



# CITY OF Midway

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Economic Development Element

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*(Adopted Comprehensive Plan Amendment)*

July 2006

**Abstract**

This economic development strategy was developed by the City of Midway Economic Development Council. It was then reviewed, further edited, and adopted by the City of Midway City Council. Partial funding for this strategy was provided by a planning grant administered by the U.S. Department of Commerce, Economic Development Administration. This document describes a future condition for the City of Midway that envisions improved community and economic conditions for all residents. The strategy describes the current economic conditions, provides an analysis of the city's strengths and weaknesses, and offers a course of action for achieving the identified future conditions.

This economic development strategy is adopted as an additional element to the City of Midway Local Government Comprehensive Plan. This strategy is an integral part of the city's overall efforts to manage and promote growth and prosperity within the city.

## **Table of Contents**

1. Vision Statement
2. Description of Existing Conditions of Midway, Gadsden County, and the Tallahassee MSA
  - 2.1. Demographics
  - 2.2. Education
  - 2.3. Economic Conditions and Employment
  - 2.4. Physical Facilities and Infrastructure
  - 2.5. Financial and Capital Assets
  - 2.6. Role of Local Government
  - 2.7. Geographical Location
  - 2.8. Coordination with Area Economic Development Plans and Organizations
3. Findings and Analysis
  - 3.1. Strengths, Weaknesses, Opportunities, and Threats
4. Implementation - Goals, Objectives, and Policies
5. Appendix
  - 5.1. Best Practices Review

## **1. Vision Statement**

A vision statement describes how a community wants to be in the future. It is the end result of implementing a plan of action based on shared values, effective use of available resources and realistic expectations for success. The City of Midway's Local Government Comprehensive Plan provides a framework for achieving a future for city residents that ensures the orderly development of land, the protection of the natural environment and the assurance that adequate water, fire, sewer and other urban services are available to current and future residents. In addition to addressing these traditional growth management issues, the Comprehensive Plan can also address strategies for ensuring the economic growth and prosperity of its residents.

The City of Midway is addressing the economic development aspects of the community with this Economic Development Element, which is an integral part of the Local Government Comprehensive Plan. The goals, objectives and policies of the Economic Development Element are based on the shared values of the community and on the vision of how the community should be in the future. The plan is also realistic because it is based on an assessment of what can be achieved given current trends, opportunities and constraints.

The following describes the shared values of the City of Midway and the vision that is based on these values.

**Shared Value - Reinforce and Enhance Small Town Livability**

The city supports community design and public actions that foster friendliness, face to face interactions; positive family and intergenerational environment; sense of community safety and stability in both residential and commercial areas and the availability and accessibility of civic, social, cultural, recreational, commercial, and housing opportunities.

**Shared Value - Promote Economic Vitality**

The city supports the investment of public resources in ways that encourage private investment and re-investment; in ways that encourage training and education opportunities; in ways that strengthen and diversify local businesses to serve both residents and visitors; in ways that improve neighborhood livability; and as a foundation for attracting tourism.

**Shared Value - Certainty/predictability**

As a means to expand economic opportunity, the city supports the establishment of clear and consistent rules governing both public and private sector development, rules which provide predictability to anyone who develops property, including small businesses and individual homeowners. Certainty and predictability is reinforced by the community's on-going participatory process in the planning, implementing, and monitoring of the comprehensive plan.

**City of Midway Vision**

Our plan for the future of the City of Midway envisions a comfortable, friendly, inviting, and energetic community. It is a city with a small town rural character, numerous developed recreation amenities and a vital and diverse local business environment. There are numerous training and employment opportunities for city residents which have resulted in rising incomes and a low unemployment rate. The availability of after school and school enrichment programs helps to ensure a greater number of children attend school through high school graduation. The City's attractive and walkable streets make it a place where the children of today's residents and visitors would like to return to live, work, or visit as adults.

**Public Participation**

The City of Midway Economic Development Council held numerous meetings that were open to the public to review, discuss and develop the economic development strategy. Also, citizen input was obtained through the use of a city-wide opinion survey that requested opinions on community problems and needs. The Midway City Council has discussed the strategy at public meetings and has adopted this strategy as part of the local government comprehensive planning process.

## 2. Description of Existing Conditions of Midway, Gadsden County, and the Tallahassee MSA

Establishing a picture of the current socio-economic condition of the city is an important first step in the development of the goals, objectives, and policies of an economic development plan. In addition, indicators such as education, income, age breakdown, and vehicle availability, when compared to the larger region can provide a sense of how the city fits into its larger economic sphere. Comparison of this nature also allows for the identification, within the city, of areas of existing strength and areas where improvement could lead to desired economic growth and development. One note of importance is that while the comparisons are made between the City of Midway, Gadsden County, and the Tallahassee MSA, statistics generated for the city are included in the reported statistics of both the county and the MSA as the city is a part of each larger geographic area of analysis.

### 2.1 Demographics

#### Population

The City of Midway was incorporated into Gadsden County in 1987. Midway is one of Gadsden County's 6 incorporated municipalities. Table 2 illustrates that in 1990 Midway observed population was 847 people. Over ten years, Midway experienced a growth percent change of 70.2 percent with an observed population of 1,446 in 2000. Table 1 shows that over the same decade, Gadsden County experienced a growth rate of only 9.7 percent. The high growth rate experienced by Midway is primarily the result of an aggressive annexation policy.

**Table 1. Gadsden County Total Population and Percent Change, 1990-2000**

Year	Observed Population	Percent Change
1990	41,105	
2000	45,087	9.70%

Source: US Census, Summary File 3

**Table 2. City of Midway Total Population and Percent Change, 1990-2000**

Year	Observed Population	Percent Change
1990	847	
2000	1,446	70.20%

Source: US Census, Summary File 3

Race and Ethnicity

Table 3 illustrates the number of minorities and whites within the population. In 2000, 95.4 percent of the population of Midway was comprised of racial minorities. In contrast, Gadsden County’s minorities made up 61.3 percent of the county’s population. When compared to the state as a whole, Midway’s minority population is especially large.

**Table 3. City of Midway, Gadsden County, and State of Florida Characteristics Population by Race, 2000**

	Total Population	Total White		Total Minority	
		Population	Percent	Population	Percent
<b>Midway</b>	1,446	67	4.6%	1,379	95.4%
<b>Gadsden County</b>	45,087	17,448	38.7%	27,639	61.3%
<b>State of Florida</b>	15,982,378	12,465,029	78.0%	3,517,349	22.0%

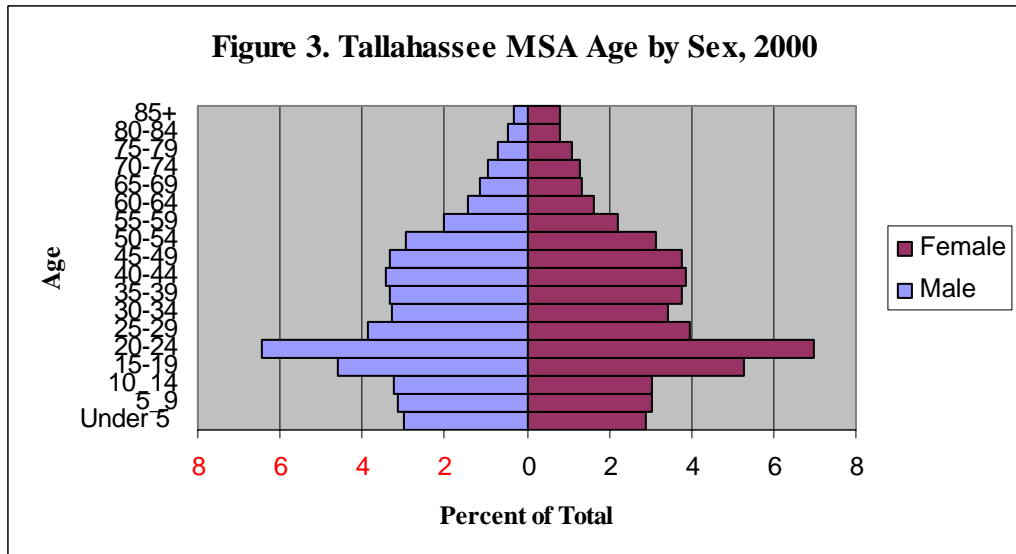
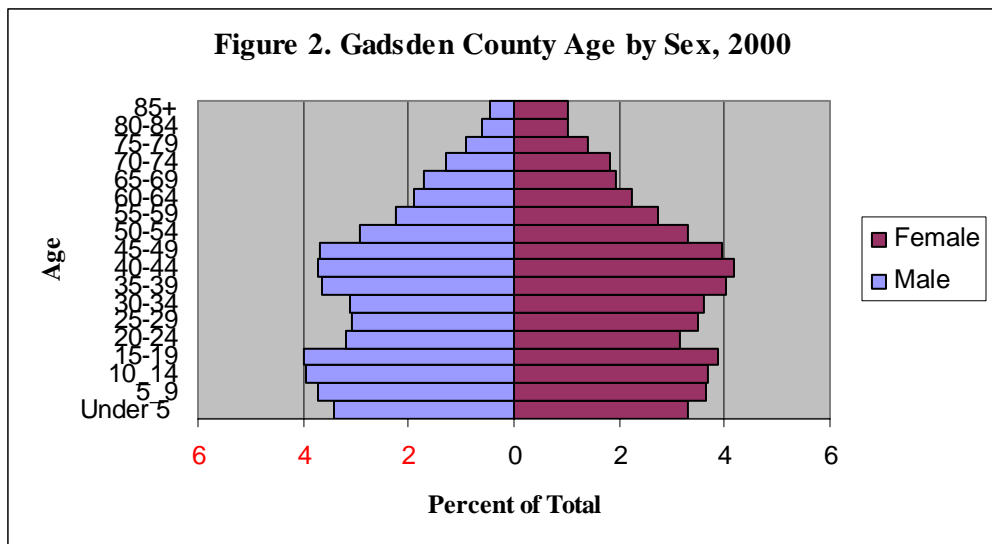
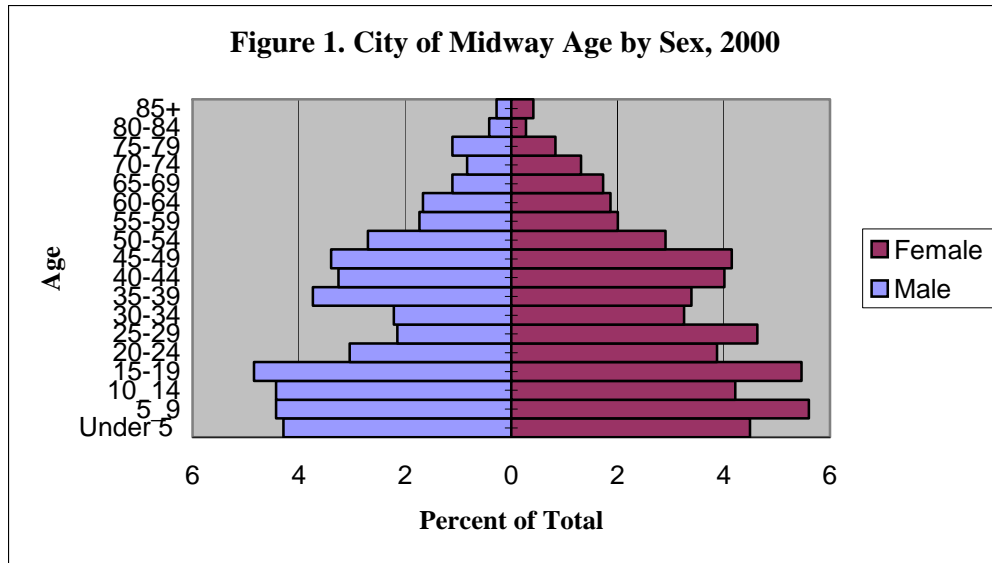
Source: US Census, Summary File 3

Age Composition

The breakdown of age of residents by sex in the City of Midway, as shown in Figure 1, depicts that the city has the traditional bulges in the 5-19 year-old and 35-49 year-old ranges associated with the “baby boom” generation and their offspring. However comparison with the age breakdown of Gadsden County, as shown in Figure 2, suggests that the city has a larger proportion of its residents under the age of 20 years old. This young age make-up of the city would

suggest an increased need for primary and secondary education within the community. Education plays a large role in economic development and the city would be well served by investing early in the education of its youngest residents.

Also, the city has a lower percentage of its population made up of 25-34 year-olds than the county, particularly among male residents. This could suggest that there is a loss of teen-age residents when they finish high school to either post-secondary education or communities with more job opportunities. (However, it should be noted that the Tallahassee MSA breakdown, as shown in Figure 3, is highly skewed by the large number of college-aged students.)



*2.2 Education*

In comparison with the county and MSA, the City of Midway has a significantly lower number of residents who have completed education beyond high-school level. As shown in Table 4, approximately 21 percent of Midway residents over the age of 18 have completed at least some college; whereas, approximately 34 percent of county residents and 66 percent of MSA residents have completed at least some college. The percentage of Midway residents over 18 years old who have not graduated from high school is approximately ten percent more than the county and 27 percent more than the MSA. Again, the MSA figures may be skewed, as Leon County is the most educated county in Florida; however, proximity to Tallahassee and Leon County is a significant factor in identifying where the City of Midway fits in the larger economic picture of the region.

**Table 4. Educational Attainment of All Residents 18 Years and Over, 2000**

	City of Midway	Gadsden County	Tallahassee MSA
<b>Number of Residents 18 Years and Over</b>	955	33,136	221,741
<b>Less than high school graduate</b>	40.6%	30.1%	13.4%
<b>High school graduate (incl. equivalency)</b>	38.0%	36.0%	20.4%
<b>Some college or associate degree</b>	16.8%	22.2%	36.3%
<b>Bachelor's degree or higher</b>	4.6%	11.7%	30.0%

Source: US Census, 2000

The City of Midway has several local educational and job training programs and organizations that it can utilize to reduce the education deficit it currently experiences within the local region. The programs (some of which are listed below) may also be used to provide local businesses with no-cost or low-cost training resources.

Job Training Partnership Act

Through federal funds received through the Job Training Partnership Act provides education, training, and job placement services free of charge to interested employees and/or employers. This program is particularly targeted toward disadvantaged youth, displaced workers, and those facing barriers to employment. The following web address provides more information.

<http://www.childtrends.org/Lifecourse/programs/JobTrainingPartnershipAct.htm>

Gadsden County Adult and Community Education Program

Employers within the county looking to improve training materials and train new and experienced employees can utilize this education program run through GCCC. The program covers all costs of instruction. In addition, high-school equivalency classes and adult continuing education classes are also offered. This program is run in cooperation with the Big Bend Jobs and Education Council, Inc. ([www.bigbend-workforce.org](http://www.bigbend-workforce.org)) which serves Gadsden, Leon, and Wakulla Counties.

Education Programs Offered by Tallahassee Community College (TCC)

TCC College Reach-Out Project (CROP)

The major purpose of this program is to increase the number of middle and low-income potential first-generation-in college students in grades 6-12 who are able to successfully complete a college (post-secondary) education. Students who participate in this important program are involved in a wide variety of academic, educational, and counseling activities designed to supplement their education and better prepare them for a post-secondary education.

TCC Kids-To-College

This is an early awareness pre-collegiate program specifically designed for sixth grade middle schoolers. Sixth graders are chosen for this program because this is a particularly critical point for decisions that affect a child's future education. The program allows sixth grade students from Tallahassee's tri-county area to participate in a special six to nine week curriculum combining hands-on activities with information about careers, educational requirements, choosing college courses, and different aspects of college life.

The TCC Connection

The TCC Connection is an intensive summer study program created to help rising high school seniors from Leon, Gadsden, and Wakulla counties prepare for college. This program is offered to local high school students free of charge in an attempt to help them succeed in college by improving their skills while still in high school. The focus of the three-week program is improving the students reading, English, and study skills.

TCC Adult Education and Workforce Development

The focus of TCC’s Adult Education program is to improve basic reading, writing and computing skills for individuals preparing for the GED exam, and seeking to improve their workforce skills. The program offers classroom instruction, online instruction and instruction at small business locations. For more information on TCC’s outreach education programs, contact Kurt Salsbury at (850) 201-6061.

*2.3 Economic Conditions and Employment*

Income

The City of Midway has a lower per capita and median household income than both Gadsden County and the Tallahassee MSA. As shown in Table 5, the city’s median household income is approximately 80 percent of the county’s median household income and 68 percent of the MSA median household income. As would be assumed from the income figures, a greater percentage of Midway residents fall below the Federal poverty line than county or city residents (see Table 6).

**Table 5. Per Capita and Median Household Income, 1999**

	City of Midway	Gadsden County	Tallahassee MSA
<b>Per Capita Income</b>	\$11,287	\$14,499	\$19,990
<b>Median Household Income</b>	\$24,875	\$31,248	\$36,441

Source: US Census, 1999

**Table 6. Population of All Ages Below the Poverty Line, 1999**

	City of Midway	Gadsden County	Tallahassee MSA
<b>Total Population in 1999</b>	1,454	42,705	268,568
<b>Total Below Poverty Line</b>	455	8,509	49,587
<i>Percent of Total Population</i>	31.3%	19.9%	18.5%

Source: US Census, 1999

Vehicle Availability

Another valuable economic indicator is the availability of vehicles. This is especially important in a small town such as Midway where there is no availability of public transportation. Without public transportation, those residents without a vehicle at their disposal are dependent on relatives for transportation and are limited in the geographic area in which they can seek employment. According to the US Census data shown in Table 7, 17.4 percent of Midway households do not own a personal vehicle.

**Table 7. Vehicle Availability by Household, 2000**

Vehicles Available	City of Midway		Gadsden County		Tallahassee MSA	
	Number of HHs	Percent	Number of HHs	Percent	Number of HHs	Percent
<b>None</b>	85	17.4%	1,883	11.9%	8,733	7.8%
<b>1</b>	190	38.9%	5,639	35.5%	43,089	38.3%
<b>2</b>	141	28.9%	5,502	34.7%	42,864	38.1%
<b>3 or More</b>	72	14.8%	2,843	17.9%	17,702	15.8%

Source: US Census

Employment

In 2000, Midway experienced a higher level of employment than Gadsden County and had a lower level of unemployment than the MSA as a whole (see Table 8). Of those city residents that were employed the majority were employed within the private sector while approximately 30 percent were employed as government workers. This is comparable to the employment sector characteristics in both the county and MSA (see Table 9).

**Table 8. Employment Status of All Residents 16 Years or Older, 2000**

Employment Status	City of Midway	Gadsden County	Tallahassee MSA
<b>Employed</b>	53.0%	52.4%	61.7%
<b>Unemployed</b>	5.2%	4.3%	5.5%
<b>Not in Labor Force</b>	41.8%	43.3%	32.8%

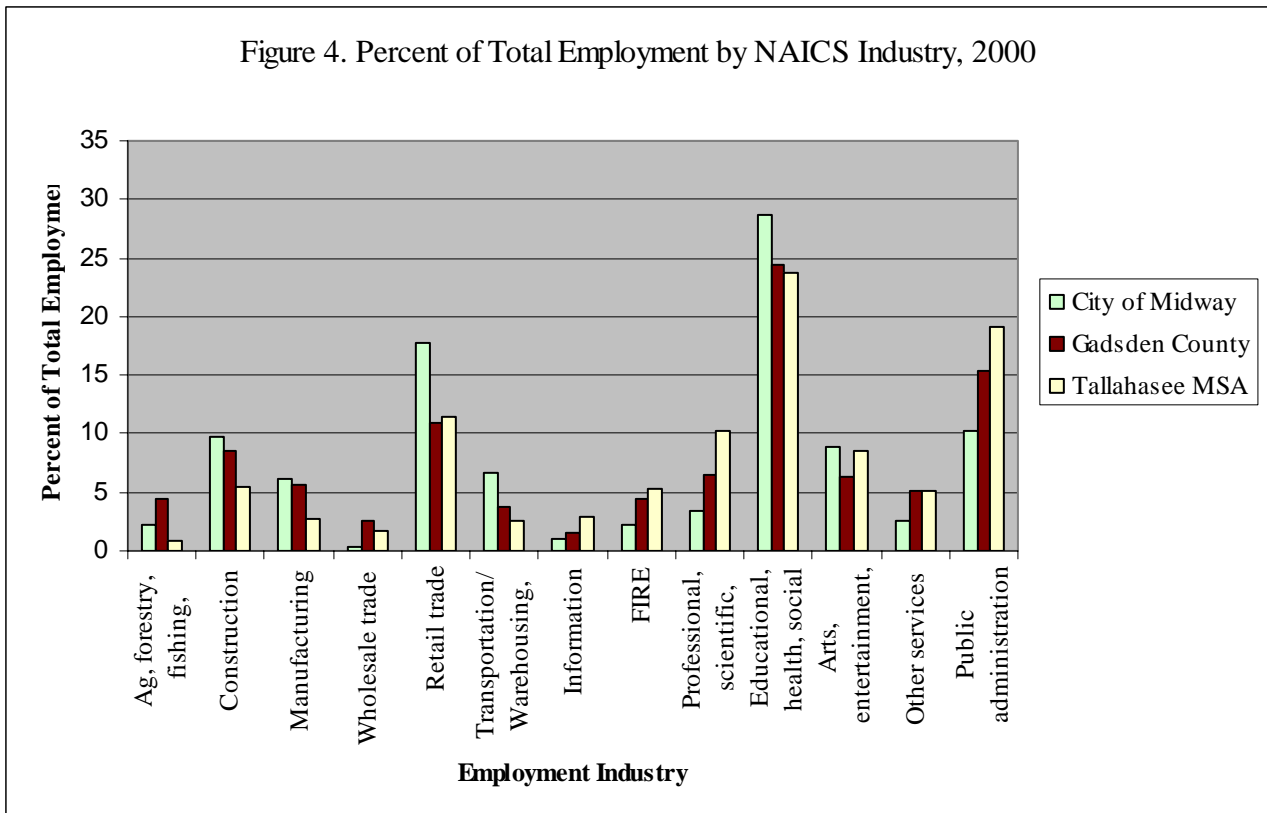
Source: US Census, 2000

**Table 9. Percent of Total Employment by Class of Employment, 2000**

Employment Class	City of Midway	Gadsden County	Tallahassee MSA
<b>Private Wage and Salary</b>	67.8%	62.9%	58.6%
<b>Government Worker</b>	29.6%	32.5%	36.1%
<b>Non-Incorporated Self Employed</b>	2.2%	4.2%	5.0%
<b>Unpaid Family Worker</b>	0.4%	0.3%	0.3%

Source: US Census

Figure 4 displays a breakdown of US Census employment data by industry within the city, county, and MSA. Employment of Midway residents is concentrated in the Educational, Health, and Social Services industry and the Retail Trade industry. The concentration of employment in the Retail industry is consistent with the intra-city employment data collected for the comprehensive plan update. However, the intra-city data show that only approximately three percent of the city’s employment is in Health Care and Social Services. That would suggest that a significant number of Midway residents are employed outside of the city in the Health Care and Social Services Industry. Also, over five percent of the total city jobs are located in the Transportation and Warehousing industry; however, this same industry only accounts for 1.2 percent of the intra-city employment. These discrepancies between total resident employment and employment within the city may aid in locating what types of jobs are being lost to employers outside the city and where Midway could look to develop jobs that would fit the training and qualifications of its residents.



*2.4 Available Land and Infrastructure*

Land

The City of Midway has pursued an aggressive program of annexation of surrounding lands in an attempt to stimulate economic development. Much of the recently annexed land (371.8 acres) has been proposed to be designated “Mixed-Use” within the recently updated Future Land Use Map of the city’s comprehensive plan. The majority of the land within the “Mixed-Use” land use areas, particularly the land adjacent to the I-10/US 90 interchange, will be zoned as “Interchange Commercial”. This recently adopted zoning category allows for light industrial, service and retail, and institutional activities. Additionally, in an effort to guide the development of this region, the city has passed an ordinance prohibiting new heavy industrial land uses. With the adoption of the new Future Land Use Map, there will be 371.8 acres designated for “Mixed-Use” development, 171.2 acres designated for “Commercial” development, and 17.7 acres designated for “Industrial” development; however, by deed restriction, uses may be no more intense than what is allowed in the interchange commercial land use.

Infrastructure

Approximately 85 percent of the city is located within a quarter mile of the potable water service area. The Talquin Electric Cooperative Inc supplies the water to the city. Because the water line system is not looped some residents and businesses have experienced less than optimal water quality due to the lack of continuous flow of the water. The city has discussed the possibility of working with Talquin to retrofit the system to allow for looping. Also, Talquin has installed an automatic system on the main water lines that cleans the lines periodically so that acceptable water quality can be maintained.

Sewer main lines currently service only the east side of the commercial sector of the I-10/US 90 interchange. Approximately 15 percent of the city is located within a quarter mile of the sewer service area. It should be noted that the sewer

system is currently only being used by the commercial parcels in the northeast area of the city; however, a majority of the parcels designated for mixed-use, commercial, and light industrial land use is within the sewer service area. The Development of Regional Impact for the Gadsden Station area projected that sewer services would need to be expanded after the development surpassed the generation of 80,000 gallons of wastewater per day. Because of the limited availability of sewer main lines, all residential development within Midway has employed septic system waste disposal.

The City of Tallahassee is extending natural gas lines into the city's I-10/US90 interchange commercial areas and will extend lines to new subdivisions as they develop.

Continuing economic development in the I-10/US 90 Interchange area and residential development in the western area of the city will put growing pressure on the existing infrastructure capacities. Due to this it may be advisable for the city to work within the permitting system to transfer some of the burden of extended infrastructure provision costs to developers.

### *2.5 Financial and Capital Assets*

Shared State of Florida revenues are the single largest source of revenue for Midway. Paul Piller, City Manager, reports that in fiscal year 2003-2004, state shared revenue accounted for \$168,996 of a total budget of \$359,123. The next highest revenue source was ad valorem taxes at \$90,620. The millage rate for the City of Midway is 4.9, which is slightly less than the 5.0 millage rate of fiscal year 2001-2002. The millage rate was adjusted per the truth in millage (trim) law pursuant to § 200.065, Fla. Stat. The majority of the revenue from these sources goes to road paving, which the city has stated is a priority. Revenue from these sources is also used for general operations.

Utility services taxes are the third largest revenue source for Midway at \$57,600 followed by building permits that amounted to \$25,000. Sales and fuel taxes are \$11,907 and special assessment and impact fees are \$5,000. (See Table 10)

The City of Midway is heavily reliant on state funding through grants. This forces the city to use cash to finance their projects.

**Table 10. City of Midway Budget, Fiscal Year 2003-2004**

<b>Revenue Sources</b>	<b>Amount in Dollars</b>
Ad Valorem Taxes	\$90,620
Sales and Fuel Taxes	\$11,907
Discretionary Taxes	\$0
Utility Services Taxes	\$57,600
Building Permits	\$25,000
State Shared Revenue	\$168,996
Special Assessment and Impact Fees	\$5,000
Millage	4.9
Total Budget (dollars)	\$359,123

Source: Manager's Office, City of Midway

Within the last year, the city has received several grants of varying sizes. The largest of these is a \$650,000 Community Development Block Grant (CDBG) that is being utilized for the repaving and construction of drainage on two-miles of city road, as well as the construction of handicap accessibility features at a community park building. Another \$150,000 was acquired through the Florida Recreation Development Assistance Program that will be used for the construction a new park located on Martin Luther King Boulevard. An additional \$300,000 in funding for park improvements through the FRDAP program is expected in 2005 as well. The city has also received a \$15,000 Economic Development Administration Planning Grant that is being used for the development of this Economic Development Element. In addition, it has also received a \$650,000 CDBG Economic Development Grant to provide new

businesses along U.S. 90 with water, sewer and transportation access. Outside funding sources like grants, low-interest loans, and other assistance programs are a real opportunity to fund improvements within the city, and the city should continue to take full advantage of all funding for which it qualifies.

### *2.6 Role of Local Government*

The city has created the Midway Economic Development Council in an effort to promote and guide economic development within the city. The Council has been tasked with developing both short-term and long-term strategies and ensuring that the strategies are properly implemented. The strategies are being formed through working with various county and regional agencies.

With the contracted assistance of the Department of Urban and Regional Planning at Florida State University, the city has recently completed work to update the city's comprehensive plan. The updated technical analysis and goals, objectives, and policies within the plan should serve as a strong foundation and frame for creating a favorable climate for economic development within the city. It is important to note that this economic development element is coordinated with and will become a part of the comprehensive plan through the plan amendment process.

### *2.7 Geographical Location*

One of Midway's greatest assets for economic development is its proximity to Tallahassee. Jobs within the university-education and government sectors support the bulk of Tallahassee's economy, but the city is also experiencing significant growth in other industries.

Several new industrial parks have been opened in Western Tallahassee that could potentially have an effect on Midway. Hamilton Park, Commonwealth Center, and the Airport Commerce Center are business parks that are being

developed along Capital Circle Northwest in close proximity to Midway. In addition, as the population of Tallahassee continues to expand, Midway is seeing a growth in demand for housing from Tallahassee residents that seek to live in Midway, but commute to work in Tallahassee.

*2.8 Coordination with Area Economic Development Plans and Organizations*

There are a several organizations that promote economic development in the Gadsden/Leon County region. They include the Gadsden County Chamber of Commerce, the Gadsden County Economic Development Council, Opportunity Florida, the Apalachee Regional Planning Council (ARPC), and Enterprise Florida. These agencies offer periodic economic development related training and education programs that would be a benefit to city staff and officials. The City of Midway is well served by its continued participation in these organizations and programs.

The city also needs to be aware of the Apalachee Regional Planning Council's Comprehensive Economic Development Strategy (CEDS). The CEDS is the foundation for Regional Planning Council's designation as an Economic Development District by the Economic Development Administration (EDA). Grant applications for EDA funding in the City of Midway must be consistent with the regional CEDS. The city will need to ensure that future EDA grant applications and local planning projects are consistent with the CEDS.

**3. Economic Development Findings and Analysis**

The following table is an initial examination of the strengths, weaknesses, opportunities, and threats (SWOT) that may affect future economic development within the City of Midway. Strengths can be considered to be positive, internal conditions within the city. Weaknesses connote negative, internal conditions within the city. Opportunities are considered to be conditions external to the city that could have positive impact. Threats are external conditions that could have negative impact.

**City of Midway  
Strengths, Weaknesses, Opportunities and Threats (SWOT) Affecting  
Economic Development**

This analysis of current economic conditions and trends, including the SWOT chart above, provides the areas of concern that should be addressed by the city's economic development planning program. Accordingly, the following goals, objectives and policies were developed in consideration of these issues and provide a logical and appropriate course of action for improving local economic conditions.

<p><i>Strengths (Positive, Internal)</i></p>	<ul style="list-style-type: none"> <li>• Transportation Infrastructure (I-10/US 90 Corridor)</li> <li>• Availability of vacant land zoned for mixed use</li> <li>• Concern and activities of local government</li> <li>• Availability of major infrastructure and utilities in mixed use zone</li> <li>• Conserved lands, public park, and plans for further open space (improves livability)</li> <li>• Local community groups (churches, service orgs) – social capital</li> <li>• Update and revision of local comprehensive plan</li> <li>• Local ordinance prohibiting “heavy industrial” developments</li> <li>• Founding of Economic Development Council</li> </ul>
<p><i>Weaknesses (Negative, Internal)</i></p>	<ul style="list-style-type: none"> <li>• Formal education level of workforce</li> <li>• Image and perception of the area – aesthetic (particularly at gateways into the city)</li> <li>• Resident employment concentrated in retail and blue-collar sectors</li> <li>• Residents wholly dependent on personal transportation</li> </ul>
<p><i>Opportunities (Positive, External)</i></p>	<ul style="list-style-type: none"> <li>• Enterprise Zone designation and benefits</li> <li>• Local institutions for continuing education</li> <li>• Local institutions for employee training and business development</li> <li>• New residential developments (improved livability)</li> <li>• Road improvements (CDBG)</li> <li>• Proximity to Tallahassee metro area</li> </ul>
<p><i>Threats (Negative, External)</i></p>	<ul style="list-style-type: none"> <li>• Lack of local education infrastructure</li> <li>• Economic pull of surrounding cities (Tallahassee, Quincy)</li> </ul>

#### 4. Implementation - Goals, Objectives, and Policies

**Goal 1: Through new economic development, create a livable community that is attractive to diverse populations of residents and visitors**

**Objective 1.1:** Ensure that existing and future business establishments are attractive and well maintained

**Policy 1.1.1:** Establish and enforce commercial property maintenance standards to avoid property deterioration and abandonment.

**By 2010 the City will adopt revised land development regulations that include property maintenance standards.**

**Policy 1.1.2:** Monitor the maintenance of commercial properties on a regular basis, including buildings, parking facilities, signs, landscaping, roads, lighting, and fencing, and correct problems in a timely manner

**By 2010 develop a schedule of inspection for commercial properties to be implemented by the City Building Official.**

**Objective 1.2:** Ensure that commercial development is of high quality

**By 2009 contract with a university school of design and/or planning department to develop revised land development regulations aimed at developing design standards for new commercial development.**

**Policy 1.2.1:** Require that new commercial developments use attractive architectural styles, high quality materials for exterior finishes, and innovative design features

**By 2010 adopt revised land development regulations that provide for minimum architectural standards for new commercial construction.**

**Policy 1.2.2:** Encourage pedestrian-friendly commercial design and development by integrating outdoor public space and walkways

**By 2010 adopt revised land development regulations that require new commercial developments to be pedestrian-friendly.**

**Policy 1.2.3:** Ensure that new commercial uses fit the surrounding development styles

**By 2010 adopt revised land development regulations that include standards for new commercial developments to be consistent with and otherwise fit with the surrounding environment.**

**Goal 2: In collaboration with other institutions, create an environment that serves to enhance education, develop leadership, promote vision, and support social capital**

**Objective 2.1:** Promote self-sufficiency among residents through increased access to education and job training

**Policy 2.1.1:** Work with local businesses to encourage greater participation in school-to-work programs

**Policy 2.1.2:** Work with local businesses, community organizations, and residents to initiate and expand programs for at-risk students, including after-school programs, scholarships, vocational training programs, and internships

**For policies 2.1.1 and 2.1.3, request the Gadsden County School Board and WorkForce Florida to hold a joint workshop in Midway on the subject of increasing education and job training opportunities for at risk students.**

**Policy 2.1.3:** Coordinate with county school boards and regional schools to promote parental involvement in children's educations

**By 2007 request the Gadsden County School Board to hold a workshop in Midway on the subject of increasing parental involvement in children's educations.**

**Policy 2.1.4:** Promote community participation in employee training programs

**By 2007, contact area training and employment agencies to make them aware of City facilities that are available to them to conduct employee training programs.**

**Policy 2.1.5:** Provide public facilities to be used for weekly adult education classes

**By 2007, contact area training and employment agencies to make them aware of City facilities that are available to them to conduct weekly adult education classes**

**Policy 2.1.6:** Work with regional universities and community colleges to increase rates of high school graduates continuing on to post-secondary education

**By 2007 ask education and job training institutions that serve the City of Midway to give annual presentations and/or workshops with the Economic Development Council to discuss strategies for increasing rates of high school graduates continuing on to post-secondary education**

**Objective 2.2:** Increase the capabilities and efficiencies of local businesses through access to regional job training programs

**Policy 2.2.1:** Make information available on and encourage participation in employment and training programs sponsored by The Agency for Workforce Innovation (Big Bend Workforce Center at 875-4040) and the Gadsden County Chamber of Commerce.

**By 2007, and annually thereafter, contact all local business in Midway to inform them of the employment and training programs that are available to them.**

**Policy 2.2.2:** Improve access to job training materials and programs through the Gadsden County Adult and Community Education Program

**By 2007 ask the Gadsden County Adult and Community Education Program to meet with the Midway Economic Development Council to discuss how the City can assist them with improving access to job training materials and programs.**

**Policy 2.2.3:** Strengthen coordination between regional educational institutions and local businesses of all sizes to capitalize on opportunities for job training and business development.

**By 2008 the City will obtain a list of annual job fairs and other related job training and education events held by regional educational institutions and by 2009, the City will participate in annual education and job training events.**

**Objective 2.3:** Coordinate with Tallahassee Community College to implement an Education Action Program that leads to increased education opportunities for all City of Midway residents (See Appendix 5.2).

**By 2007 the City will ask the Tallahassee Community College staff to hold a workshop with the Midway Economic Development Council to discuss the feasibility of implementing additional education related programs and activities in the City of Midway.**

**Goal 3: Encourage development, expansion, and retention of local businesses, as well as opportunities for recruitment and relocation of future businesses**

**Objective 3.1:** Maximize capacities of local government and the community to encourage economic development

**Policy 3.1.1:** Establish local government as facilitator of economic development opportunities rather than administrator of programs

**By 2008 develop a marketing/ informational brochure about the City of Midway to help prospective businesses decide if Midway would serve as an appropriate place for a new or expanded business location.**

**Policy 3.1.2:** Increase resident participation in Midway Economic Development Council

**By 2007 the City will advertise Midway Economic Council meetings in the local newspaper.**

**Policy 3.1.3:** Identify all community stakeholders (businesses, organizations, and individuals) and increase ease of access to the local government process to ensure that stakeholder input is included in economic development planning and implementation

**By 2008 the City will conduct a business questionnaire survey.**

**Policy 3.1.4:** Pursue strategies that are aimed at streamlining the permitting process, establishing predictable project approval mechanisms, and establishing fees for development commensurate with benefits received.

**By 2007, the City will conduct a review of its land development regulations to determine whether any additional revisions are needed to further streamline the permitting process.**

**Objective 3.2:** Increase the number of home-based and neighborhood businesses

**Policy 3.2.1:** Revise zoning and permitting regulations to encourage low traffic generating in-home occupational activities in residentially zoned areas

**By 2010, City staff will conduct a review of its land development regulations to determine whether any additional revisions are needed to encourage low traffic generating in-home occupational activities in residentially zoned areas**

**Policy 3.2.2:** Streamline special-use permitting process for home occupation

**By 2008, the City staff will conduct a review of its land development regulations to determine whether any additional revisions are needed to streamline special-use permitting process for home occupation**

**Policy 3.2.3:** Pursue opportunities to work in partnership with the FAMU Small Business Development Center ([www.mckayw.com/SBDC/](http://www.mckayw.com/SBDC/))

**By 2008, the City will ask the SBDC to hold a workshop with the Midway Economic Development Council for the purpose of informing the City and residents about their programs and services.**

**Objective 3.3:** Increase access to capital for existing and future business

**Policy 3.3.1:** Market Midway for economic development through the marketing services of the National Development Council (<http://www.nationaldevelopmentcouncil.org>)

**By 2007 the City will contact the National Development Council to discuss marketing strategies.**

**Policy 3.3.2:** Encourage and assist participation in small business administration loan programs with local and regional financial institutions

**The marketing/ informational brochure that will be developed by the City by 2008 will include information about the small business administration loan programs**

**Policy 3.3.3:** Bring in educators to train local entrepreneurs on methods for accessing start-up capital, such as the Jim Moran Institute for Global Entrepreneurship at Florida State University (<http://www.cob.fsu.edu/jmi/index2/index.asp>)

**By 2008, City will assist area business assistance agencies with organizing and hosting a small business development workshop.**

**The Jim Moran Institute for Global Entrepreneurship at Florida State University will be asked to lead one of the workshop sessions.**

**Objective 3.4:** Develop and improve city infrastructure

**Policy 3.4.1:** Review areas of need expressed by community residents and businesses

**By 2006, the City will hold public workshops to ask residents to comment on areas of need within the City. In 2005, the City held several such workshops and will continue to hold such workshops on a periodic basis.**

**Policy 3.4.2:** Evaluate needs based on compatibility with local comprehensive plan, potential to increase livability, and potential to increase attractiveness of community for potential businesses

**The City continues to require all infrastructure projects to conform to the City's adopted local government comprehensive plan and land development regulations.**

**Policy 3.4.3:** Promote area-wide infrastructure improvements that will further the city's competitive position in the region for residential and commercial development

**The City is served with regional water and sewer facilities by Talquin Electric. City staff meets on a periodic basis with Talquin Electric staff to discuss infrastructure needs and expansion opportunities. Thru 2010, the City will meet at least annually with Talquin Electric to inform them of the City's infrastructure needs. The City is also served with natural gas by a regional natural gas provider. The City will also continue to meet with its natural gas provider on a periodic basis to discuss natural gas needs.**

*Appendix*

## **5. Appendix**

### *5.1 – Appendix - Best Practices Review*

When completing their Economic Development Readiness Initiative, the Town of Huron, Ontario, Canada completed a best practices review for economic development in rural and small towns. The information contained in this report would be valuable for the City of Midway to consider in continuing the formulation of its Economic Development Element. The main findings and recommendations of the Huron report are summarized here.

A proper starting foundation for economic development in a small town is built through broad participation in all stages of the process. Broad participation entails the commitment of time, personnel, and resources from local businesses, government, community and service groups, and the general public. The planning process should work to identify all community stakeholders, both major and minor, and invite them to be part of the process of formulating a shared community vision for economic development. A broad coalition of willing partners in development will lead to a more balanced and sound plan, and aid in eliminating potential future disagreements over the character of development proposed in the plan.

Responsibility for bringing the community stakeholders together and for formulating a plan development process that has broad participation should be taken on by the local government, whether through the traditional city council or through a specifically created economic development body. By assuming this role early in the planning process, the local government can establish its role as a facilitator of development as opposed to the primary administrator of projects and tasks. Taking the role of development facilitator still allows the local government to act as a gatekeeper in economic development in the community but by creating the right conditions for growth rather than trying to implement

growth itself. In other words, instead of trying to bring economic growth to the community, the local government should work to develop local capacities that will spur economic self-initiative and self-development. By working to control zoning and land-use issues, creating a favorable financial environment, and being a resource for information and assistance social and business programs, the local government is more likely to foster entrepreneurial economic development rather than development that is based solely on extra-industrial recruitment. Investing economic development hopes for a small town solely in attracting outside industry can be expensive work towards an elusive payoff.

A side effect of this approach would be the creation of a cooperative business and government climate within the community that would help more industries view themselves as part of the community. This would be beneficial in several ways. First, a cooperative partnership between government, industry, and the community-at-large is an attractive characteristic for a small town to possess when competing with larger metro areas in industrial recruitment. Furthermore, businesses that feel connected to the community are more likely to make substantial investments in that community.

Finally, there are several smaller issues that a small town must consider when planning for economic development. In parallel with the collaboration process, the community should seek to identify its favorable and unfavorable assets. After identification, the community should work towards a plan that best utilizes and preserves the positive assets, and it should avoid exploiting the positive assets for quick economic gain. It is in the best interests of the long-term economic health of the community if the decisions concerning use of the town's major assets are well thought out and researched.

When attracting new industry and businesses the town must also consider whether those businesses are likely to hire from within the community. If the town has a lower education level but seeks to attract high technology firms, it is

likely that the majority of the labor force would be employed from outside the municipal area. To avoid this issue, towns should seek out training and education programs appropriate for the town's residents as well as seek out industry that may be appropriate for the town's employment needs.

Finally, small towns are well served to work in cooperation with other towns of similar size in the larger region to learn how best to go about economic development. The inter-town partnerships can also be used as marketing resources when attempting to attract outside industry.

[http://www.smallbusinessshuron.ca/assets/bpr\\_final.pdf](http://www.smallbusinessshuron.ca/assets/bpr_final.pdf)

*5.2 – Appendix -Education Action Program*

Due to limited staff and financial resources, the City of Midway must rely on the assistance of outside agencies to accomplish its education and training objectives. As mentioned in Section 2.2 of this document, several agencies provide education and training services in the Gadsden County area. The City of Midway can take better advantage of these services by coordinating its education and training initiatives with them. Towards this end, the following Education Action Program offers actions that the City can take with assistance from area employment and training organizations. These are suggested action items to provided guidance for future actions the City may take and are not formally adopted by the city at this time.

**Objective 1**

**Identify training and education needs for area residents.**

1. Identify the number and percent of persons that do not graduate from high school
2. Assess level of job skills and training in the area work force
3. Describe area economy the potential for creating jobs that fit the work force's level of education, job skills and training.

**Objective 2**

**Increase the number of students that achieve a high school education.**

1. Identify area agencies that provide programs for at risk students.
2. Ask these agencies for a plan to expand their services in Midway, to include ways that the City could help with the expansion program.
3. Establish a committee to review feasibility of expansion plans which would include investigating whether the City has the ability to establish and fund its own after school program for at risk students.
4. Form a Committee to investigate the feasibility of establishing a charter school in Midway.

**Objective 3**

**Increase the number of students that graduate from high school and attend college**

1. Provide high school students in the City of Midway with information about the following programs;
  - TCC Team Gadsden Project which offer dual enrollment in high school and TCC (contact Kurt Salsbury of TCC at 850-201-6061)
  - Provides career counseling and academic support and assistance with financial aid

**Objective 4**

**Increase the number of scholarships available to Midway Residents that attend TCC**

1. Coordinate with the TCC Team Gadsden Project to create a booster organization that supports and recognizes City of Midway high school students. A primary task of the booster organization would be to disseminate scholarship information to high school students.

**Objective 5**

**Increase the number of residents that participate in work force training and education programs.**

1. Make available information about the education and job skills training program offered by the TCC Service Center in Quincy.
2. Investigate whether it is feasible to establish a Service Center satellite operation in Midway.

**Objective 6**

**Increase the number of students that participate in after school programs.**

1. Contact area youth agencies to determine their level of activity in the City of Midway. Agencies to be contacted include:

Boys and Girls clubs  
YMCA  
Boy/Girl Scouts  
Big Brothers/Big Sisters  
Gadsden County Health Council  
Other after school programs (for at risk students, for example)

2. Investigate what opportunities the City may have to assist these agencies expand their programs in Midway.

**Objective 7**

**Recognize and support School Board efforts to move all schools to A and B levels.**

1. Contact School Board to find out how the City could assist with improving area schools that Midway students attend.

**Objective 8**

**Obtain state and federal financial assistance for programs aimed at improving education outcomes in Midway.**

1. Request area training, education and service organizations to provide ideas for expanding their programs in Midway.
2. Form a committee to identify and prioritize training, education and service activities that would benefit area residents.
3. Request TCC for assistance in developing grant applications

5.3– Appendix – Selected State and Federal Grant Programs

The city has taken advantage of several grant opportunities to fund community and economic development needs that otherwise would have remained unaddressed. The following is a partial list of grant programs that the city may be interested in for future projects.

**FINANCIAL ASSISTANCE-BUSINESS  
Intermediary Relending Program (IRP)**

**Agency:** U.S.D.A. - Rural Development  
**Department:** Rural Business Services  
**Purpose:** Rural Development can make loans to experienced non-profit relending organizations to help rural entrepreneurs and towns to create new businesses, expand existing businesses, and develop community projects in rural areas. The overall purpose of Rural Developments Intermediary Relending Program is to help community-based relending organizations to stimulate the economy and create additional jobs in rural areas located outside the boundaries of Florida cities with a population of 25,0000 or more.  
**Type of Assistance:** Loan  
**Available Funding:** All funds are retained in the National Office. Funds are made available quarterly on a case by case basis based on national competition. Funds are appropriated annually by Congress.  
**Eligible Applicant:** Intermediary organizations eligible to borrow money from Rural Development include: all private non-profit corporations, public agencies, Indian Tribes, and cooperatives in rural areas of Florida.  
**Eligible Project:** Job creation activities  
**Application Process:** Applications must be received by the National Office prior to the first day of a quarter (Oct. 1, Jan. 1, April 1, July 1) to be considered during that quarter. Application should be made at the Rural Development Office. The Area Office staff will be glad to discuss services available from Rural Development and explain how to prepare a written application.  
**Contact:** Michael A. Langston , Community Programs Director  
Rural Development, U.S. Department of Agriculture  
P.O. Box 147010 , Florida State Office  
Gainesville , Fl 32614-7010  
Phone: (352) 338-3440  
Fax: (352) 338-3452  
Email: [michael.langston@fl.usda.gov](mailto:michael.langston@fl.usda.gov)

**FINANCIAL ASSISTANCE-BUSINESS**  
**Qualified Target Industry (QTI) Tax Refunds**

**Agency:** Enterprise Florida, Inc. (EFI)  
**Department:**  
**Purpose:** Provide tax refunds to pre-approved businesses to induce the creation of new, high wage jobs in targeted industries.  
**Type of Assistance:** Tax refunds of \$3,000 per new job created; award of \$6,000 is available for projects in rural counties as well as in Enterprise Zones. The wage waiver is available in a brownfield as well.  
**Available Funding:** Varies with legislative appropriation  
**Eligible Applicant:** Manufacturers, corporate headquarters, insurance carriers, business services, printing/publishing, communications, research and development, among others. Please call Enterprise Florida for complete target industry list.  
**Eligible Project:** New or existing businesses creating at least 10 new full-time jobs which pay at least 115 percent of the county, MSA or state annual average wage. For expansion projects, a 10 percent net increase in employment is required. The wage requirement may be waived in special circumstances for projects located in a rural city, rural county or an Enterprise Zone. Not available to retain jobs.  
**Application Process:** Contact Enterprise Florida for details/application package  
**Contact:** Ms. Marge Henry  
Enterprise Florida, Inc.  
325 John Knox Road , Atrium Building , Suite 201  
Tallahassee , FL 32303  
Phone: (850) 488-6300  
Fax: (850) 922-9595  
Email: [mhenry@eflorida.com](mailto:mhenry@eflorida.com)  
Web Address: <http://www.eflorida.com/>

**FINANCIAL ASSISTANCE-COMMUNITY  
Public Works And Development Facilities Program**

**Agency:** U.S. Department of Commerce  
**Department:** Economic Development Administration  
**Purpose:** Grants for distressed communities to attract new industry, encourage business expansion, and diversify their economy.  
**Type of Assistance:** Priorities include industrial/commercial plants; job creation/retention; benefit local unemployed/low income; fulfill pressing needs; with committed local support.  
**Available Funding:** The national funding level in federal fiscal year 2004 is \$200.1 million; the average grant is approximately \$1,000,000.  
**Eligible Applicant:** States, political subdivision of state, Indian Tribe, special purpose govt. unit, non-profit representing the Rural Area (RA).  
**Eligible Project:** Located within an EDA-designated RA or Economic Development Center or district if they benefit from an RA. Consistent with an approved overall Development Program  
**Application Process:** See Federal Register; contact EDA Regional Office & Area Economic Development Representative  
**Contact:** Willie Taylor  
U.S. Department of Commerce, Economic Development Administration  
401 W. Peachtree Street, NW , Suite 1820  
Atlanta , Ga 30308-3510  
Phone: (404) 730-3032  
Fax: (404) 730-3025  
Email: [wtaylor5@eda.doc.gov](mailto:wtaylor5@eda.doc.gov)  
Web Address: [www.doc.gov/eda](http://www.doc.gov/eda)

**ECONOMIC DEVELOPMENT**  
**Regional Rural Development Grant**

**Agency:** Enterprise Florida, Inc. (EFI)  
**Department:** Rural Development  
**Purpose:** This program provides financial assistance for regional economic development organizations. The purpose of the program is to encourage the use of regional economic development organizations by rural counties to leverage limited resources to the fullest extent possible and to help build the professional capacity of those organizations.  
**Type of Assistance:** Grants  
**Available Funding:** Maximum of \$35,000: \$100,000 to Rural Areas of Critical Economic Concern  
**Eligible Applicant:** Local governments, non-profits  
**Eligible Project:** See "Purpose"  
**Application Process:** Contact Enterprise Florida for further details and application packet  
**Contact:** Ms. Bridget M. Merrill , Senior Director, Rural Development  
Enterprise Florida, Inc.  
325 John Knox Rd. , Atrium Building , Suite 201  
Tallahassee , FL 32303  
Phone: (850) 922-8655  
Fax: (850) 922-9595  
Email: [bmerrill@eflorida.com](mailto:bmerrill@eflorida.com)  
Web Address: <http://www.eflorida.com/>

**ECONOMIC DEVELOPMENT**

**Rural Community Development Revolving Loan Program**

**Agency:** Enterprise Florida, Inc. (EFI)  
**Department:** Rural Development  
**Purpose:** This program provides financial assistance to local governments for a specific project that will lead to the creation of new jobs and increase the economic vitality and diversification of Florida's rural counties.  
**Type of Assistance:** Loan or loan guaranty  
**Available Funding:** The maximum amount of financial assistance available for the program is \$560,000.  
**Eligible Applicant:** Local governments, non-profits  
**Eligible Project:** See Types of assistance  
**Application Process:** Applications accepted year-round  
**Contact:** Ms. Bridget M. Merrill , Senior Director, Rural Development  
Enterprise Florida, Inc.  
325 John Knox Rd. , Atrium Building , Suite 201  
Tallahassee , FI 32303  
Phone: (850) 922-8655  
Fax: (850) 922-9595  
Email: [bmerrill@eflorida.com](mailto:bmerrill@eflorida.com)  
Web Address: <http://www.eflorida.com/>

**ECONOMIC DEVELOPMENT**  
**Rural Infrastructure Fund**

**Agency:** Enterprise Florida, Inc. (EFI)  
**Department:** Rural Development  
**Purpose:** This resource is available to rural communities in Florida to facilitate the planning, preparation and financing of infrastructure projects in rural communities which will result in job creation, capital investment and the strengthening and diversification of rural economies by promoting tourism, trade and economic development.  
**Type of Assistance:** Grants  
**Available Funding:** Funding may not exceed 30% of total project costs  
**Eligible Applicant:** Local governments, non-profits  
**Eligible Project:** See Purpose  
**Application Process:** Contact Enterprise Florida for further details and application packet  
**Contact:** Ms. Bridget M. Merrill , Senior Director, Rural Development  
Enterprise Florida, Inc.  
325 John Knox Rd. , Atrium Building , Suite 201  
Tallahassee , Fl 32303  
Phone: (850) 922-8655  
Fax: (850) 922-9595  
Email: [bmerrill@eflorida.com](mailto:bmerrill@eflorida.com)  
Web Address: <http://www.eflorida.com/>

**FINANCIAL ASSISTANCE-COMMUNITY**  
**Small Cities CDBG 108 Loan Guarantee Program**

**Agency:** Department of Community Affairs (DCA)  
**Department:** Division of Housing and Community Development  
**Purpose:** To provide a mechanism for small eligible cities to access funds for larger community development projects  
**Type of Assistance:** Loan guarantees of up to \$7,000,000 per local government  
**Available Funding:** Up to \$156,000,000 for entire state  
**Eligible Applicant:** Local governments otherwise eligible for the State Small Cities CDBG Program  
**Eligible Project:** Economic development, site development, infrastructure  
**Application Process:** Submit to DCA at any time  
**Contact:**  
Department of Community Affairs  
2555 Shumard Oaks Boulevard , Sadowski Building  
Tallahassee , FL 32399-2100  
Phone: (850) 487-3644 Suncom 297-3644  
Fax: (850) 922-5609  
  
Web Address: [www.dca.state.fl.us/fhcd/programs/cdbgp](http://www.dca.state.fl.us/fhcd/programs/cdbgp)

**FINANCIAL ASSISTANCE-COMMUNITY**  
**Southeast Rural Community Assistance Project, Inc.**

- Agency:** Southeast Rural Community Assistance Project, Inc.
- Department:**
- Purpose:** The Southeast Rural Community Assistance Project, Inc., is a non-profit lender committed to helping rural communities with water, wastewater, and housing and economic development activities. Its loan fund offers interim funding of up to \$150,000 with interest rates ranging from 4 to 7 percent. The terms are flexible and can be tailored to meet the needs of rural communities.
- Type of Assistance:** Low interest loans to low income, rural communities.
- Available Funding:** The maximum loan is \$150,000; total capital available is \$2.5 million.
- Eligible Applicant:** Local governments, public service authorities, users associations, and non-profits.
- Eligible Project:** The loan covers 75 to 100 percent of the total project cost, up to \$150,000; there is a 1-percent application fee and the borrower pays applicable attorney's fees and filing costs.
- Application Process:** There is no deadline for acceptance of applications; they are accepted year-round. Commitment letters are issued within 60 to 90 days of receipt of the application.
- Contact:** Beth Pusha , Director of Loan Fund Programs/Sherman Pennix, Loan Fund Training Coordinator  
Southeast Rural Community Assistance Project, Inc.  
P.O. Box 2868  
Roanoke , Va 24001-2868  
Phone: (540) 345-1184  
Fax: (540) 342-2932  
Email: <mailto:bpusha@sercap.org;%20spennix@sercap.org>  
Web Address: <http://www.sercap.org/>

**ECONOMIC DEVELOPMENT**  
**Enterprise Zone Designation**

**Agency:** Enterprise Florida, Inc.  
**Department:** Rural Development  
**Purpose:** A jurisdiction with an Enterprise Zone designation is able to offer certain tax advantages and financial rebates to businesses planning to locate or expand in the Enterprise Zone area.  
**Type of Assistance:** Tax advantages and related assistance  
**Available Funding:** NA  
**Eligible Applicant:** Local governments  
**Eligible Project:** See Purpose  
**Application Process:** Contact Enterprise Florida for further details and application packet  
**Contact:** Ms. Bridget M. Merrill , Senior Director, Rural Development  
Enterprise Florida, Inc.  
325 John Knox Rd. , Atrium Building , Suite 201  
Tallahassee , Fl 32303  
Phone: (850) 922-8655  
Fax: (850) 922-9595  
Email: [bmerrill@eflorida.com](mailto:bmerrill@eflorida.com)  
Web Address: <http://www.eflorida.com/>

**FINANCIAL ASSISTANCE-COMMUNITY**  
**Small Cities CDBG Program**

**Agency:** Department of Community Affairs (DCA)  
**Department:** Division of Housing and Community Development  
**Purpose:** To provide a mechanism for small eligible cities to access funds for housing, economic, commercial and neighborhood revitalization projects  
**Type of Assistance:** Grants up to \$750,000 depending on a jurisdiction's population  
**Available Funding:** Approximately \$30 million is available to the state annually  
**Eligible Applicant:** Local governments eligible for the State Small Cities CDBG Program  
**Eligible Project:** Economic development, site development, infrastructure, housing, neighborhood revitalization, commercial revitalization  
**Application Process:** Annual application cycle  
**Contact:**  
Department of Community Affairs  
2555 Shumard Oaks Boulevard , Sadowski Building  
Tallahassee , Fl 32399-2100  
Phone: (850) 487-3644 Suncom 297-3644  
Fax: (850) 922-5609  
  
Web Address: [www.dca.state.fl.us/fhcd/programs/cdbgp](http://www.dca.state.fl.us/fhcd/programs/cdbgp)