role in the development of vibrant and sustainable communities. Key goals and objectives for community engagement include fostering inclusivity and diversity, ensuring that all voices are heard and considered in decision-making processes. It also aims to build trust and transparency between residents, local government, and other stakeholders, enhancing collaboration and mutual understanding. Additionally, community engagement seeks to empower residents by providing them with opportunities to participate in shaping their neighborhoods and influencing policies that impact their lives. By prioritizing meaningful and ongoing engagement, communities can cultivate a sense of ownership and pride, leading to more resilient and thriving communities.

**OPEN HOUSE** November 1, 2024 | Mary Sue Rich Community Center



# Engagement Summary

See Appendix for Full Engagement Report

**58**  
Survey  
Responses



**120**  
Preference  
Stickers  
placed



**45** Parcel  
Owners



**71**  
Parcels



**54**  
Comments

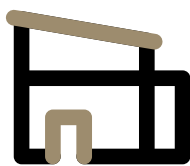


**9** Engaged  
Citizens

who requested  
to be involved in  
providing input  
for future phases



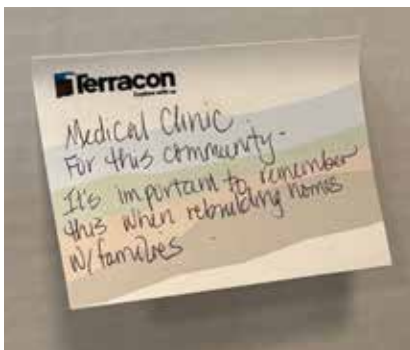
**57**  
Open  
House  
Attendees



**24.3**  
Acres







# VISION 2050

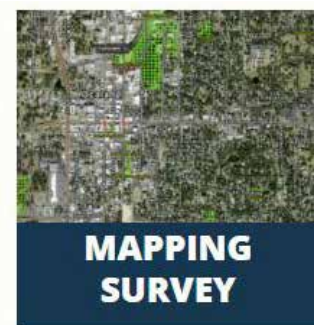


*The Ocala Florida General Plan is a comprehensive document that outlines the city's vision for growth and development. It serves as a roadmap for decision-making regarding land use, transportation, infrastructure, housing, and economic development. The plan emphasizes sustainable development practices, aiming to balance growth with environmental conservation and quality of life for residents. It also prioritizes community engagement and collaboration to ensure that the plan reflects the needs and desires of Ocala's diverse population. By guiding future development in a thoughtful and strategic manner, the Ocala Florida General Plan seeks to promote a vibrant, resilient, and inclusive city for generations to come.*

## Vision 2050 Public Meetings

- Thursday, Feb 15, 2024, 5:30 to 7:30 PM | Mary Sure Rich Community Center at Reed Place, 1821 NW 21st Street.
- Wednesday, Feb. 28, 2024, 5:30 to 7:30 PM | Fort King National Historic Landmark, 3925 E Fort King Street
- Saturday, March 2, 2024, noon to 2:00 PM | Citizens Circle, 151 SE Osceola Avenue
- Friday, March 29, 2024, 4:30 to 6:30 PM | Zone Health and Fitness Market at Heathbrook, 4414 SW College Rd #1012

**NOTE** | The development of the 2050 Vision Plan was in progress at the time of this report.





# FOCUS 2050

## *Visioning Session*

On May 10, 2024 the Vision 2050 Focus Group and city staff met to discuss the in progress Vision 2050 plan as it relates to the Reed Place Site.

### **NOTES & COMMENTS FROM PARTICIPANTS**

- In addition to the revitalization of Reed Place, this area will establish what the Medium Intensity/Special District form across the City.
- Building in enough residential or density to support the commercial areas.
- The multi-modal trails came after the uses were established.
- The commercial uses were considered first. Commercial were preferred on the NW & NE corners to maximize traffic and access.
- One group used Gainesville as an inspiration – The 4th Ave - Food park was mentioned as the group wanted something similar for the neighborhood.
- Residential is obviously a major component but the conversation went beyond the buildings to owner occupied versus rental units.
- Both groups had a multi-sports complex / area.
- Dog park / Cat café
- Both groups added more single family to the existing single-family area.
- Public market- similar to what exists downtown, mini grocery stores, large grocery stores were all ideas for commercial uses.



- Destination commercial uses pushed to the core of the area.
- Emphasize connectivity to surrounding areas/uses, parks and developments.
- Provide cross-sections for intersections roadways and multi-modal paths.
- We will need a few baseline examples for the commercial uses when we eventually share the concepts with the public.

### **QUESTIONS FROM PARTICIPANTS**

- What is the impact of market forces?
- What is the likelihood that this will be built?
- How will the City incentivize the development?
- What is the flexibility and feasibility of relocating the retention area?

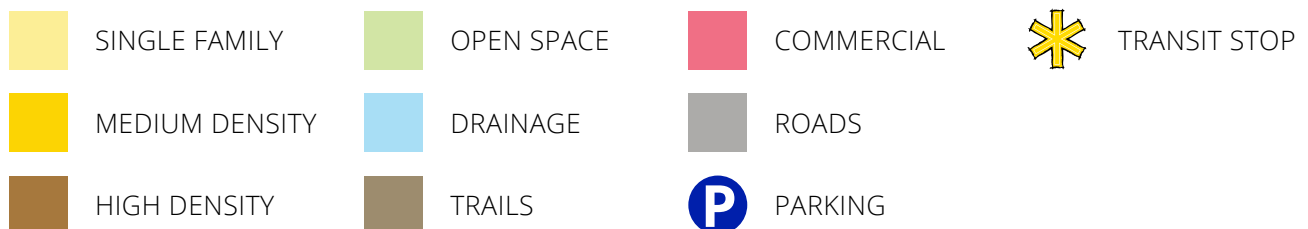
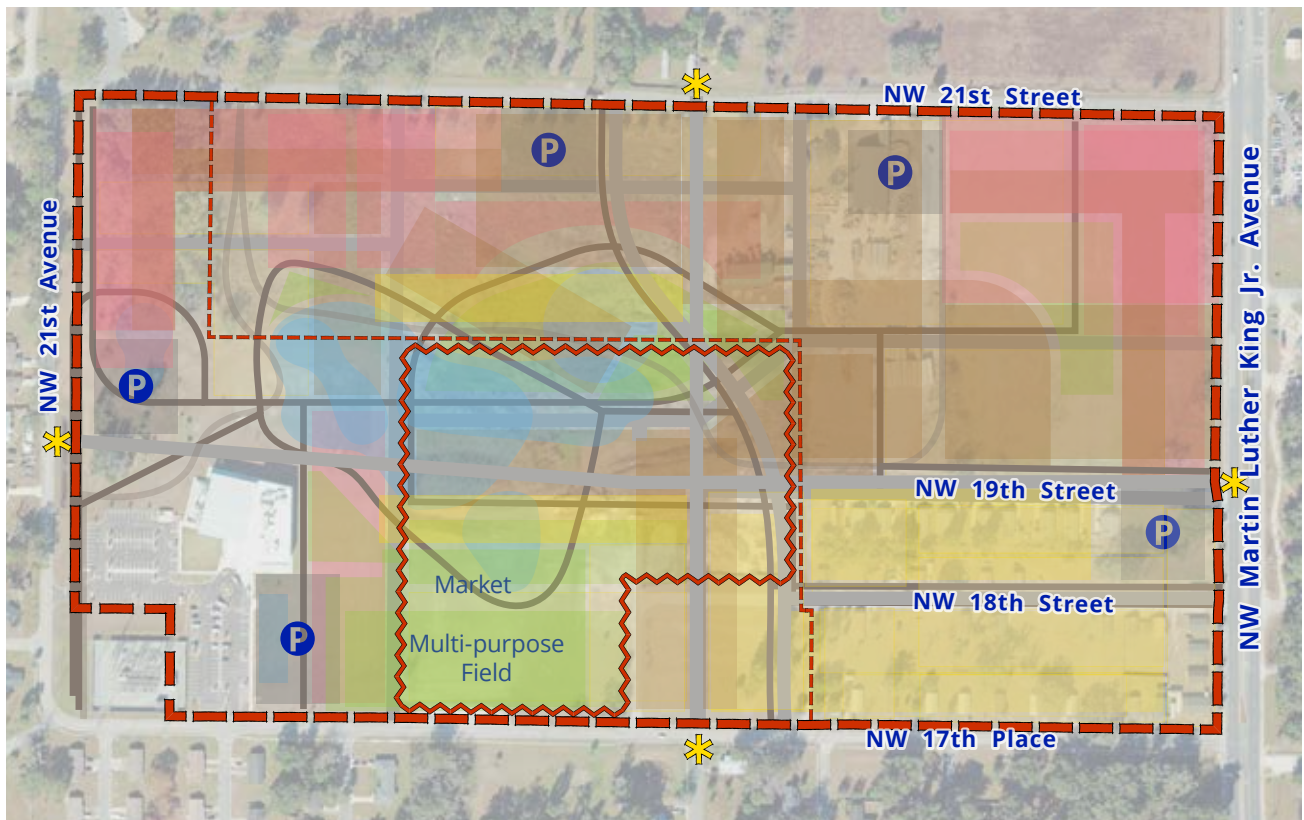
### **EXERCISE**

- Groups were provided a background of the Reed Place area then asked to come up with a land-use concept based their interpretation.
- The concepts prepared by Terracon were shared with the groups after the exercise was completed.



# EXERCISE HEAT MAP

Each of the 3 concepts submitted to Terracon from the Vision 2050 focus groups were overlaid at 30% transparency to illustrate geographic consensus or divergence on land use recommendations.



GROUP 1



GROUP 2









# Land Use Plan



# Revitalization Master Plan

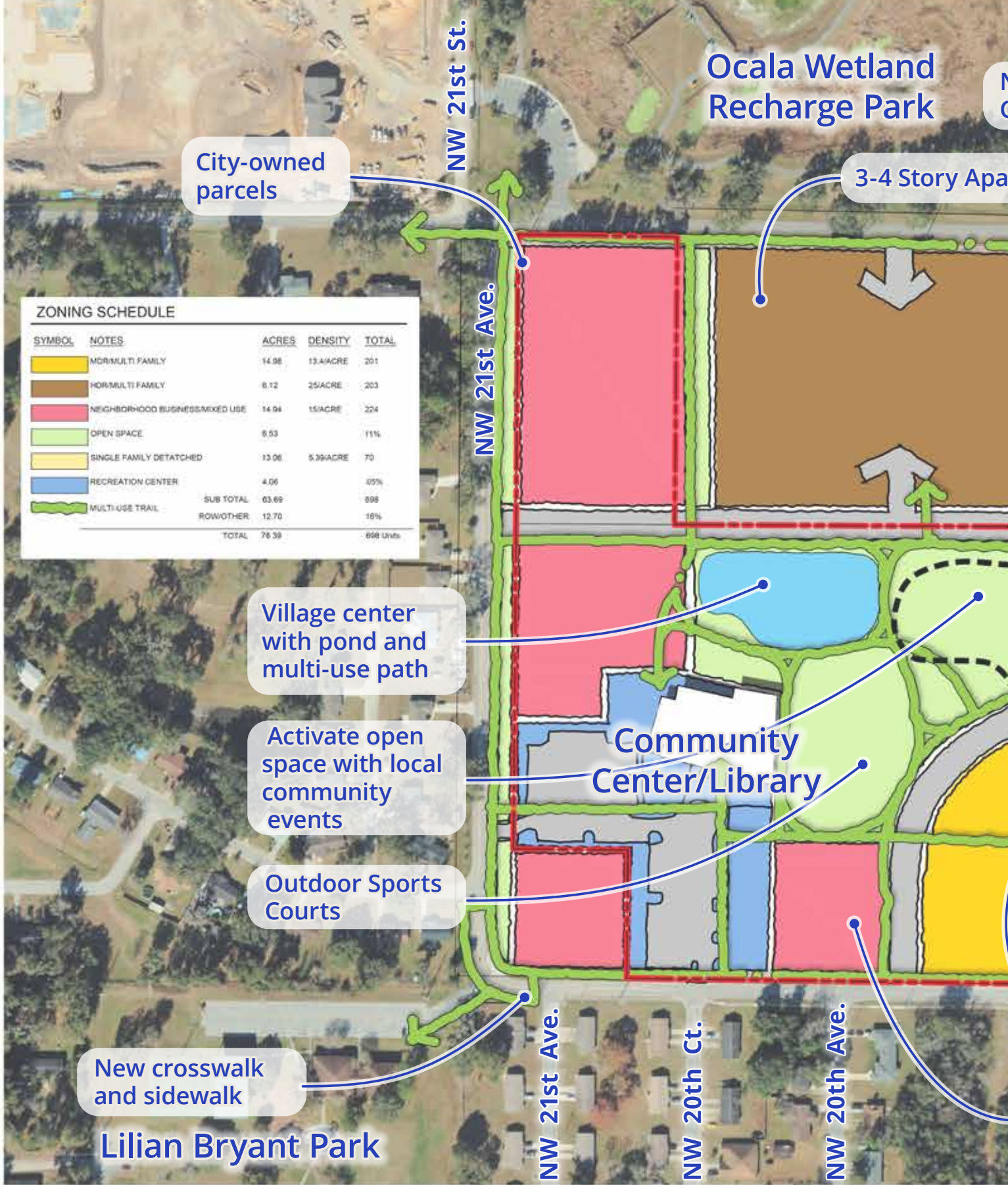
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The Revitalization Masterplan presents a landuse framework vision for reclaiming contaminated and underutilized properties to create a vibrant, sustainable, and equitable community. Rooted in the insights gathered from community surveys and workshops, this plan prioritizes the needs of local residents while addressing long-standing economic and environmental challenges. Located within a historically disadvantaged, predominantly minority neighborhood, the area has faced economic stagnation, poverty and environmental concerns, and would be highly vulnerable to the threat of displacement due to speculative redevelopment. By integrating the guiding principles of the Ocala Vision 2035 plan, this masterplan seeks to foster economic opportunity, environmental restoration, and social cohesion, ensuring that revitalization benefits those who call this community home.

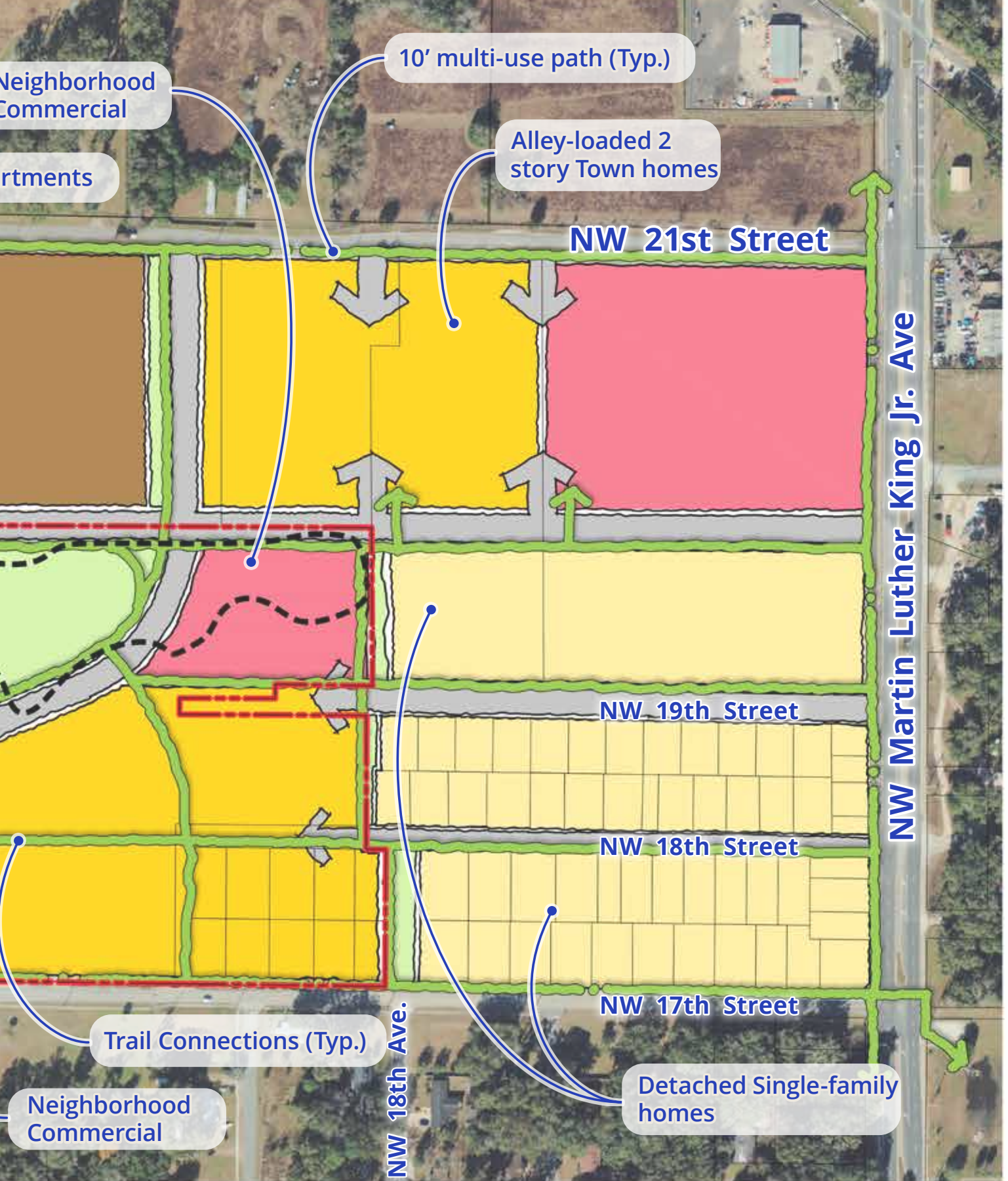
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Through careful consideration of surrounding land uses and future economic potential, the masterplan incorporates mixed-use development, affordable housing, and accessible green spaces while allowing the local residents to shape the cultural identity of the neighborhood. Strategic investments in workforce training, small business support, and environmental remediation will drive economic mobility while mitigating the perils of unchecked gentrification. By leveraging public-private partnerships and innovative land use strategies, the plan promotes a future that balances growth with inclusivity—one where revitalization does not come at the cost of displacement. This is not just a redevelopment plan; it is a roadmap to a resilient and thriving community where residents, both old and new, can flourish together.









March 14, 2025





## Ocala Wetland Recharge Park

### Legend

**Total Site Area:** 76.39 Acres

**City Owned Property**

**Contaminated Soil Area**

**Site Access Roads & Right-of-Way**

**Single Family Residential**  
13.06 Acres | 70 Units

**Medium Density Residential**  
14.98 Acres | 201 Units

**Multi-Family Residential**  
8.12 Acres | 203 Units

**Neighborhood Business & Mixed Use**  
14.94 Acres | 224 Units

**Open Space**  
8.53 Acres | 11% of Site

**Recreation Center**  
4.06 Acres | 5% of Site

**Multi-Use Trail**  
20,755 LF

**Total Units:** 698

NW 21ST AVE.

Community Center/Library

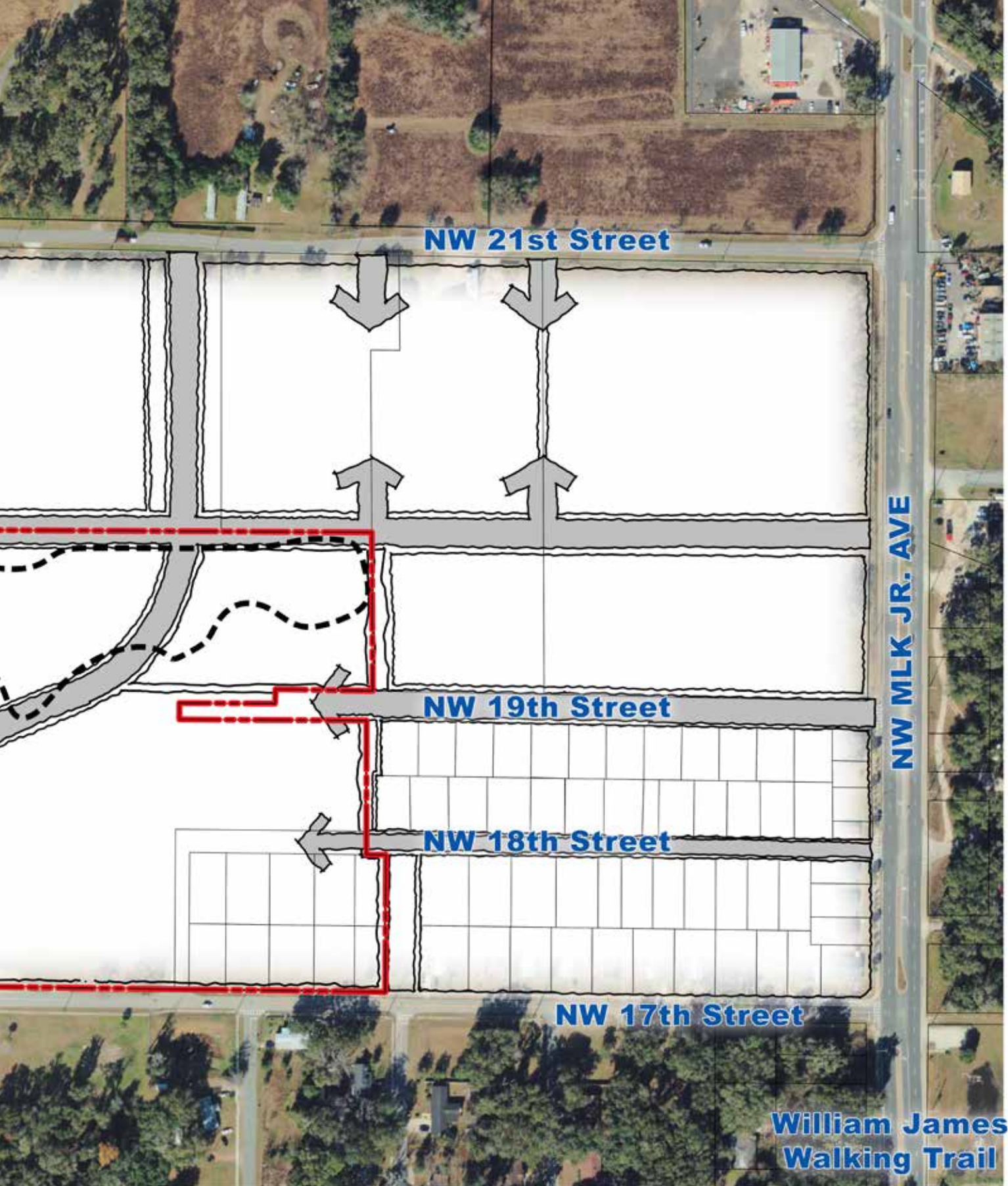
Lillian Bryant Park



## Reed Place

Proposed site access and circulation





# Proposed Site Access and Circulation



## ENHANCED CROSSING TO LILLIAN BRYANT PARK AT | 17TH ST & 21ST AVE

Improving neighborhood safety and site circulation requires a comprehensive approach that considers the needs of all users, including children & seniors, those with limited mobility, cyclists, and pedestrians. Key recommendations include installing actuated pedestrian signals at all major crossings, which provide sufficient crossing time for those with reduced mobility or visual impairment. High-visibility crosswalks with protected medians or raised surfaces can enhance safety by slowing traffic and increasing visibility for pedestrians. Implementing traffic-calming measures, such as narrower lanes and speed bumps, can further reduce vehicle speeds, creating a safer environment. Additionally, integrating accessible design features like curb cuts and tactile paving ensures the neighborhood is navigable for individuals using wheelchairs or mobility aids.

To encourage activity and social connections, thoughtful urban design elements can be added to enhance the neighborhood's sense of place. Incorporating local limestone or brick into site elements such as benches, planters, and retaining walls adds aesthetic value and reinforces a unique community identity. Continuing the use of existing lampposts maintains visual consistency while improving nighttime safety, however upgrading to shielded fixtures will reduce light pollution. Providing well-designed bus stops with benches, shelters, and lighting connected to continuous paths makes public transit more accessible and appealing.

By prioritizing walkability and creating inviting public spaces, these strategies foster a vibrant, connected community where residents feel safe and encouraged to engage with their surroundings and each other.





## WEST OCALA TRANSPORTATION SCORES



**WALK SCORE**  
19/100



**BIKE SCORE**  
63/100



**TRANSIT SCORE**  
16/100



LOCAL STREET SECTION | 60' ROW  
— EXISTING —

10' UTILITY EASEMENT & PLANTING STRIP

5' SIDEWALK

2' CURB & GUTTER

22' TRAVEL LANES  
11' EACH WAY

2' CURB & GUTTER

5' SIDEWALK

10' UTILITY EASEMENT & PLANTING STRIP

**LOCAL STREET SECTION | 58' ROW**  
— REVISED —

REQUIRING STREET TREES TO THE SOUTH/WEST OF THE SIDEWALK PROVIDES SHADE FOR PEDESTRIANS DURING THE HOTTEST PARTS OF THE DAY.

**Dimensions (from left to right):**

- 10' UTILITY EASEMENT & PLANTING STRIP (TREES MIN 30' O.C.)
- 5' SIDEWALK
- 2' BUFFER
- 2' CURB & GUTTER
- 20' TRAVEL LANES (10' EACH WAY)
- 2' CURB & GUTTER
- 10' UTILITY EASEMENT & PLANTING STRIP (TREES MIN 30' O.C.)
- 5' SIDEWALK
- 2' BUFFER

**Directional Indicators:**

- SOUTH OR WEST** (indicated by an arrow pointing left)
- NORTH OR EAST** (indicated by an arrow pointing right)

REQUIRING STREET TREES TO THE SOUTH/WEST OF THE SIDEWALK PROVIDES SHADE FOR PEDESTRIANS DURING THE HOTTEST PARTS OF THE DAY.







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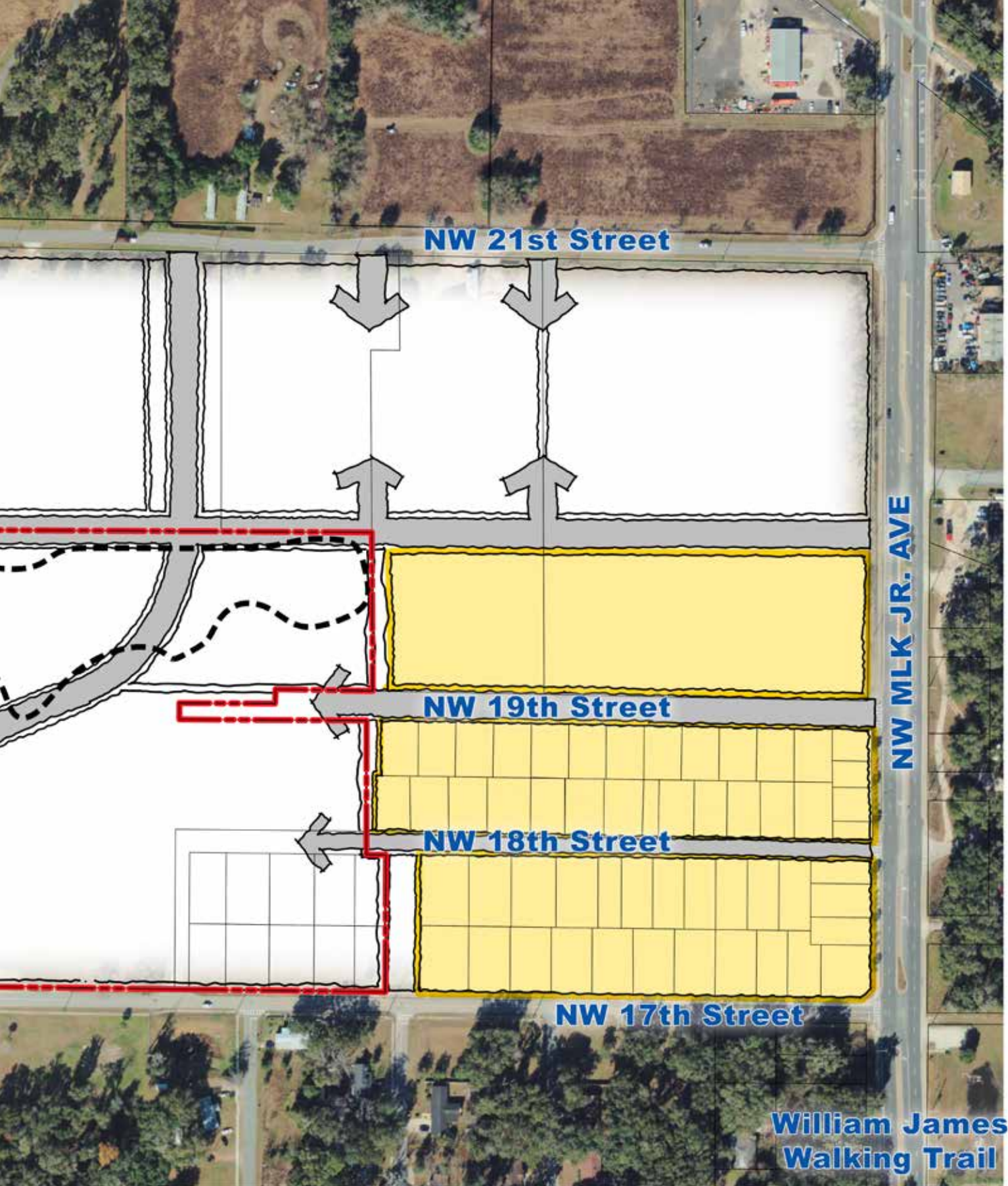
Lillian Bryant Park



# Reed Place

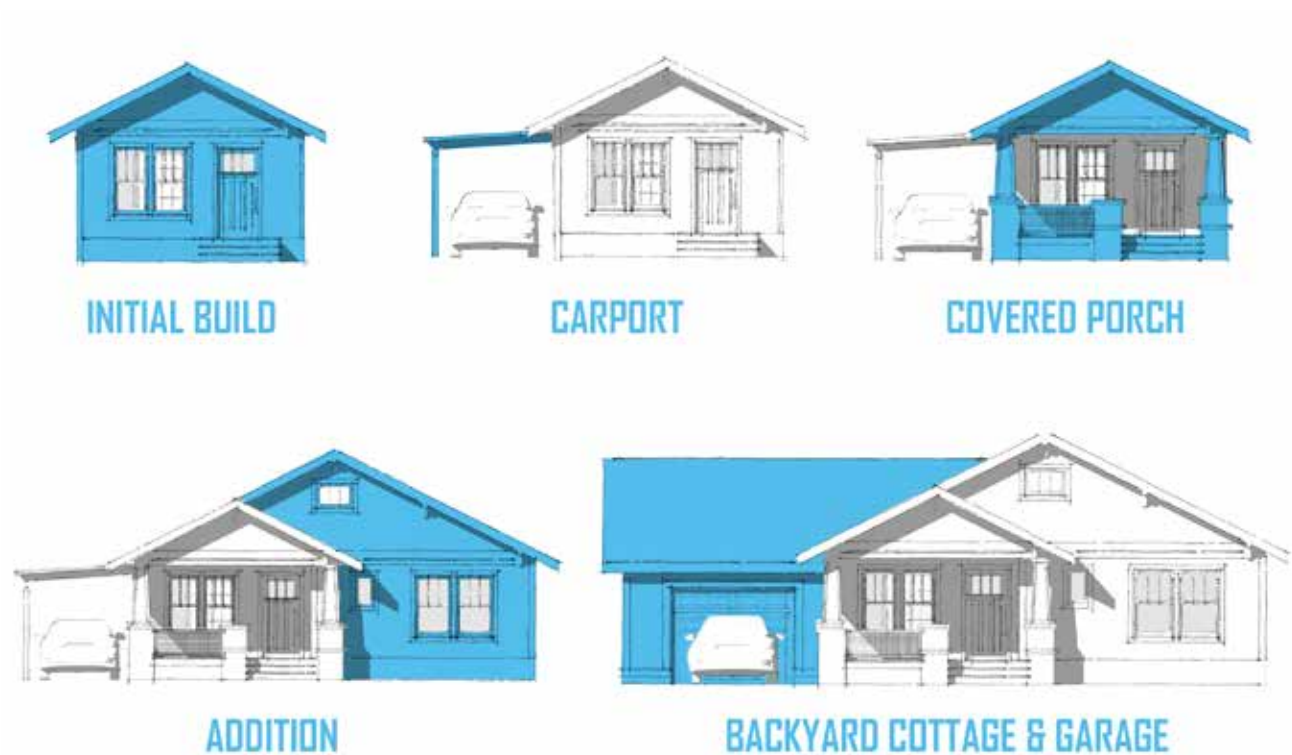
Single Family Residential







# Single Family Residential

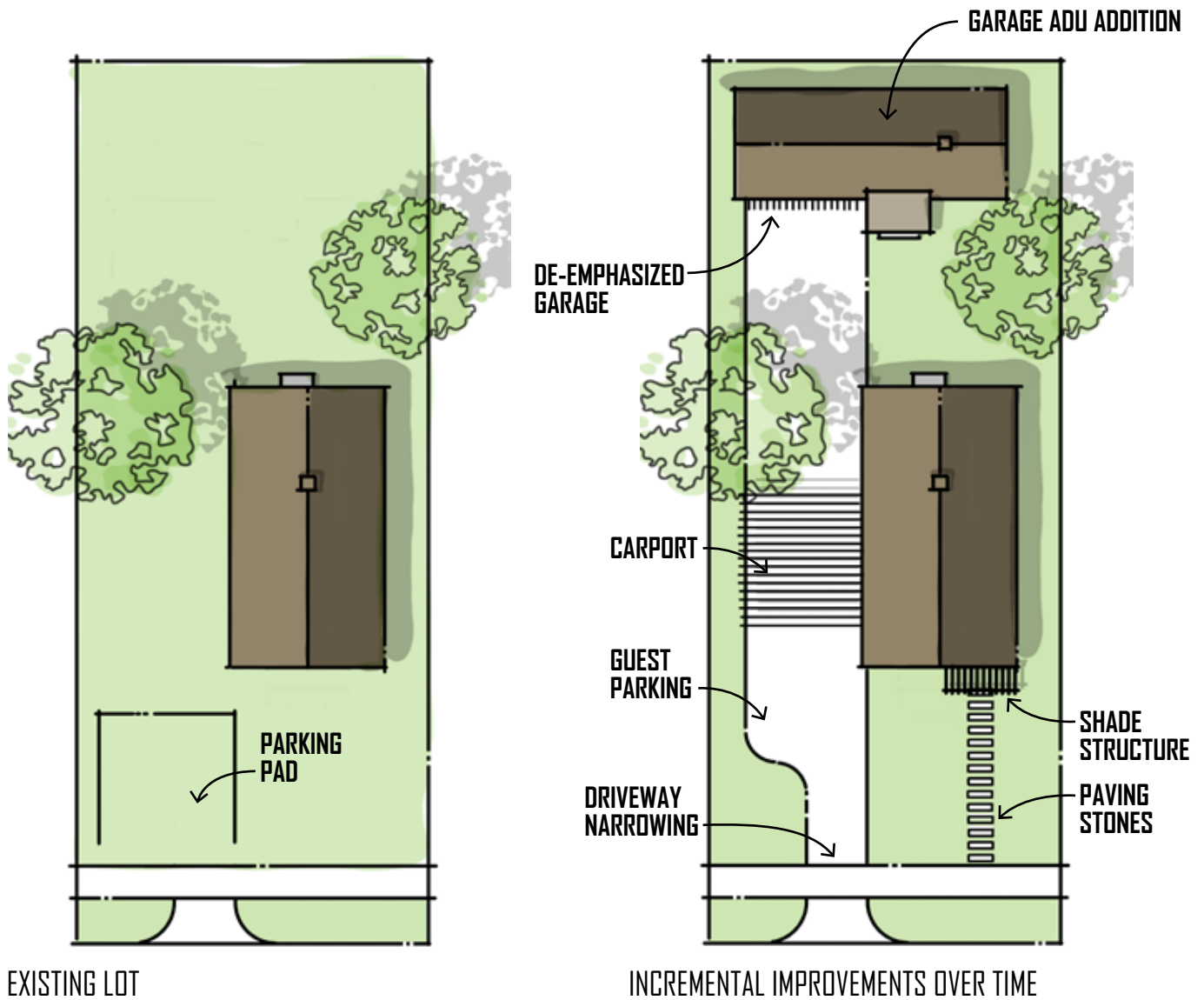


## INCREMENTAL IMPROVEMENTS OVER TIME

For new single-family homes in the neighborhood, constructing modest, adaptable homes that can grow with the needs of their occupants over time is recommended. This approach not only helps reduce gentrification pressures but also supports long-term affordability and flexibility for homeowners. To achieve this, it is essential to plan with future expansion in mind, strategically siting the home on the lot to allow for seamless additions. By starting with a modest, single-story design focused on essential living spaces—such as the main living areas and initial bedrooms—homeowners can build a home that meets immediate needs while maintaining the option to expand or enhance curb appeal gradually as their circumstances evolve. A block facade or site improvement grant program where neighbors apply as groups for cosmetic upgrades to their properties to maximize benefits and reduce disparities between properties is highly recommended.

Over time, these homes can be expanded to include additional bedrooms, bathrooms, or living areas, as well as functional enhancements like a covered porch, an enclosed garage, laundry room or storage spaces. Homeowners might also add a second story or an accessory dwelling unit (ADU) to provide additional income opportunities or accommodate multigenerational living. This incremental approach to neighborhood development reduces the risk of displacement by ensuring housing remains accessible and affordable to a diverse range of residents. A streamlined permitting process is recommended for planned additions would help reduce costs of implementation. To further support privacy and adaptability, amending the zoning code to allow for detached accessory dwelling units, often referred to as backyard cottages is recommended. These structures provide additional living space while maintaining a greater degree of privacy for both the primary and secondary households.





## Single Family Residential:

**Total Area:** 13.06 Acres

**Density:** 5.39/Acre

**Total Units:** 70

**Current Zoning:**

**PUD:** Planned Unit Development ✓

**R-2:** Two-Family Residential ✓

**M-3:** Heavy Industrial ✗

**Zoning Recommendation:** Rezone to **R-2:** Two-Family Residential or Amend zoning to allow for detached accessory dwelling units (ADU).

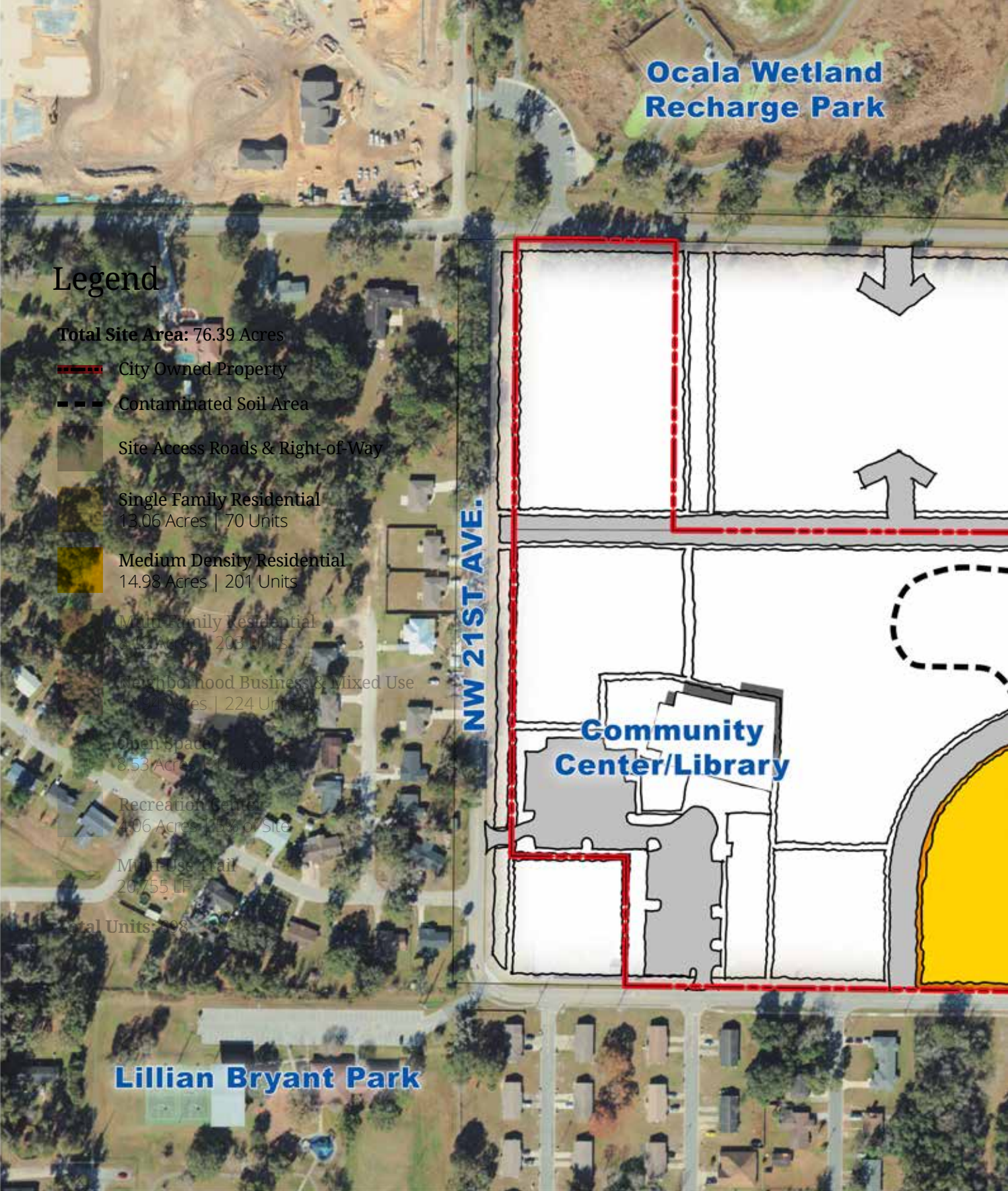


# Medium Density Residential

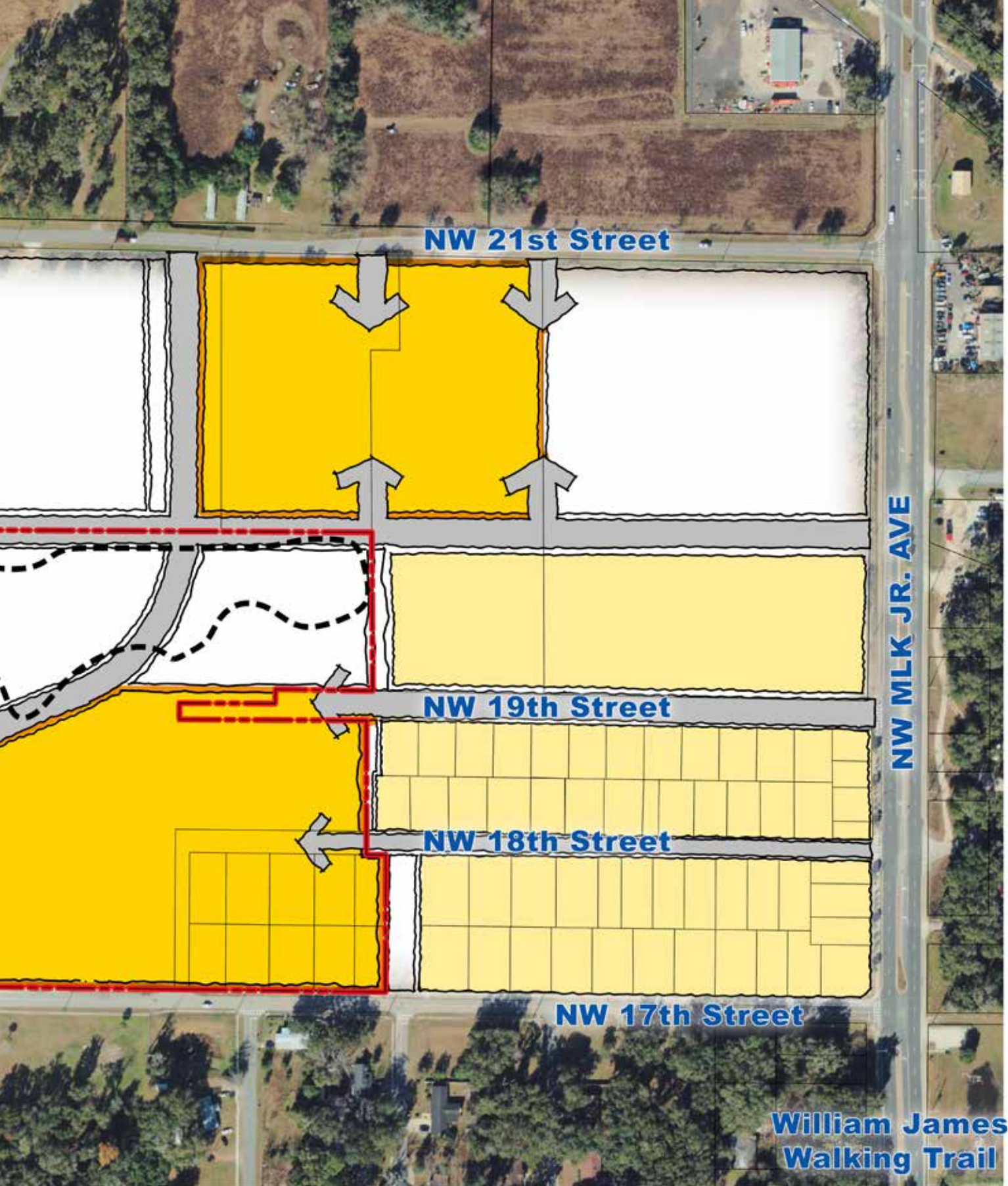


To honor the character of the existing neighborhood and thoughtfully respond to community feedback, carefully limiting the massing and height of attached housing products is necessary. Development should aim to blend harmoniously with the current scale of the area, allowing density to increase incrementally and organically over time. This approach ensures a balanced transition that avoids abrupt changes in the neighborhood's appearance and feel. By starting with housing options that align closely with the existing context, the community can accommodate new growth while maintaining a cohesive aesthetic and respecting the preferences of current residents.

Incorporating a variety of “missing middle” housing types that provide additional affordability while preserving a traditional single-family look and scale will enhance the neighborhood. These could include side-by-side duplexes & triplexes, large subdivided houses, and smaller-scale clusters of townhomes limited to two stories. Such housing options offer incremental intensification while keeping the overall character intact. To further promote neighborhood compatibility, new buildings should step down in height and mass when situated near lower-density properties, ensuring a smooth transition and fostering a sense of continuity with adjacent homes.



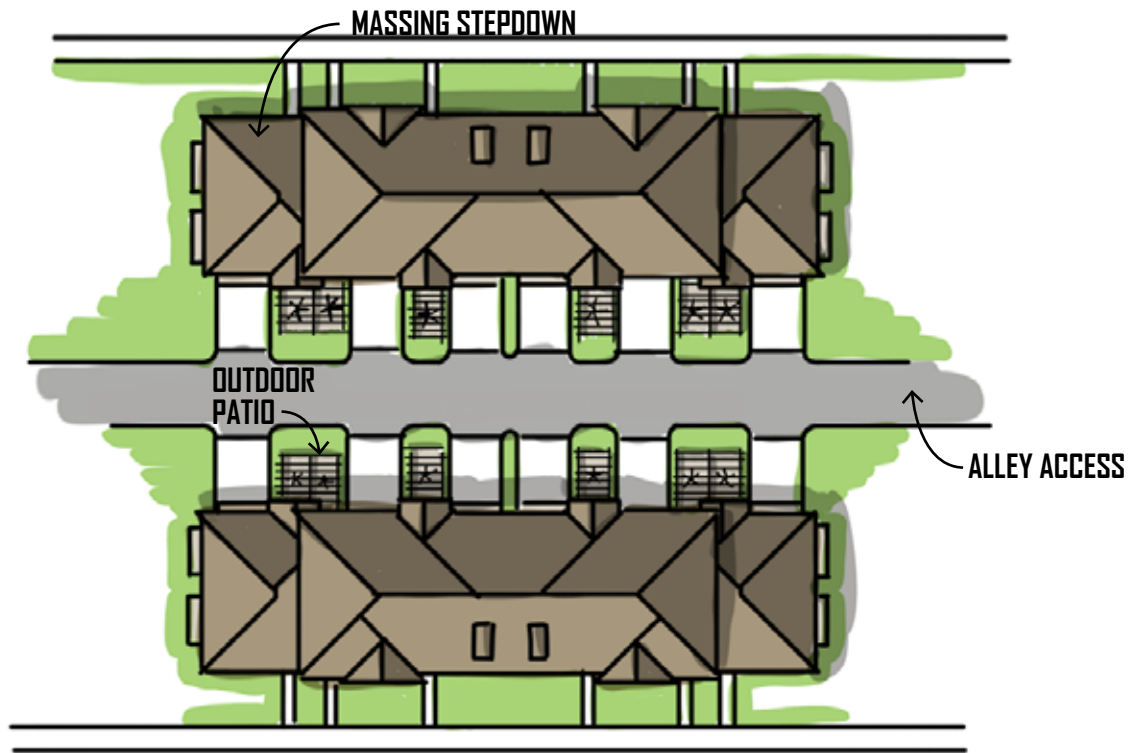












ALLEY-LOADED TOWNHOME CLUSTER

## Medium Density Residential:

**Total Area:** 14.98 Acres

**Density:** 13.4/Acre

**Total Units:** 201

**Current Zoning:**

M-1: Light Industrial ✖

M-3: Heavy Industrial ✖

GU: Governmental Use ✖










R-2: Two-Family Residential ✔ (Duplex Only)

**Zoning Recommendation:** Rezone to **R-3: Multi-Family Residential** and amend zoning to allow for detached accessory dwelling units.

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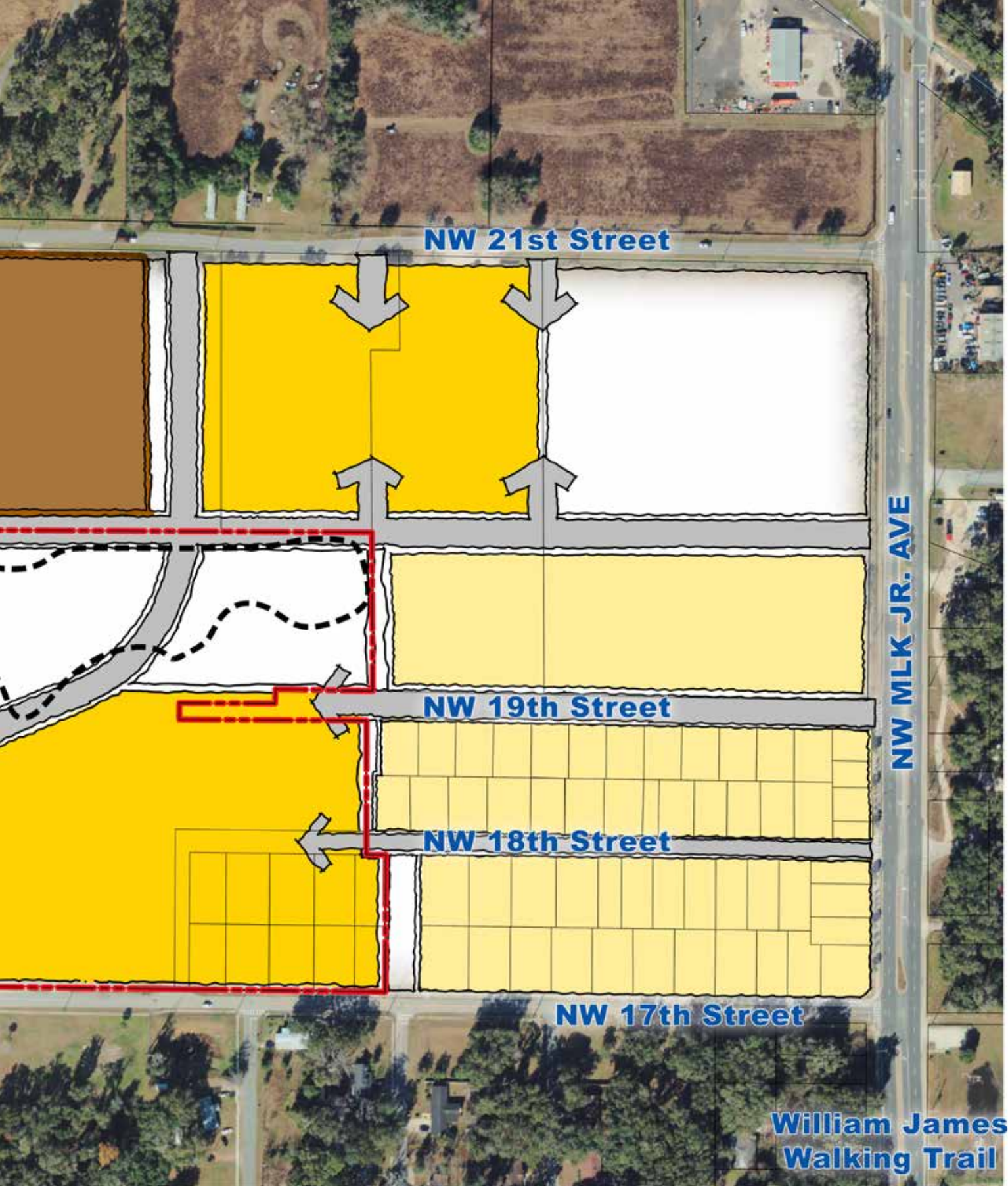
Lillian Bryant Park



# Reed Place

High Density Multi-Family







# High Density Multi-Family



## APARTMENT BUILDING ADJACENT TO NEIGHBORHOOD TRAIL & NEIGHBORHOOD COMMERCIAL

The community strongly opposes the introduction of large, massive apartment complexes that disrupt the character of the existing neighborhood. Instead, smaller scale, two-story buildings that blend into the neighborhood's established fabric adjacent to existing homes would be appropriate. Alternatively, individual three-story buildings can be considered if they have a compact footprint or step down in scale at the ends to maintain a harmonious transition with surrounding properties. These smaller-scale designs help preserve the neighborhood's charm while providing additional housing options without overwhelming the community. Larger 3-4 Story apartment buildings are appropriate adjacent to commercial and institutional uses, but should still use strategies to minimize large unbroken masses.

To further integrate apartments into the area, developers can adopt estate-style designs that mimic the appearance of large single-family homes while discreetly housing multiple units. These designs can include multiple entrances to enhance the residential feel and better align with the neighborhood's aesthetic. Where possible, apartments should offer private outdoor spaces such as balconies, patios, or small gardens to ensure residents can enjoy personal, open-air environments and help break up the mass. This approach balances the need for housing diversity with the community's desire for continuity and a human-scale atmosphere.

To enhance affordability, eliminate parking minimums, allowing parking availability to be dictated by demand rather than being subsidized by those without cars. This approach ensures that the true cost of parking is reflected, passing savings to individuals who opt for public or active transportation. Those who require parking can lease additional spaces without imposing costs on those who do not use a designated spot.



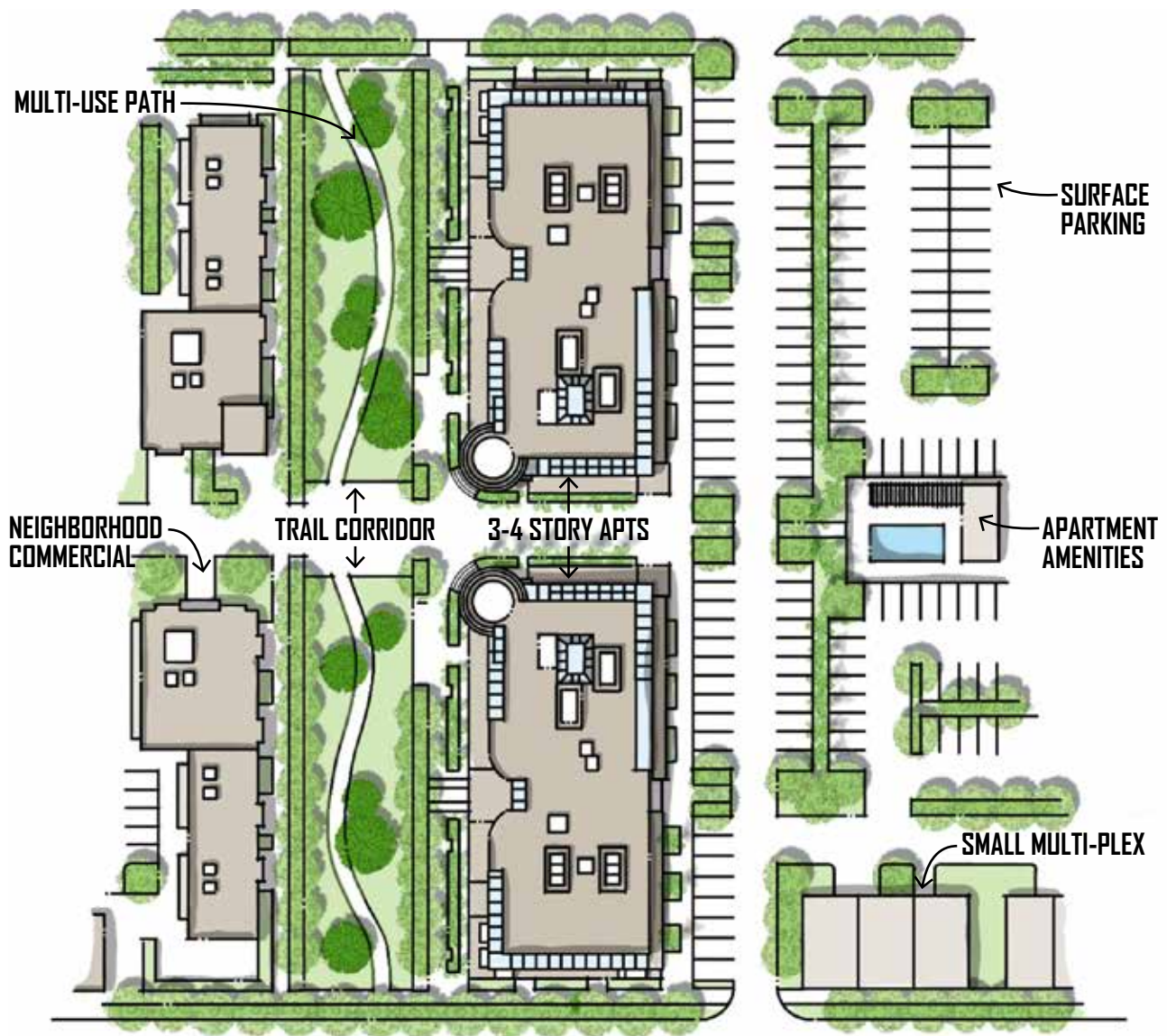
**PLENTIFUL OUTDOOR LIVING SPACE**



**SMALL SCALE APARTMENT WITH  
COMPACT FOOTPRINT**







## High Density Residential:

**Total Area:** 8.12 Acres

**Density:** 25/Acre

**Total Units:** 203

**Current Zoning:**

R-2: Two-Family Residential ✕

**Zoning Recommendation:** Rezone to R-3: Multi-Family Residential

# Neighborhood Business/Mixed Use

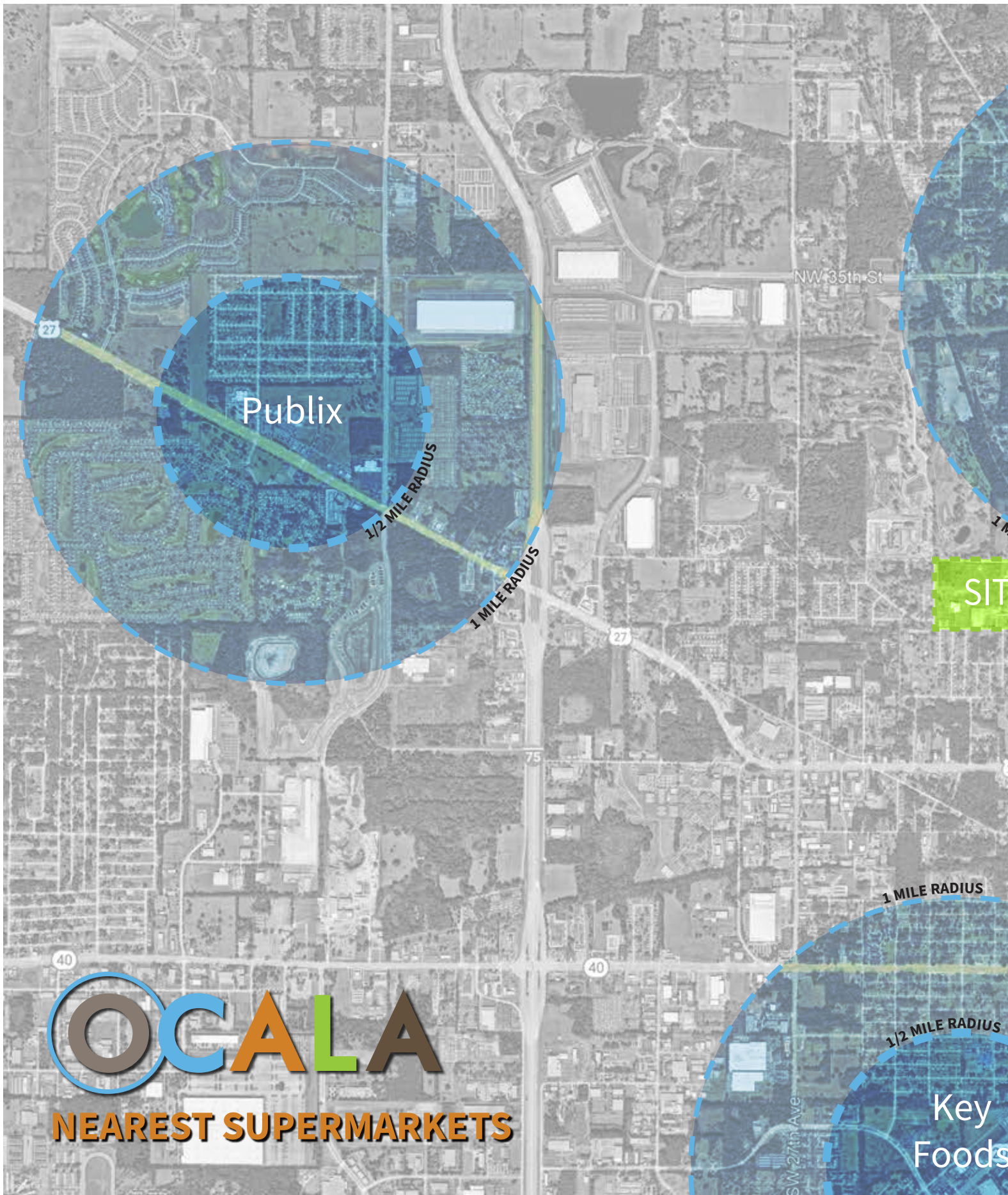


## NEEDED NEIGHBORHOOD AMENITIES INTEGRATED INTO THE COMMUNITY

Conversations with community members and city officials have highlighted a pressing need to enhance the quality of life in the neighborhood by bringing essential services closer to residents. Currently, the area qualifies as a food desert, with the nearest grocery stores located more than a mile away. This distance poses significant challenges for residents, particularly those facing economic disadvantages. Many voiced a desire for a neighborhood grocery store to address this gap, alongside other critical services such as medical care, a laundromat, and spaces for employment or small business start-ups. These additions would not only improve convenience but also foster greater economic and social vitality within the community.

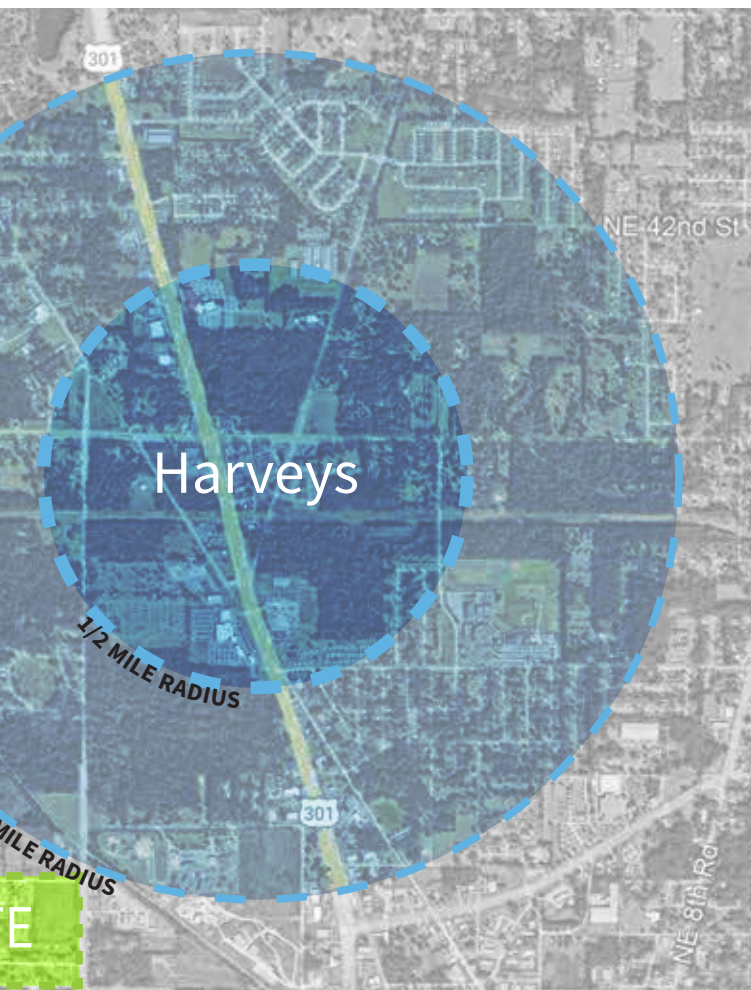
The proximity of the Mary Sue Rich Community Center, a hub of activity and resources, presents an ideal opportunity to establish a neighborhood commercial core. Co-locating these services near the center would create a central, accessible location for residents to meet their daily needs. Additionally, integrating transit stops at this hub would enhance connectivity, enabling neighborhood residents to access the broader city more easily while inviting city residents to engage with the community center and its offerings. By bringing essential services and enhanced transit options together, this initiative would serve as a catalyst for neighborhood revitalization and promote a more equitable and inclusive urban environment.





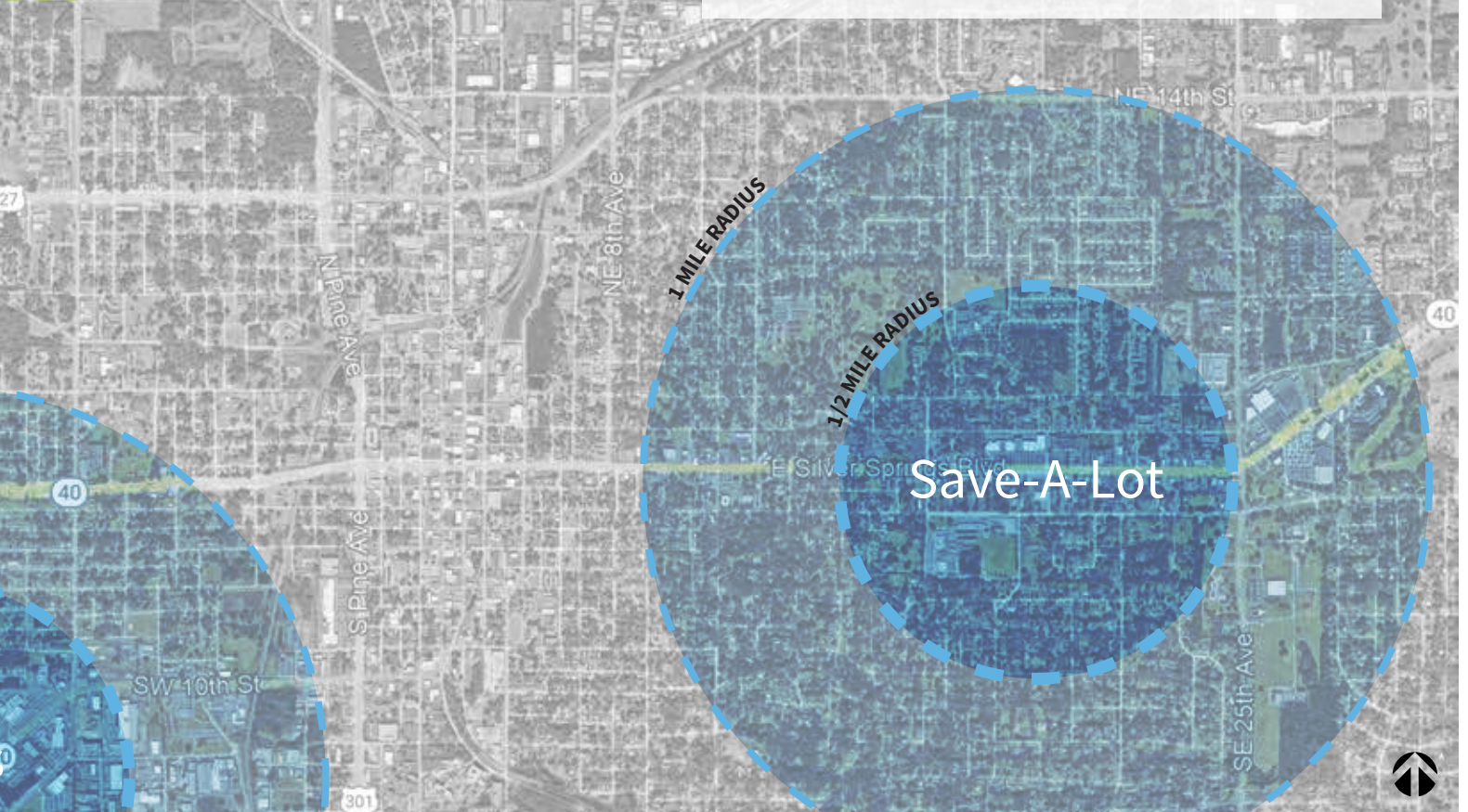
**Ocala**  
**NEAREST SUPERMARKETS**





### *Food Desert*

Living in a food desert where the nearest grocery store is over a mile away can impose significant burdens, especially for those without access to reliable transportation. For individuals unable to walk long distances due to age, disability, or health conditions, even a short trip can become an insurmountable challenge. Public transit, if unavailable or inconvenient, leaves residents reliant on costly alternatives like rideshares or taxis, further straining limited budgets. Without access to fresh, affordable food, families are often forced to depend on nearby convenience stores or fast-food options, which typically lack nutritious choices. This lack of access not only contributes to poor dietary health but also amplifies the stress and inequity faced by those already struggling to meet their basic needs.






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 Multi-Use Trail  
20,755 LF

**Total Units:** 698

NW 21ST AVE.

Community  
Center/Library

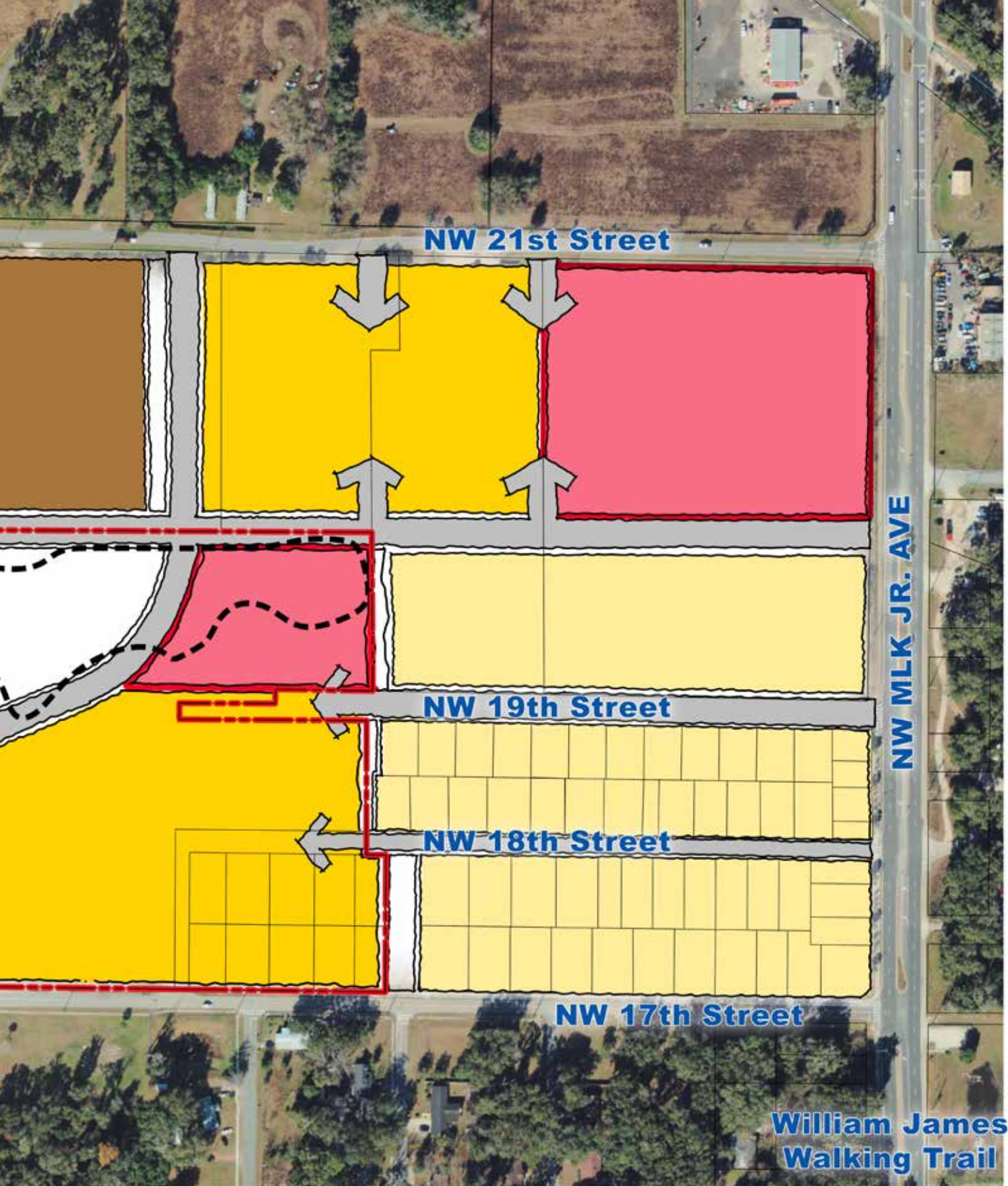
Lillian Bryant Park



# Reed Place

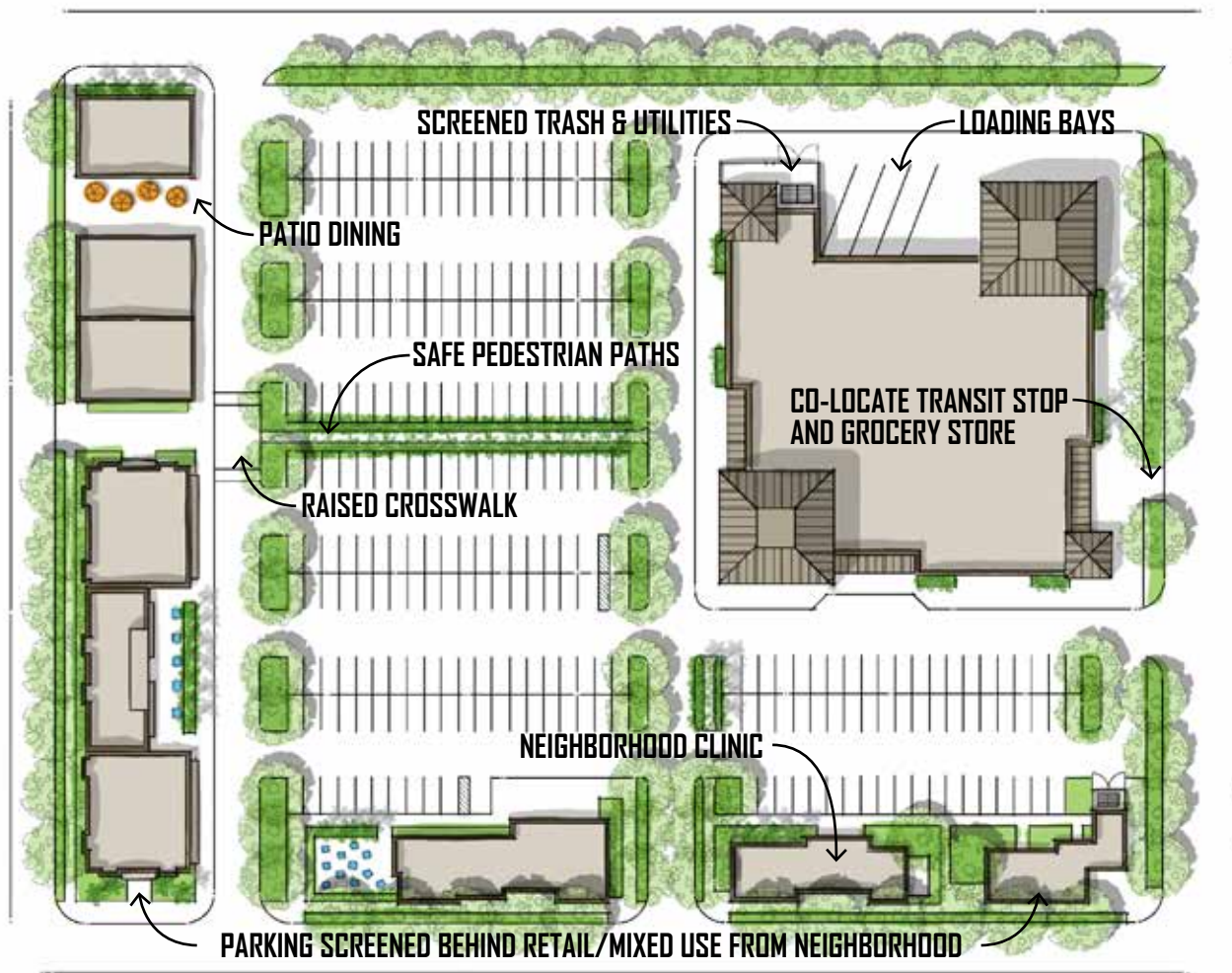
Neighborhood Business/Mixed Use











## Neighborhood Business/Mixed Use:

**Total Area:** 8.12 Acres

**Density:** 25/Acre

**Total Units:** 203

**Current Zoning:**

GU: Governmental Use ✗

INST: Institutional ✗

**Zoning Recommendation:** Rezone to **B-1: Neighborhood Business District**




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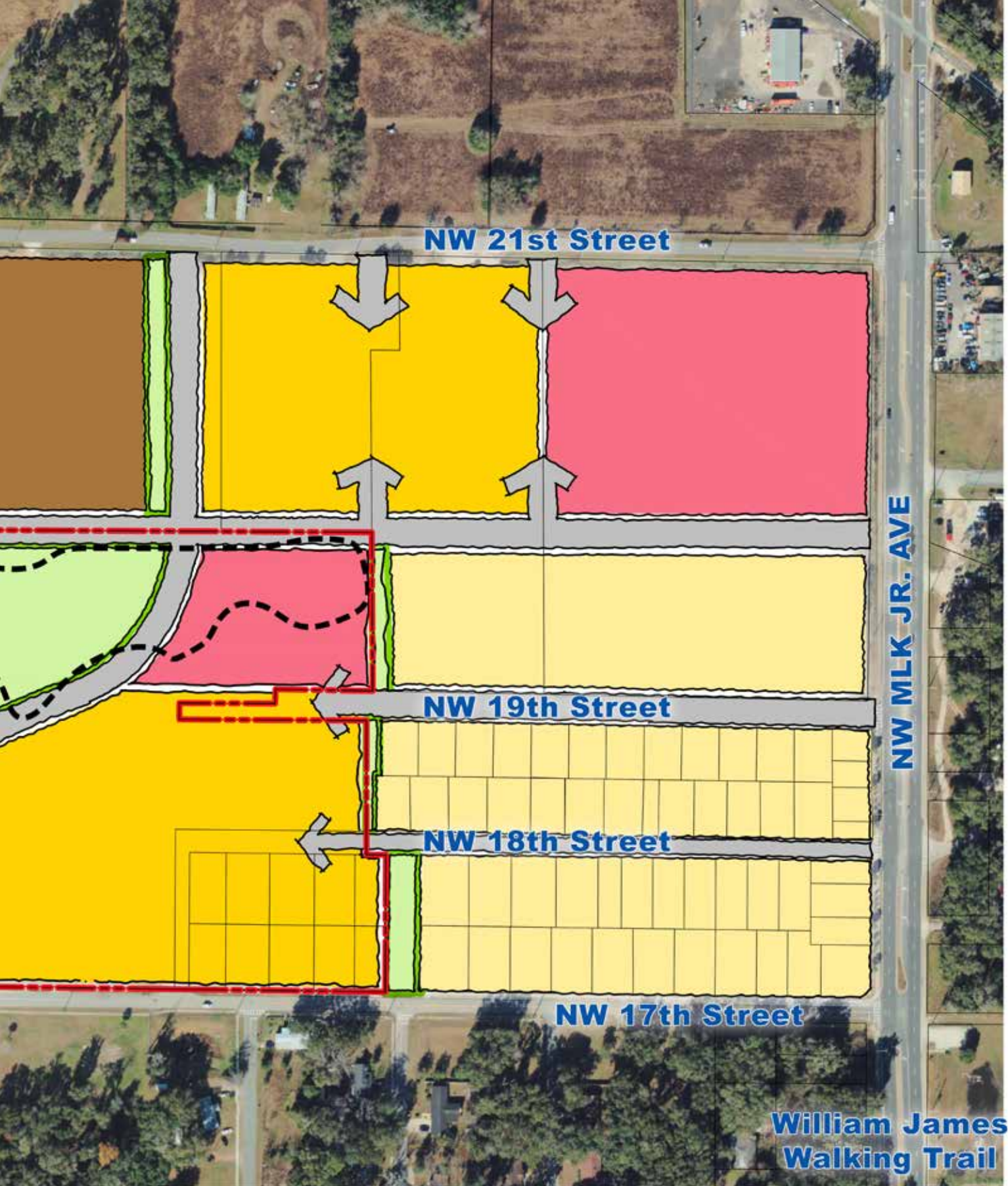
Lillian Bryant Park



# Reed Place

Open Space







# Open Space

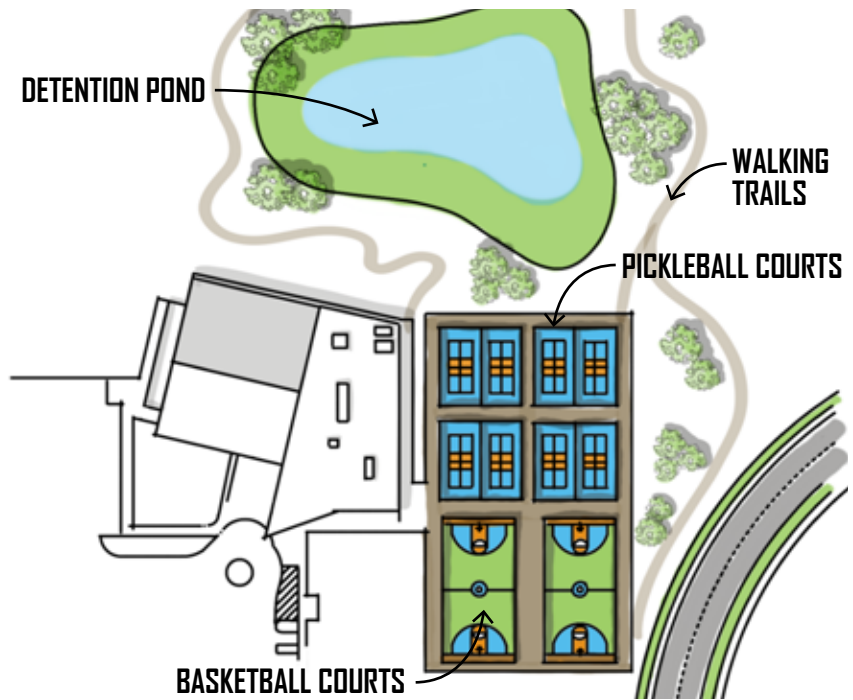


## SUPPLEMENTARY OUTDOOR RECREATION TO RELIEVE THE PRESSURE ON THE COMMUNITY CENTER

The community has voiced a clear need for additional outdoor recreation courts, particularly to alleviate the heavy demand on the community center. Pickleball has seen a surge in popularity, with residents frequently commenting on the persistent queues for the existing indoor courts. Expanding outdoor pickleball courts would address this growing interest and provide accessible options for players. Similarly, basketball enthusiasts have expressed a desire for more court space to accommodate their activities. By increasing the availability of outdoor courts for these sports, we can create more opportunities for community members to stay active and enjoy recreational activities close to home.

In addition to courts, enhancing and expanding the trail system has emerged as a key priority. Connecting existing trails to nearby amenities and planning for future regional links will not only improve active transportation options but also contribute to the health and quality of life for residents. A well-connected trail network will encourage walking, cycling, and other non-motorized activities, providing safe and inclusive routes for individuals of all ages and abilities. These improvements will help foster a more active and connected community while promoting sustainability and reducing reliance on cars for short trips.







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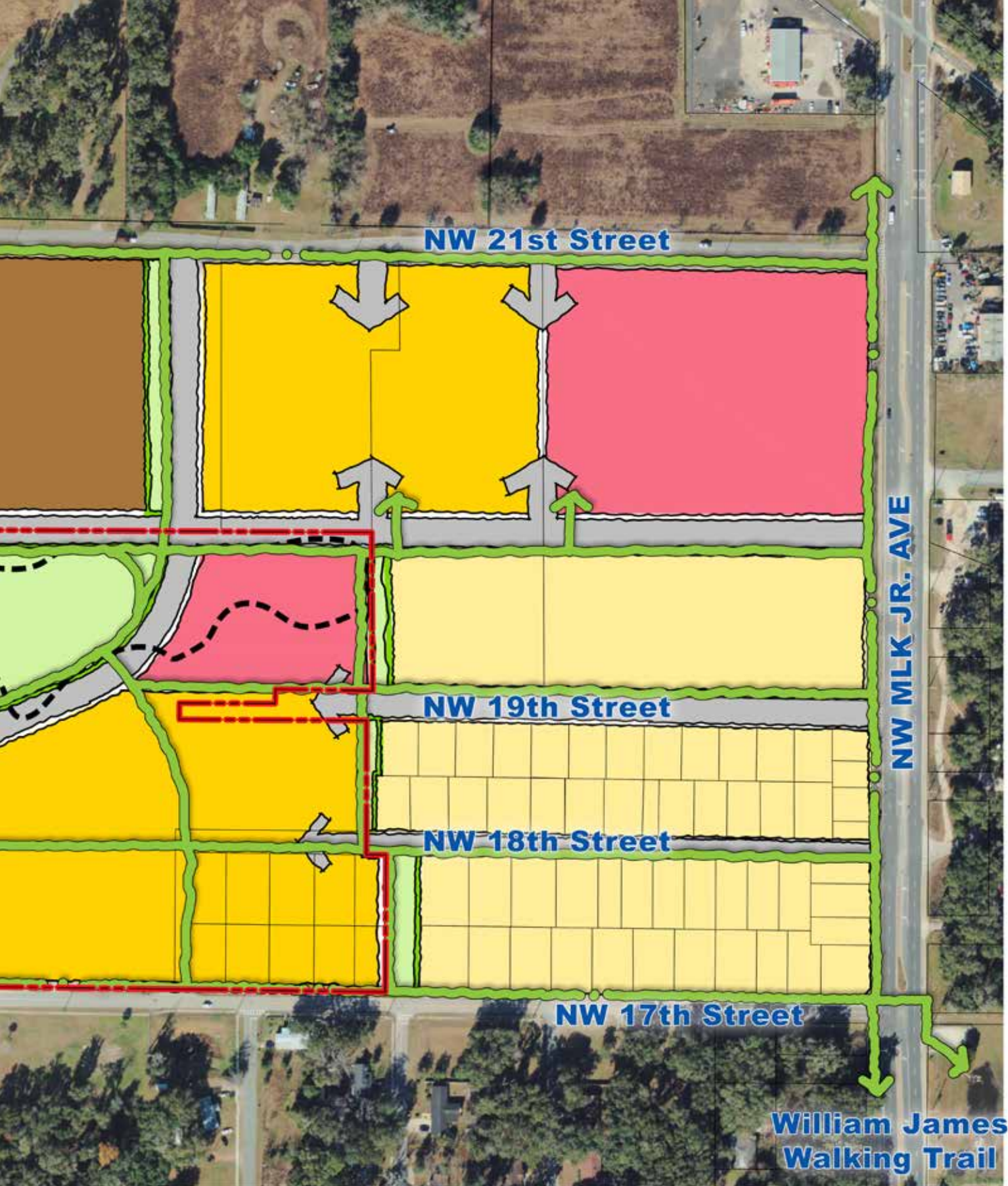
Lillian Bryant Park



## Reed Place

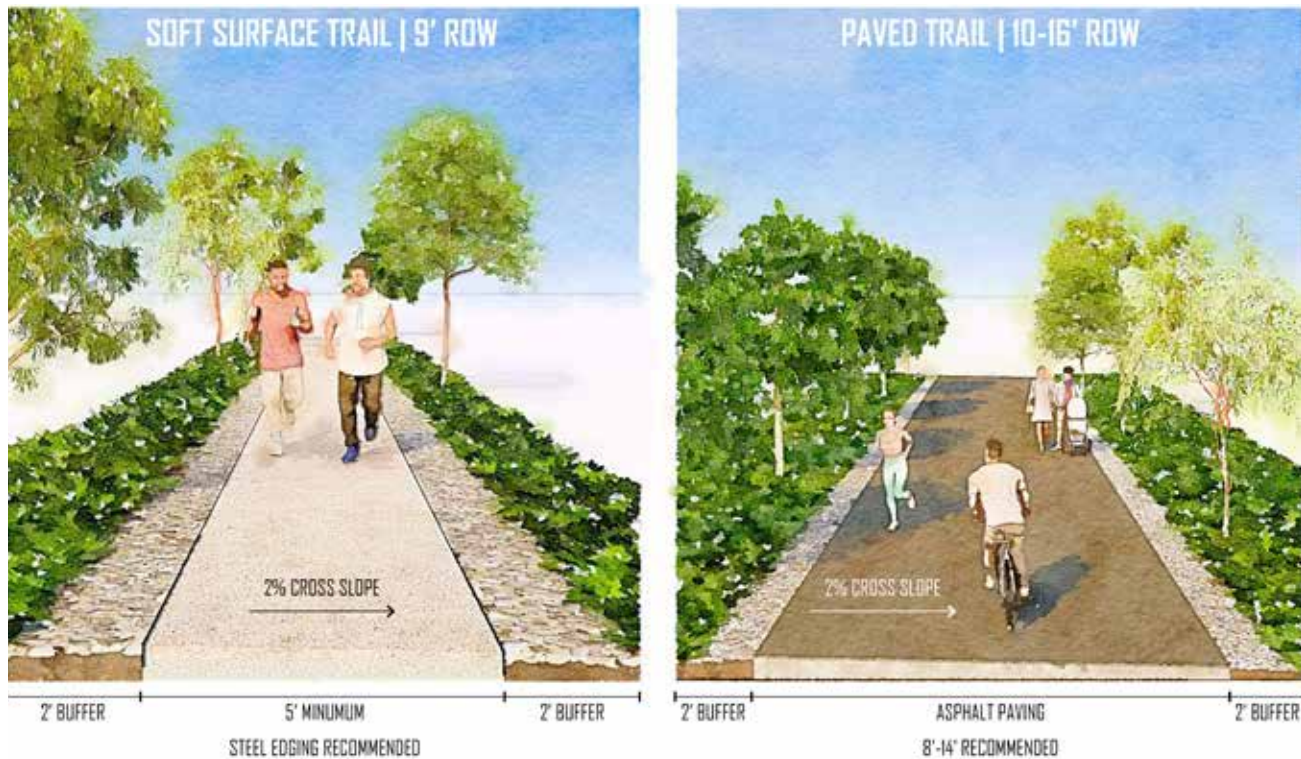
Multi-Use Pedestrian Access/Trails







# Multi-Use Pedestrian Access/Trails



## ENHANCED OFF-STREET TRAIL SECTIONS

Great trails serve as vital connectors, linking destinations that people want to visit while offering an enjoyable and accessible experience. The site is fortunate to have adjacent recreational trails. Weaving trails throughout the neighborhood east and west and connecting the Ocala Wetland Recharge Park to the north and Lillian Bryant Park to the south could connect and enhance these systems. To achieve this, they should feature clear wayfinding systems that help users navigate seamlessly, along with engaging views and thoughtfully placed rest areas. Bridges, pergolas, specimen trees, and lookout points provide unique features that draw people along the trail and enhance its appeal. These elements not only add visual interest but also serve as ideal rest stops, inviting users to pause and enjoy the scenery. Trails can be surfaced with soft or hard paving, depending on the terrain and intended use, ensuring versatility and comfort for walkers, runners, and cyclists. In urban areas, sidewalks can act as connectors between trails, provided these transitions are clearly marked to maintain continuity and ease of use.

Consistency in branding and wayfinding is crucial to enhancing a trail's legibility and creating a cohesive user experience. Uniform signage, maps, and markers not only guide users but also establish a recognizable identity for the trail system. Equally important is incorporating shade to make trails comfortable and inviting year-round, especially in Ocala's warm climate. Strategically placed trees, pergolas, or other shading structures provide relief from the sun, encouraging more people to use trails during all seasons and fostering a vibrant outdoor culture. Benches, whether formal site furnishings or informal seating like walls, railings and rocks, will provide users with a spot to pause and relax.





# Implementation Strategy





# Vision to Reality

## Implementation Overview

The Implementation Matrix consists of a set of action items or strategies linked to the recommendations outlined in the Revitalization Plan. It was designed for use during the forthcoming implementation phase.

The timing for each proposed strategy is classified as short-term, mid-term, or long-term, as determined by those tasked with implementing the Revitalization Plan. Short-term strategies are recommended to be completed within the first year, mid-term strategies within two to five years, and long-term strategies in five or more years. Those responsible for implementation are encouraged to do a thorough evaluation of the priorities indicated based on budget constraints and other relevant circumstances.

## Redevelopment & Zoning

RECOMMENDATION	TERM	RESPONSIBLE PARTY	FUNDING
Solicit public feedback on removing external ADU restrictions & parking minimums.	Short	Planning Director	N/A
Contact regional/national small to medium grocery chains to gauge interest in potential site.	Short	Economic Development Director	N/A
Create neighborhood design guidelines to guide future development and attract redevelopment partners.	Short	Planning Department	N/A
Reach out to potential development partners to gauge interest in Site opportunities.	Short	Economic Development Director	N/A

## Redevelopment & Zoning

RECOMMENDATION	TERM	RESPONSIBLE PARTY	FUNDING
Explore proactive strategies for mitigating gentrification, including group improvement grants, community benefits agreements and property tax relief/downpayment assistance for existing residents.	Short	Economic Development Director	CDBG, HOME
Modify zoning regulations and permitting process to align with the revitalization plan strategies and integrate them into local code.	Short	Ocala City Engineering	N/A
Conduct a flood zone study to assess development restrictions and identify potential mitigation strategies.	Short	Ocala City Planning	
Work with Florida Health in Marion County to locate a clinic in the neighborhood.	Mid	Marion County Health Officer	
Create a phased plan prioritizing the most urgent or profitable components, guided by discussions with potential development partners.	Mid	Economic Development Director	N/A



RECOMMENDATION	TERM	RESPONSIBLE PARTY	FUNDING
Create a marketing strategy for the site that showcases the community and nearby amenities to attract potential developers and generate interest in the neighborhood.	Mid	Economic Development Director	N/A
Celebrate milestones and key achievements with the community as the plan moves forward.	Mid	City Manager/Public Information Office	N/A
Maintain ongoing community engagement to ensure involvement, address concerns, and adjust the plan as needed. Hold regular meetings or communication campaigns to keep the community informed.	Long	Ocala City Planning	N/A

## Site & Infrastructure Improvements

RECOMMENDATION	TERM	RESPONSIBLE PARTY	FUNDING
Create a inventory of missing sidewalk/trail connections, enhanced crosswalks and street trees and use to solicit grant funding	Short	Public Works	TAP, RAISE, FDOT
Create implementation plan for missing sidewalks & trails, enhanced crosswalks and street trees.	Short	Public Works	TAP, RAISE, FDOT
Work with SunTran to study feasibility of creating on-demand flex routes in neighborhood.	Short	Ocala Marion Transportation Planning Organization	FDOT, CTD, FTA
Evaluate existing utilities to support the new development	Mid	Public Works Department	N/A
Plan and design additional Outdoor Sport Courts to enhance the Mary Sue Rich Community Center.	Mid	Recreation and Parks Department	FCT, CDBG
Work with SunTran to plan new routes or enhance frequency based on development plans.	Mid	Ocala Marion Transportation Planning Organization	FDOT, CTD, FTA
TBD	Long		



# Funding our Vision

## *Funding Overview*

Revitalizing a brownfield in an economically disadvantaged and minority-heavy neighborhood like West Ocala, Florida, can draw on various funding sources and programs, including federal, state, and private funding. Below are potential funding options and resources to consider:

### Potential Funding Sources

#### *Federal Funding Sources*

##### **1. U.S. Environmental Protection Agency (EPA) Brownfields Program**

- Cleanup Grants: To remove contaminants and prepare the site for redevelopment.
- Multipurpose Grants: For projects addressing multiple brownfield sites.

##### **2. Department of Housing and Urban Development (HUD)**

- Community Development Block Grants (CDBG): These grants fund projects that benefit low- and moderate-income communities, including infrastructure improvements like sidewalks and trails.
- Section 108 Loan Guarantee Program: For larger projects, leveraging future CDBG allocations.

- The HOME Investment Partnerships Program (HOME) : HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

##### **3. U.S. Department of Transportation (DOT)**

- Transportation Alternatives Program (TAP): Funds bicycle, pedestrian, and trail projects.
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grants: For surface transportation projects that benefit economically disadvantaged areas.

##### **4. Economic Development Administration (EDA)**

- Public Works and Economic Adjustment Assistance Programs: Support projects that create jobs and attract private investment in economically distressed areas.

##### **5. Department of the Treasury New Markets Tax Credit Program (NMTTC)**

- Encourages private investment in distressed communities through tax credits.

### *State and Local Funding Sources*

#### **1. Florida Department of Environmental Protection (FDEP)**

- Brownfield Redevelopment Bonus Refund: Offers financial incentives for job creation on brownfield sites.
- Voluntary Cleanup Tax Credit (VCTC): Provides tax credits for environmental cleanup costs.

#### **2. Florida Department of Transportation (FDOT)**

- Funds for pedestrian and bicycle infrastructure, particularly in disadvantaged communities.

#### **3. Florida Community Redevelopment Agencies (CRAs)**

- Local CRAs often provide grants and financial incentives for projects in designated redevelopment areas.

#### **4. Local Bond Initiatives**

- Engage local governments to issue municipal bonds for infrastructure and community development.

### *Private and Nonprofit Funding Sources*

#### **1. Philanthropic Foundations**

- Local Foundations: Seek support from regional foundations focused on community development, such as the **Community Foundation for Ocala/Marion County**
- National Foundations: Organizations like the Kresge Foundation, Knight Foundation, and Robert Wood Johnson Foundation may support urban revitalization and health-related initiatives.

#### **2. Corporate Sponsorships**

- Engage local businesses and national corporations to sponsor parts of the project, such as trails, sidewalks, or community spaces.

#### **3. Public-Private Partnerships (P3)**

- Collaborate with developers and private investors to co-fund mixed-use developments, leveraging public incentives.

### *Additional Strategies*

#### **• Grants from Health-Related Organizations**

- Funding for trails and sidewalks may be available from health-focused nonprofits promoting active lifestyles.
- Engage with local stakeholders and advocacy groups to ensure community needs are integrated into the plan and to strengthen applications for competitive funding sources.
- The State Housing Initiatives Partnership Program (SHIP): SHIP dollars may be used to fund emergency repairs, new construction, rehabilitation, down payment and closing cost assistance, impact fees, construction and gap financing, mortgage buy-downs, acquisition of property for affordable housing, matching dollars for federal housing grants and programs, and homeownership counseling.



# Appendix

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## *Master Plan Concepts*

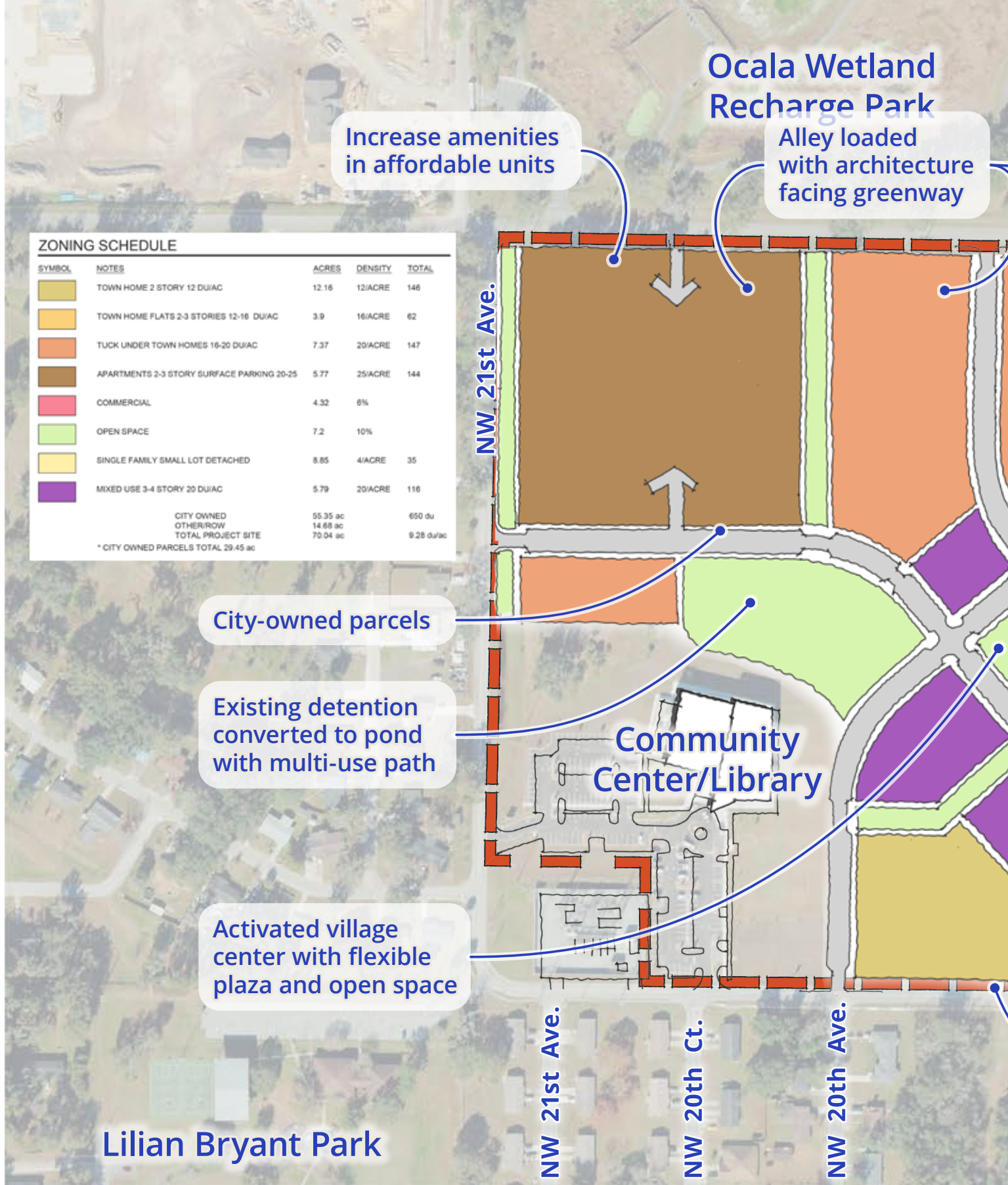
Preliminary Master Plan   Option 1 .....	83
Preliminary Master Plan   Option 2.....	85

## *MAPS*

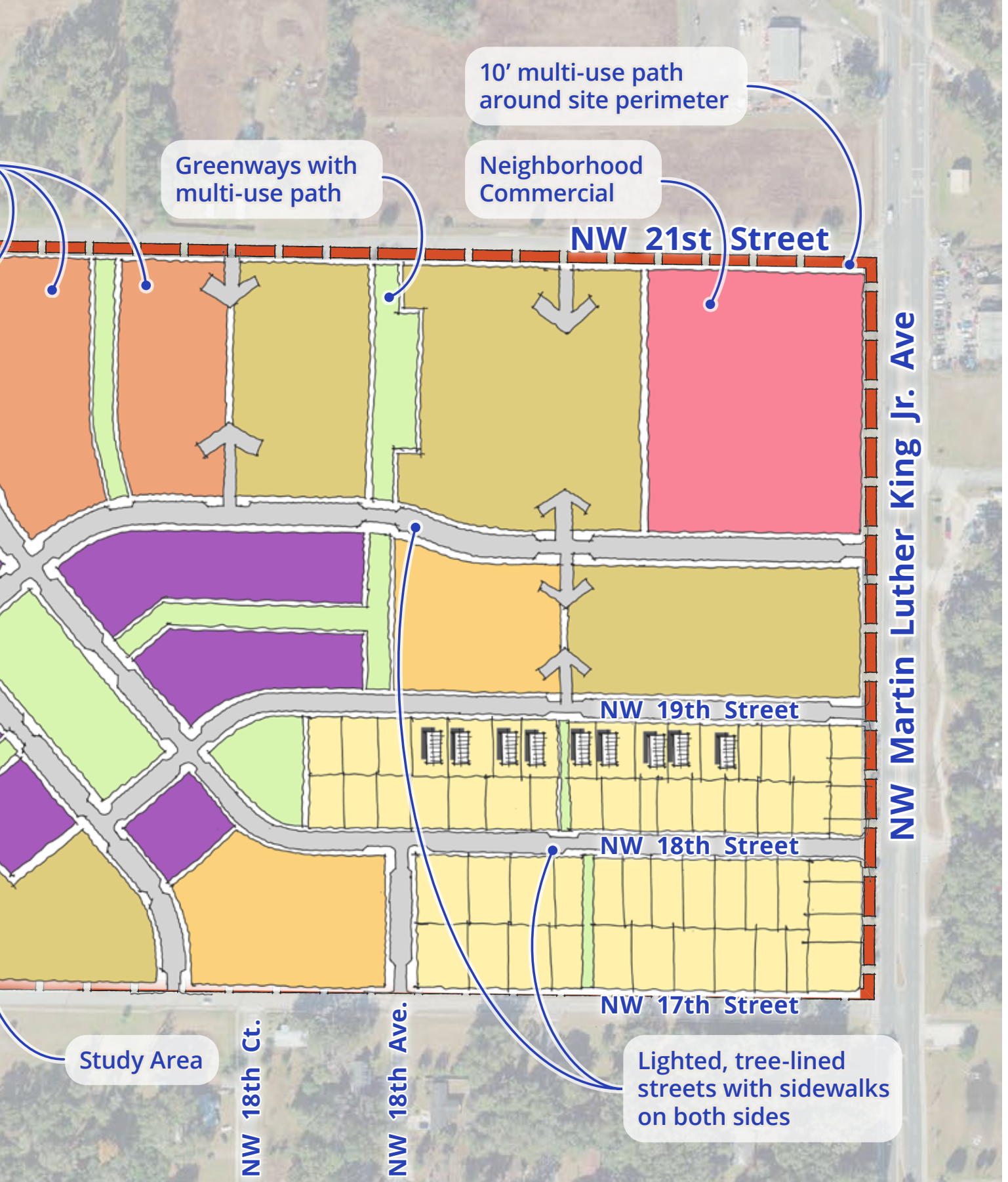
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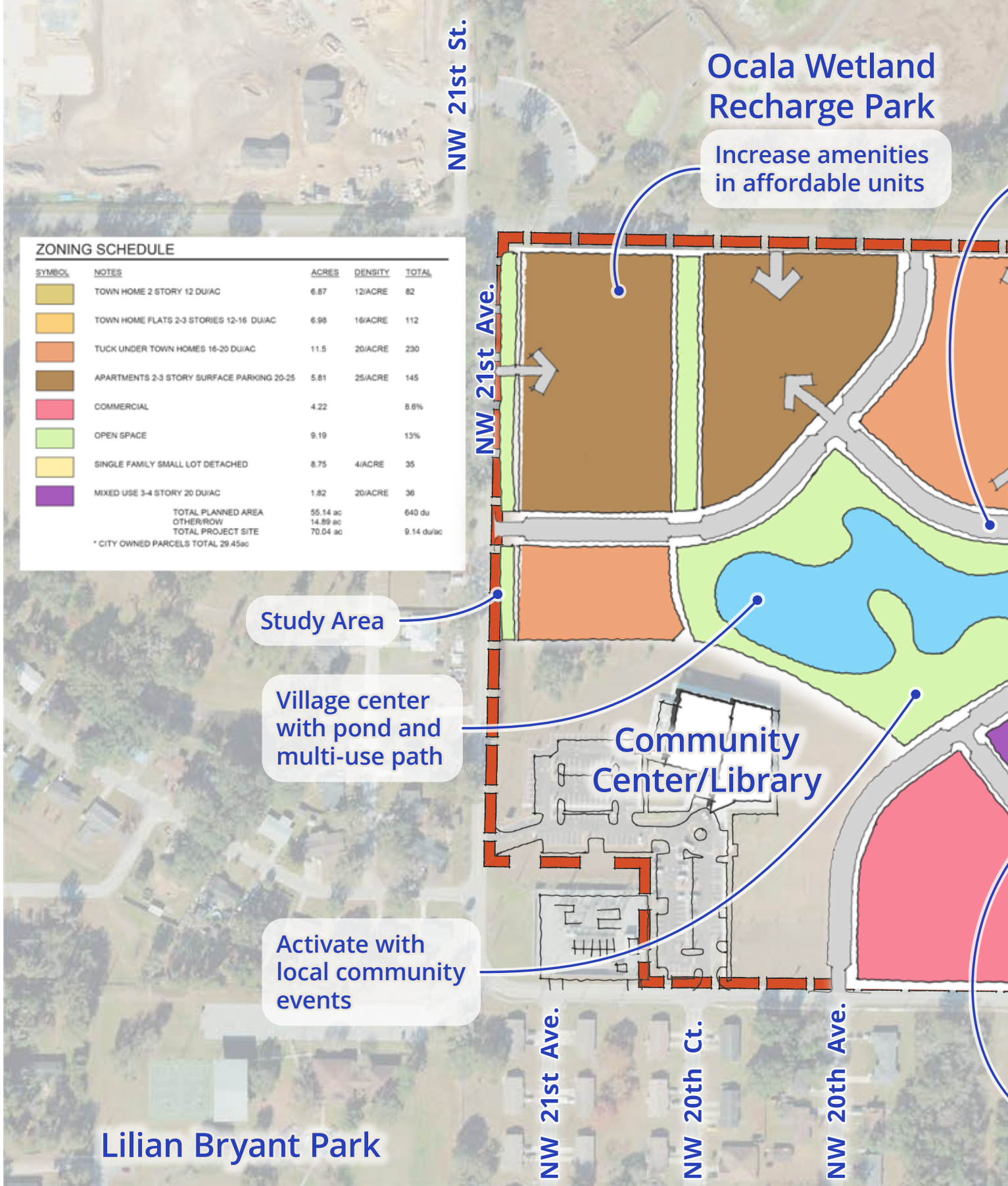




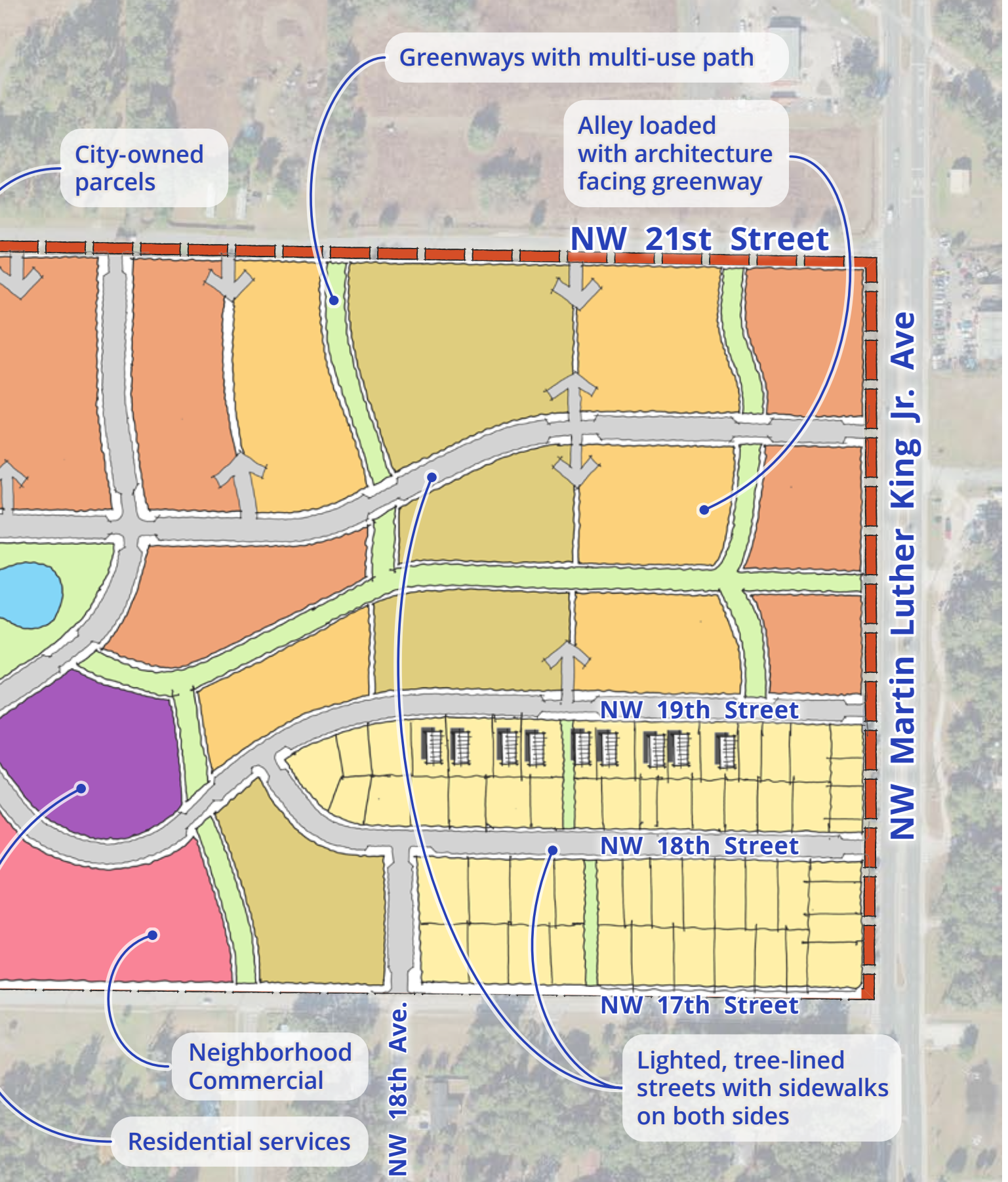


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## Preliminary Site Analysis







# Site Analysis Images | Existing Conditions



1

Apartments



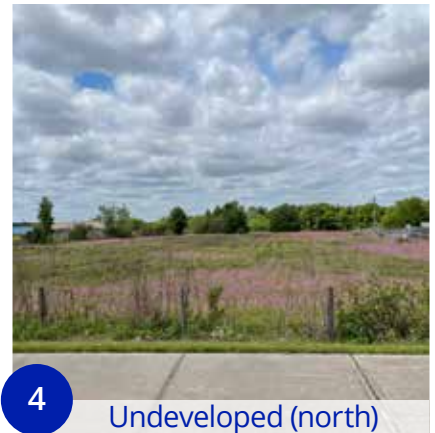
2

Ocala Wetland Recharge Park



3

Wetland Recharge Park



4

Undeveloped (north)



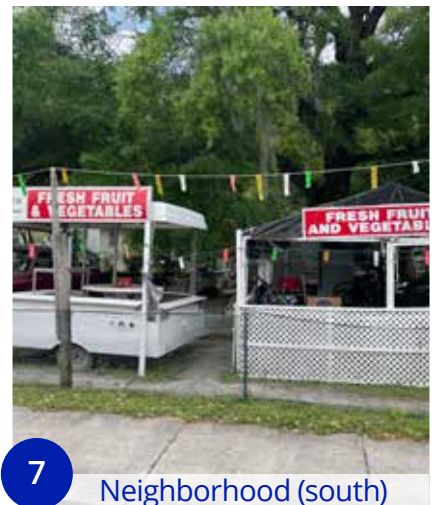
5

Auto shop (east)



6

Greenbelt trail linkage



7

Neighborhood (south)





8

Neighborhood (south)



9

Retention



10

Neighborhood (south)



11a

Rec Center entry



11b

NW 21st Avenue greenbelt and utility corridor



12a

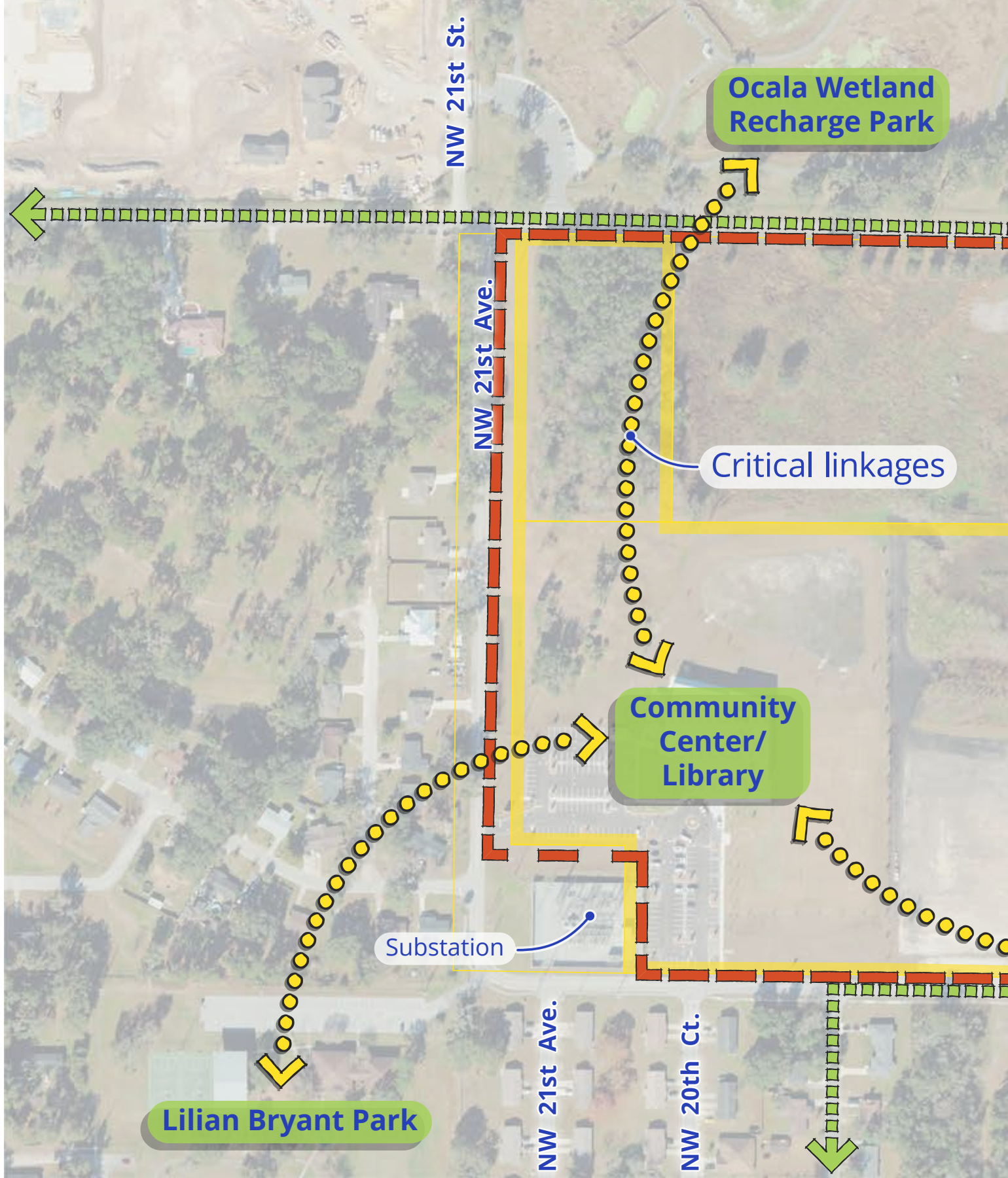
Rec Center / Library parking and substation



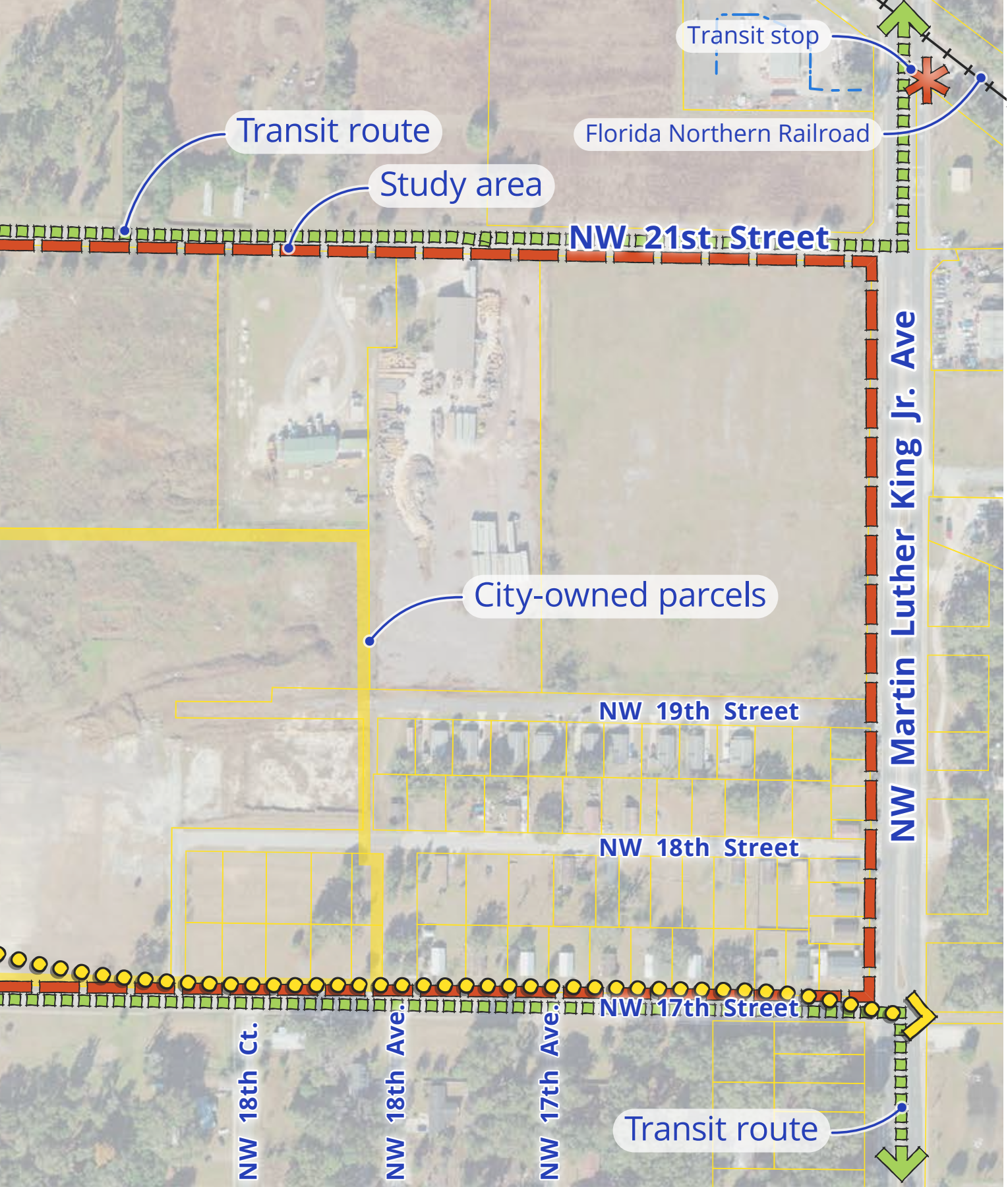
12b

Rec Center / Library





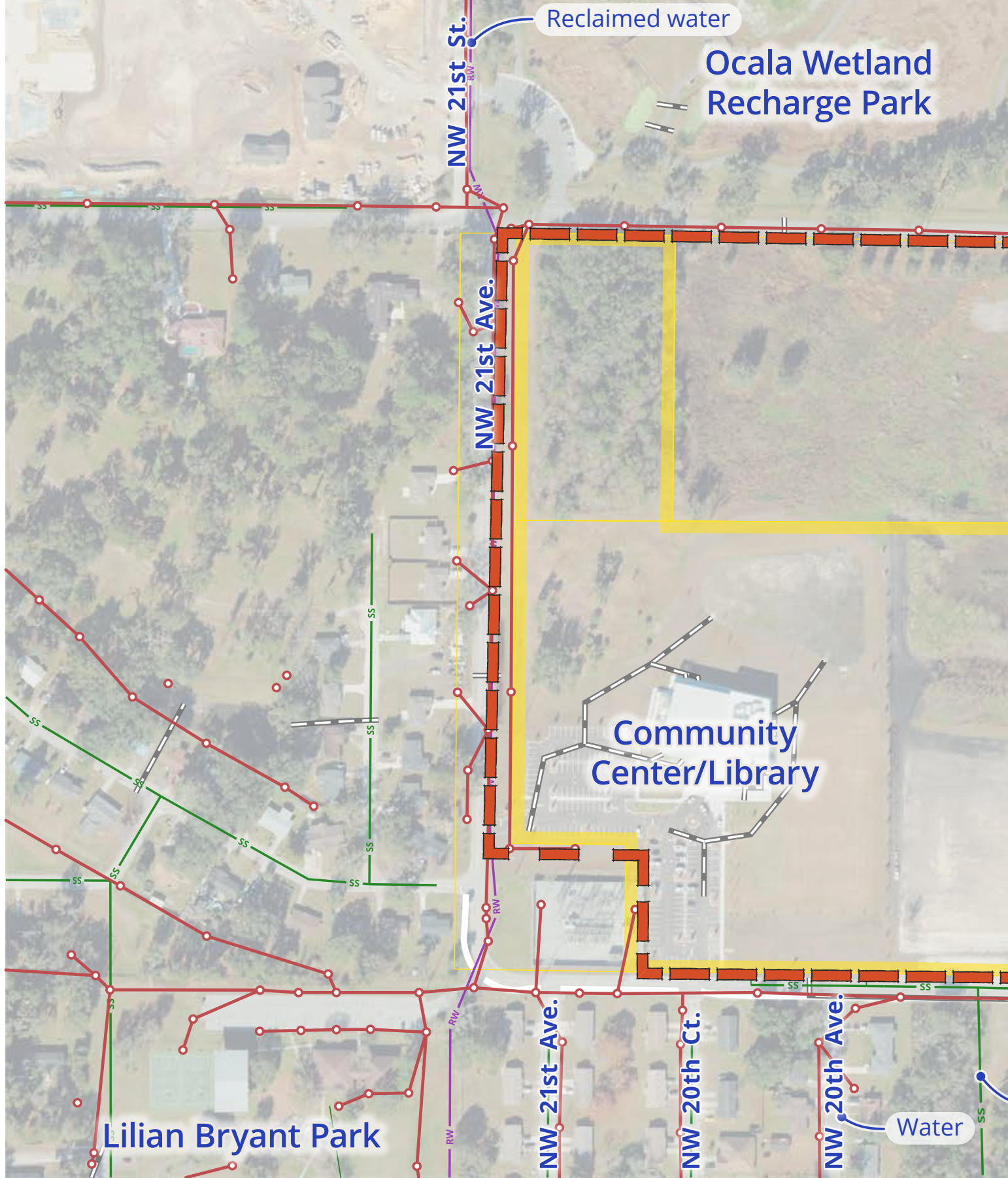




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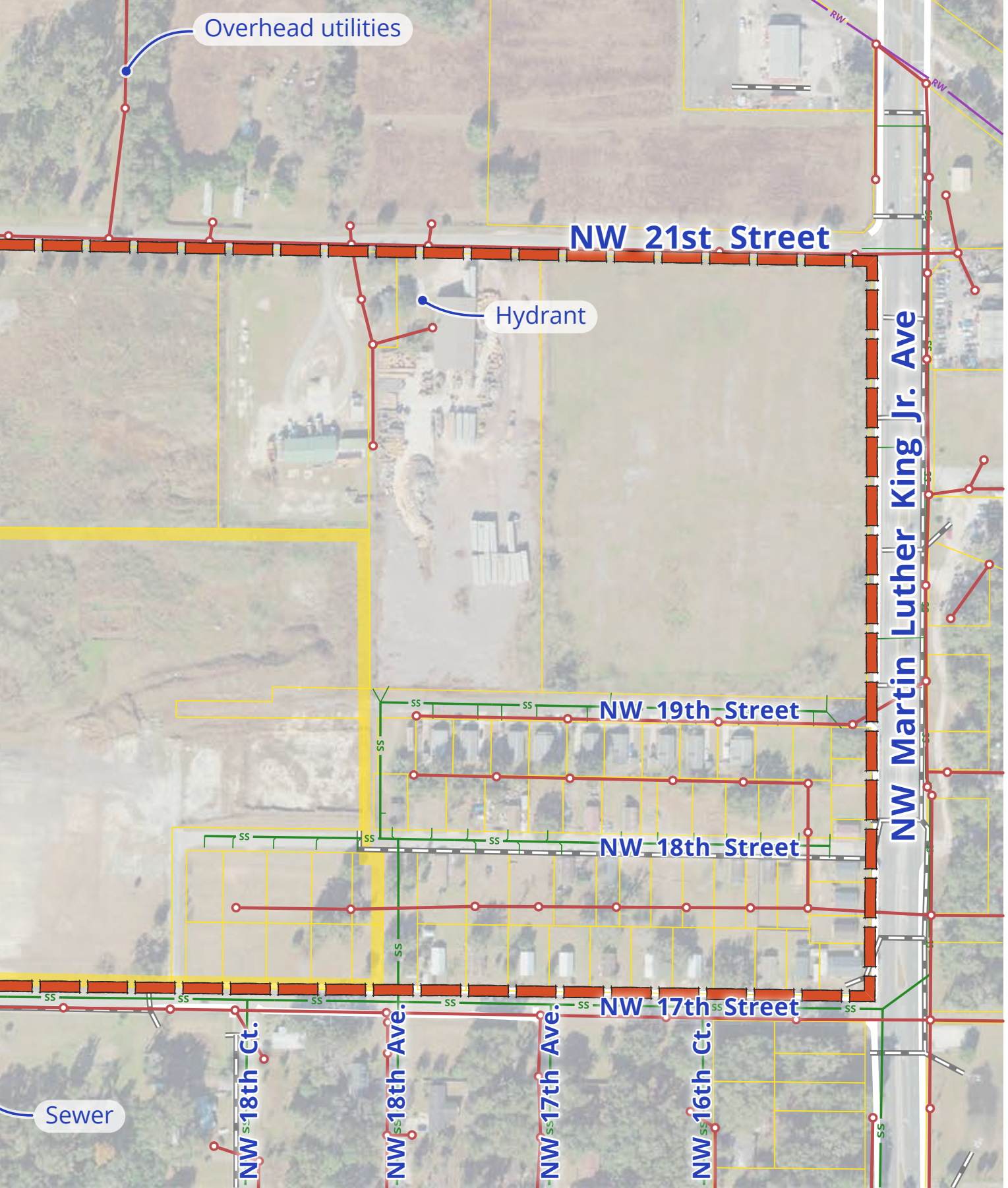




## Reed Place

Preliminary Site Analysis: Utilities

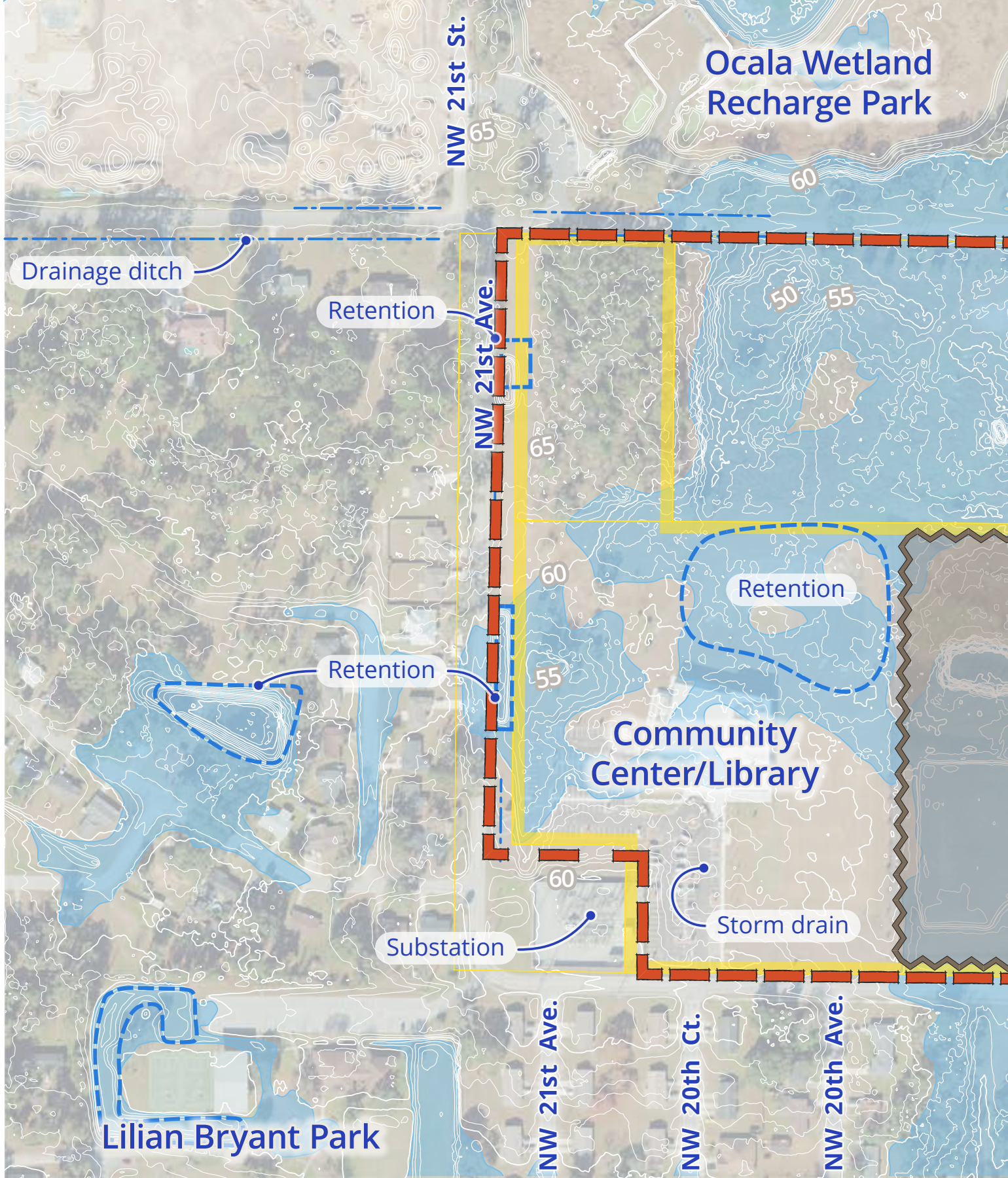




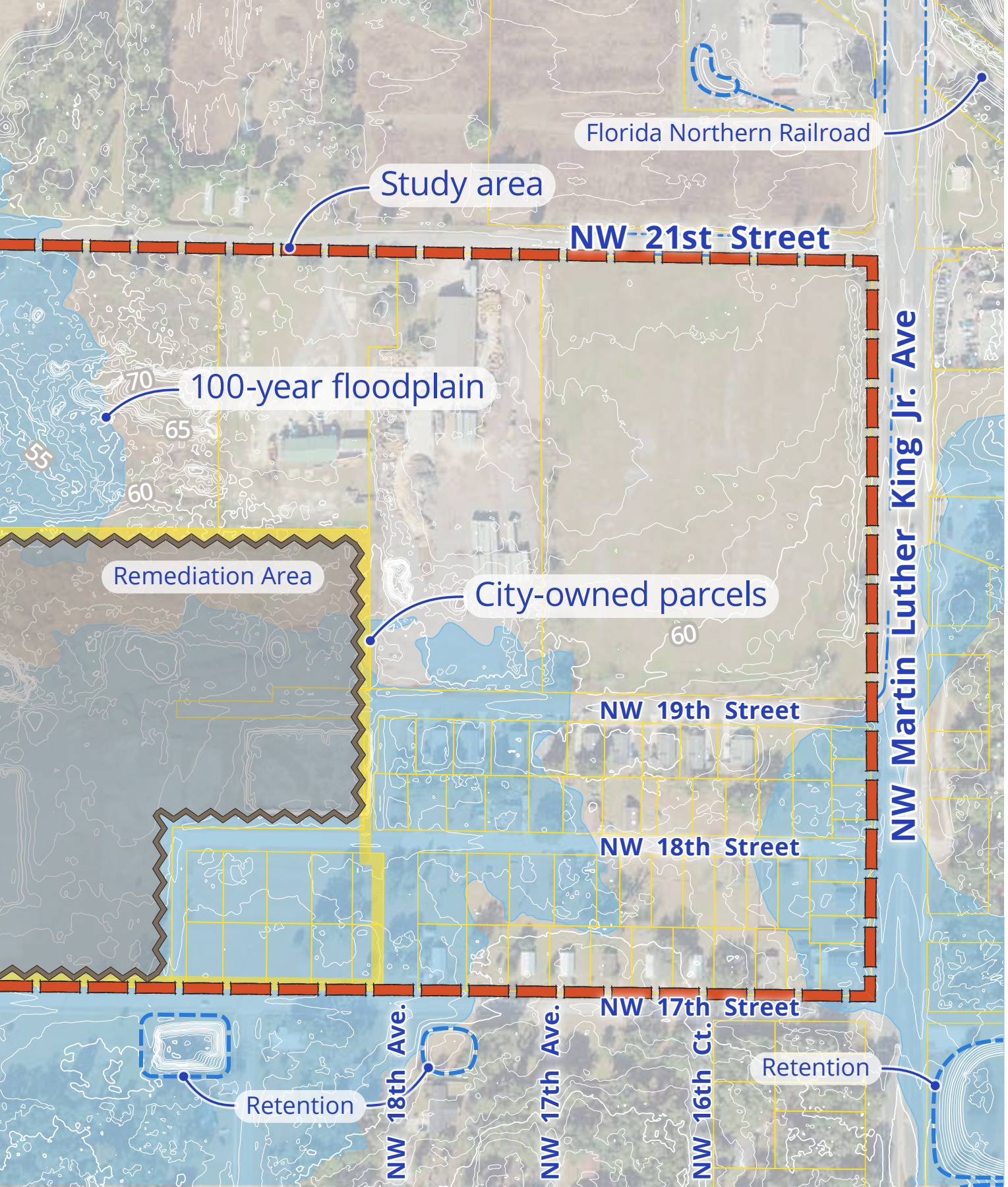
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March 14, 2025





# REED PLACE MASTER PLAN PUBLIC OUTREACH SUMMARY

November 26, 2024



In collaboration with the City of Ocala &  
funded by the Environmental Planning  
Agency (EPA) Brownfields Program





PURPOSE & GOALS .....

The design team and the City of Ocala have worked closely to secure funding from the Environmental Protection Agency (EPA) Brownfields Program to provide assessments for potential brownfields sites throughout the City.

The importance of the ‘Reed Place’ site and its critical place within the neighborhood dictated a thorough and robust public outreach.

Goals were identified to guide the process and execute an effective and collaborative public outreach plan:

1. Introduce all stakeholders to the project, including: City of Ocala residents & Staff, and community organizations.
  2. Gather public comments, concerns, and insights from all stakeholders. Utilize various digital and physical methods of data collection.
  3. Inform all participants of the project schedule and provide information on ways to stay involved throughout the project lifecycle.

APPROACH .....

Outreach implementation prioritized meeting ‘people where they are.’ Working closely with the City of Ocala staff to identify spaces where the community members were already attending allowed critical face-to-face interactions and education opportunities to occur naturally and efficiently.

Located directly adjacent to the project site and acting as an important hub of activity for the community, the Mary Sue Rich Community Center was determined to be the best place to meet ‘people where they are’.

Each discussion/conversation/interaction with community members was approached as an unbiased chance to understand the needs of the community. Ensuring the participants needs and concerns were heard was the top priority, laying the foundation for future collaboration.



Mary Sue Rich Community Center at Reed Place

TOOLS UTILIZED .....

DIGITAL	3	Question Survey
	1	30 Min Presentation
PHYSICAL	1	Site Plan Rendering Board
	5	Visual Preference Boards
	4+	In-Person Interviews

Held at the Mary Sue Rich Community Center, the event included a comprehensive update on the current environmental conditions, followed by an in-depth presentation of the preliminary master plan, featuring precedent images that illustrated the vision and key concepts for the site.

An online survey was also provided, inviting residents to share feedback and preferences on proposed uses and revitalization strategies. Individual interviews were used to gain critical understanding of the community needs on a personal level, including Community Center users and Ruth Reed.

Multiple formats for collecting data were used to efficiently gather comments from as many participants as possible. Focusing on how each age group would likely provide feedback allowed for creative solutions to ensure an inclusive public event for the community.

PUBLIC INPUT RECEIVED .....

With approximately **57** community members in attendance at the event, and the participation and comments received were fantastic and provided critical insight into how to build a community asset for generations.

Many participants expressed a strong desire to give credit to those individuals who have worked tirelessly to improve and move the project forward. Finding ways to commemorate their dedication and hard work is a must and backed by the City.

Participants recognize the urban design of the proposed development will be critical to its success and its functionality. Many requested outdoor activities that can act as community gathering events, e.g. movies in the park. Places for local bands/concerts, public art murals, and ample room for open spaces with large barbecues for families and larger groups. In addition, native materials should be used for construction, such as the Ocala Limestone for walls and foundation materials.

Wider sidewalks and trails are needed to promote a healthy active lifestyle and for those without access to a car. A connected open space network with a detention pond for promoting habitat creation and community interaction, many mentioned the existing Tuscawilla Park as a good example.

Below is a summary of the comments and insights gathered:

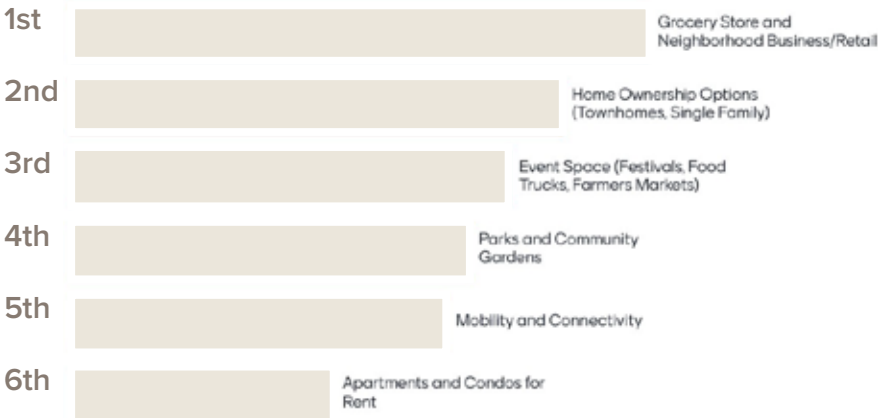


Public outreach event held on November 1, 2024 from 12-1pm at the Mary Sue Rich Community Center.

ONLINE POLL

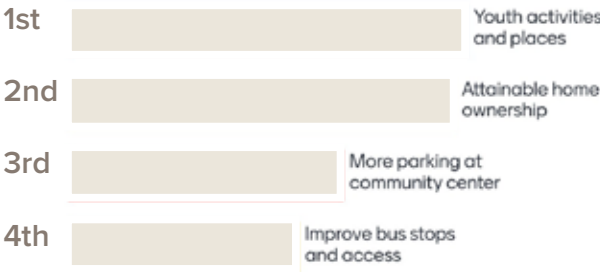
In the first online poll question, participants were asked to rank their community needs. There were **58** responses recorded.

Based on the responses, access to food and local shops was identified as the biggest need. Followed by a strong need for homeownership options and neighborhood event spaces to gather and interact with each other. Apartments and condos were identified as the least important need of the community.



In the second online poll questions, participants were again asked to rank their community needs but this time on a more personable level. There were **50** responses recorded.

More youth activities and attainable homeownership were by far the most popular responses. Based on this data, many are concerned for the youth currently and their future opportunities for home ownership.





## VISUAL PREFERENCE BOARDS

Participants were given 8 stickers (4 green and 4 red) and instructed to place green stickers on pictures/renderings they loved and red stickers on those that they did not. There were **120\*** of total stickers placed for a total of **15** participants.

Site Rendering Results		
Mixed Use/Neighborhood Commercial	14	1
Recreation Center	0	0
Open Space	2	0
High Density Residential	6	0
Medium Density Residential	10	0
Single Family Detached	4	0

Precedent Imagery Results		
Mixed Use	8	3
Main Street w/ Brick Buildings	0	3
Corner Store on Boulevard	2	0
Open Space in Mixed Use Development	1	0
Shaded Streetscape w/ Brick Buildings	5	0
Apartments - 2 or 3 Story	4	11
Modern Style Architecture	0	6
'Seaside' Style Architecture	0	2
Pool w/ Palm Trees & Hammocks	0	2
Pool w/ Fire Pit Seating Area	4	0
Architecture w/ Dark Colors	0	1
Townhomes - 2 Story	2	3
Townhomes w/ Manicured Hedges	0	3
Townhome w/ 1st and 2nd Floor Porches	1	0
Shaded Streetscape	1	0
Single Family Homes	3	1
Raised Entry Home w/ Porch	1	0
1-Story Home w/ Trees & Grass	2	1
Open Space	19	1
Seatbelt Hammock on a Lake	0	1
Green Town Square	2	0
Native Grasses on Waterfront	2	0
Circular Walking Path along Waters Edge	8	0
Shaded Seating Areas along Lake Edge	2	0
Multi-Use Path along Lake Edge	2	0
Shaded Seating Area w/ Fountain	2	0
Concrete Slides in Nature Play Area	1	0

\*Not all 120 stickers are accounted for in the results, some stickers were not associated with a picture.

Density Characteristics Results		
Mixed Use	2	0
High Density	1	3
Medium Density	1	0
Single Family	3	0

Streetscapes (Right Of Way)		
59' R.O.W - Major Local Street	1	2
53' R.O.W - Minor Local Street	1	3
24' R.O.W - Alley	1	0

Participants were also give sticky notes to write comments/concerns and place on the boards where applicable.

Below is a summary of the comments:

- Use minority contractors from the local community and area.
- Clean the remainder of the present contamination so that further development can be added to Reed Place.
- Medical clinic for this community its important to remember this when replanning homes with families.
- Homes need to be affordable for those who reside here. What is attainable for one isn't attainable for all.
- Just need small functional homes with bedrooms, kitchen, bathroom, small living area.
- Make sure contaminated areas have thorough cleanup.
- Use 50 percent black contractors.
- Need more space for seniors to exercise classes on lower level.
- Current building elevators need to be more reliable
- Expand parking area.
- Emergency elevator on lower staircase.
- Make retention pond like Tuscawillow.
- The lighting for the area.
- Wetland needs help.
- The parking when we have events at MSR very bad.
- There needs to be more for young children for play.
- Walkability to Bryant and Wetland parks is needed
- Have age specific and appropriate play grounds for children.
- Incorporate more outdoor shaded areas

## INTERVIEWS @ REC. CENTER

Following the public event, on Saturday November 2, 2024, impromptu interviews were conducted at the Recreation Center with community members. Many were happy to engage in a conversation about Reed Place and what is needed to help it become an asset to the community.

Below is a summary of what was heard in the interviews:

- Generational poverty is a local challenge to overcome.
- **More education mentorship programs are needed to support youth that have** broken families and little support systems at home.
- Limited job opportunities in the area.
- Limited job training opportunities in the area.
- Terracon team to explore existing programs and coordinate with John Spencer.
- Need basic financial literacy training and learn how to read the stock market.
- Even though we are planning attainable housing for the area, the community is concerned about inflation and land values continuing to increase, making housing unattainable in the future and being priced out of the neighborhood.

## INTERVIEW W/ RUTH REED

Also, on Saturday November 2, 2024, Dave Harris (Terracon Project Manager) was able to sit down and have a invaluable conversation with Ruth Reed. As one of the main drivers of change within the community, and specifically with the Reed Place project, Ruth provided key insights into the needs/wants of the community, and vision of what this area could become.

Below is a summary of what was heard in the interview:

- Keep overall density down to a reasonable level.
- Dave suggested a mix of two- and three-story apartments allowing for a mix of rental options for all ages and demographics. Ruth is not a fan of three-story apartments due to the large number of families in the area.
- Interested in exploring rent-to-own options.
- Agreed 18th street Section is too narrow to have parking on both sides.
- Likes the idea of a central park with outdoor activities.
- Is interested in exploring small cottage homes with shared parking.
- Add outdoor pickleball and basketball courts to meet the demand for outdoor sports and to take pressure off of the community center.
- Make sure open space can accommodate food trucks and performance area.
- Add a laundromat in the mixed-use area.
- Provide options for a public market where local businesses and entrepreneurs can rent small start-up spaces.
- Ensure all areas of the master plan are handicap accessible.
- Very interested in a small village center where the community services are provided, and the community can come together and enjoy the services.
- Appears the mixed-use along 21st Avenue conflicts with the single family residential area across the street to the west.
- Asked, why do we have so much mixed-use on the plan?



## ONLINE COMMENT PLATFORM

Participants were asked to provide any other feedback/comments that were not included in the other outreach materials. This format allowed for multiple comments per participant and provided a wide range of comments and concerns.

We need a outpatient medical center, more attainable homes, ice cream parlor, food /sandwich lunch shop, grocery stores but no narrow roads

Tree trimming in NW Ocala over by Lamb par

More access to bus routes and more variety of commercial opportunities and grocery stores.

We need a clinic in our area

- Community Health Center- Jobs for individuals living in the community - Girl center activities, not necessarily sports or arts

Community Health CenterStore that offers fresh fruits and vegetables

development of the area to include small retail and restaurants, family housing

I think expanding the public transportation infrastructure is incredibly important.

Access 2 resources presented in non-intimidating manner by person who know, understand & respect the need 2 present info & make resources available in a manner that is perceived non-intimidating.

Ability for citizens of the area near MSR comm ctr (W Ocala) to have opportunity to own housing, not rent. Knowing that owning is a road to wealth.

re-gain and re-open access to auditorium (Ed Croskey Ctr) for youth during the week for those who live south of Highway 27.

more affordable homes for single parents rather its for rent or for sale

more side walks to make the areas safe for families to walk or ride bikes to recreation centers

middle age community activites/ club house

Affordable homes, grocery store and community businesses. We need sidewalks that connect to places that is often visited.

This community needs a grocery store. We have been talking about it being a food desert for years but no real solution to the problem. Develop a real committee that can realistically make it happen.

An incubator so that potential entrepreneurs can learn, creative, plan and implement a business.

There are roadways that have paving coming up and there are more and more on the roadways. We need to plan and develop other ways to get from point A to point B.

## ONLINE COMMENT PLATFORM, CONT...

Lights and police protection with sidewalks and bus service.

Neighborhood Grocery Store

Transportation modifications

Youth Services

More libraries and youth resources

An accessible grocery store, not just a meat market or convenience store.

Affordable housing (homes, apartments, ADUs); Additional public transportation stops; neighborhood supermarkets; financial education; youth recreational opportunities; homeless shelters.

Bus service for transportation to the center.

Small and reasonably priced community grocery stores and medical facilities and better access either through increased bus routes or community based transportation options.

A place to have family or community gatherings such as banquets, weddings, and etc.

The community needs professional staff at the Mary Sue Rich Center with a vision to improve the coordination and execution of programs and activities at the center. In my opinion it starts there.

The community is in need of more activities for children, grocery stores and housing that are not sooooo expensive, and ROAD SERVICE. THE STREETS ARE TERRIBLE IN WEST OCALA COMPARED TO OTHER SECTIONS

Safety, Clean and safe water sources, Return of trees in the neighborhood to provide shade for outdoor activities. Space for youth leagues, Continued meeting spaces for non-profit, non-partisan organizations

Above minimum wage employment and teen employment

More houses and jobs

More houses are jobs

Better restaurants

This area needs more grocery options such as Dollar General Market. It has a huge park and hundreds of residential options. Maybe a retail incubator? Small office, medical, food options?



## ONLINE COMMENT PLATFORM, CONT...

Community Leaders and Active Advocates

A safer environment with affordable housing and community activities for the youth. Making the community accessible and friendly for the elderly community.

Parks and recreation is very important

We need this county to invest in clean neighbors, housing and business.

Housing and businesses

Homeownership affordability and focus on community infrastructure.

better representation on city council

new city council representation

Affordable health insurance.

The community need more businesses.

once the homes are built we should extend the bus routes to accommodate the residents

a family outside activity area include a pool and outside basketball courts

The community needs affordable housing. Build homes and create programs for those who are struggling, with credit but have the financial means to purchase a home.

The community needs more transportation and community togetherness in the area. Also, opportunities to support young people. Affordable housing and funds to repair homes

Access to grocery stores; job opportunities in the community; bus transportation to mall and downtown.

The community need more businesses.

More businesses to help offset individual taxes and quality jobs for people

Affordable housing, Grocery stores, Black owned Car Wash

## STAKEHOLDERS TO INVOLVE

In discussions with the Community, many names were identified as people to chat with or involve in future phases, some have volunteered themselves.

Below is a list of names with desire to stay involved:

- Ann Mathis
- Plato Mathis
- Dr. Leroy Reed
- Dr. Fordham
- Wanita Cunningham
- Sinthia Franklen
- Geneva Young
- Jesse Young
- Barbra Goodson





CONCLUSION .....

This public outreach experience was invaluable to the design process. It became abundantly clear how important this Reed Place project is to the surrounding community. The history of the site and the process to clean and revitalize it is not something to be taken lightly. Providing a complete and thorough revitalization plan, centered on the community’s needs, will set the vision and provide a foundation for all decisions to build upon.

The amount of public interest and feedback cannot be understated. Success for this public outreach plan depended on providing multiple ways for community members to provide comments and meeting people ‘where they are’. This allowed for impromptu discussion, interviews and interactions that would not otherwise have happened. Specifically, the interview with Ruth Reed was invaluable.

Overall there was **57** participants at the event held at the Mary Sue Rich Community Center, approximately **58** participants in the online survey, **15** participants with the visual preference boards, and **4+** interviews and discussions.

The feedback we heard prompted questions and thoughts to be discussed with the City and applicable stakeholders. Many of these items have been discussed in various forms already, but are being shown here to provide a record for future conversations:

- ADUs are a feasible strategy for creating affordable rental and equity for home ownership. Currently the ADU needs to be attached to the primary residence. This can be revisited by the City when they explore their code update.
- There is not a good mix of jobs in the area. Can we create conditions through our master planning strategy to encourage development of mixed use that provides more jobs?
- Does the City, County, or State have any first-time home buyer incentives or grants that can pay for the down payment and closing costs?
- Angelica with Terracon will continue to explore additional clean up grants for 2026.
- Currently, we recommend removing the contaminated soil all together so there are no deed restrictions on the property.
- If we monitor the existing ground water for another year, we assume any ground water restrictions can be removed from the property as well.
- If desired Terracon can provide a proposal to provide a market demand study. This would provide the following additional information to help with revitalization strategies:
  - Product typology absorption rate estimate.
  - Updated demographics.
  - Segmentation plan illustrating how many of each type of product could be constructed along with the estimated price range.
  - Does the City have a list of private/public partners they can explore development strategies with?
  - Based on discussions with the community and Ruth Reed, it appears we have a lot of mixed use. Is this sustainable and can we explore a more appropriately designed village core for the mixed use associated with a clinic, local shops, a small, activated plaza programmed and managed by the City parks department? (Millcreek Common Example)