

DIXIELAND COMMERCIAL CORRIDOR REDEVELOPMENT PLAN CITY OF LAKELAND

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PART I

INTRODUCTION

OVERVIEW AND HISTORY

The City of Lakeland (the City) was incorporated in 1885 and became an important rail center after several railroad companies extended tracks to the City. These rail lines eventually merged into the Atlantic Coast Line Railroad, which brought tourists and settlers to the growing South Central Florida region. Phosphate mining and citrus farming in Polk County and surrounding regions also stimulated growth and development in Lakeland. In the early 1900s through the 1940s, Lakeland followed the boom and bust cycle felt by most of the country. Many of Lakeland’s architectural resources were built during this time, and continue to provide character and charm to the Downtown and several historic neighborhoods. Following World War II Lakeland experienced unregulated growth with increased vehicular traffic and suburban sprawl, which detracted from the quality of life and visual character of the community.



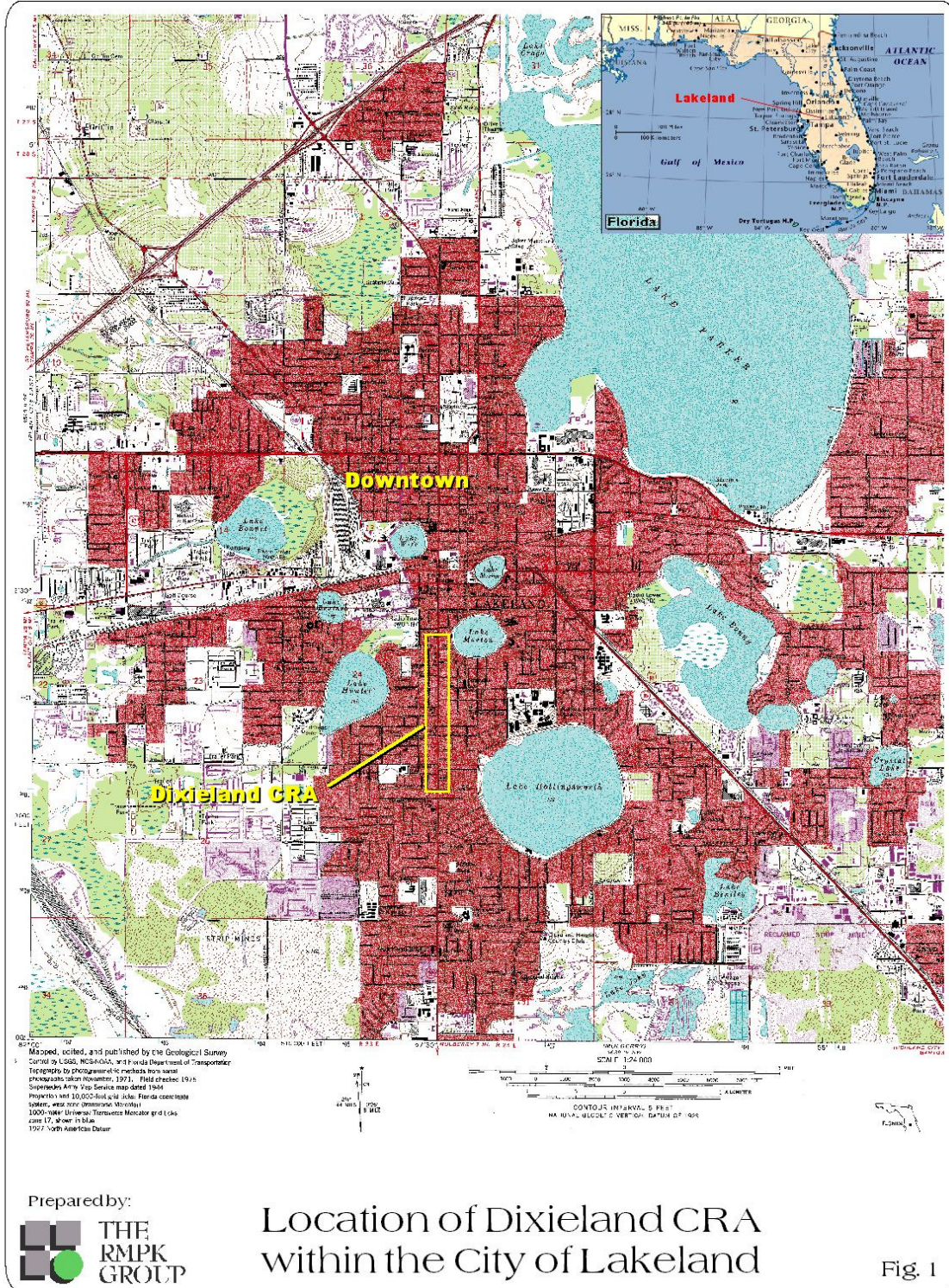
The resulting strip commercial development patterns and poor urban design characteristics began to affect the commercial tax base. The City Commission realized that without local government intervention these conditions would limit the potential for higher standards of future land development and economic growth, influencing the general welfare and quality of life of the area’s residents. In 1977 The City created a Community

Redevelopment Agency for the Historic Downtown and subsequently established the Lakeland Downtown Development Authority (LDDA). The City’s commitment to address the declining conditions in the downtown has resulted in improvements that have enhanced the function and appearance of the area and caused a resurgence in private investment.

Recognizing the successful endeavors downtown, the residents and property owners in the Dixieland Historic District Neighborhood requested that the CRA and LDDA boundaries be extended to include the commercial areas along S. Florida Avenue and surrounding streets, south of the Downtown. In May of 2000, the LDDA unanimously approved Dixieland’s inclusion in the Downtown District. Subsequently, the City Commission initiated steps to expand the Redevelopment Area boundary to include the Dixieland commercial area.



FIGURE 1 – PROJECT LOCATION MAP



Beginning in 2001, the City hired the RMPK Group Inc. to prepare this Community Redevelopment Plan for Dixieland in accordance with the requirements set forth in Chapter 163 of the Florida Statutes.

Presently, Lakeland's City Commission also sits as the Community Redevelopment Agency, with each entity possessing a different set of powers and responsibilities. Florida statutes clearly define the powers and responsibilities of each entity, which are explained more thoroughly in Part IX and Appendix A of this document.

THE COMMUNITY REDEVELOPMENT ACT

This document has been prepared under the direction of the Lakeland City Commission, serving as the Community Redevelopment Agency, and the Lakeland Downtown Development Authority (LDDA). The planning effort was accomplished through considerable assistance from the City Community Development Department staff. It is written in accordance with the Community Redevelopment Act of 1969, Chapter 163 Part III F.S. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out Community Redevelopment.

THE COMMUNITY REDEVELOPMENT PLAN

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be set forth in a Redevelopment Plan, which has been approved by the City Commission. Like the City's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which must be evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives. As such, this Community Redevelopment Plan has been prepared to update the established action priorities contained in the City's Comprehensive Plan based upon a set of priorities established by the citizens of the Dixieland Historic District Neighborhood Association.

REDEVELOPMENT AREA DESCRIPTION

The redevelopment district was determined after careful evaluation of all parcels of property located in the vicinity of S. Florida Avenue in the historic Dixieland neighborhood and properties located in the South Lake Morton Historic District. Final determination for parcels to be included in the proposed boundary was based on the following criteria:

- Statutory criteria pertaining to site conditions
- Consideration of future development or redevelopment potential

- Consideration of sound planning principles for continuity of future land use based on adjacent land uses or land attributes, transportation systems, and the efficient provision of government utilities and services
- Consideration of irregular, small or surrounded parcels that might, at some future time, be combined with adjacent parcels for a more efficient use of land
- Consideration of the change in zoning designations from commercial and professional office classifications to residential zoning.

The Redevelopment Area contains 220 parcels of property encompassing approximately 73 acres of land. The legal boundary description of the Dixieland Redevelopment Area is located in Appendix B. The general boundary of the area, traveling in a clockwise direction, is described as follows:

From the intersection of Louise Place and Lake Morton Drive travel south, turn west on Palmetto Street, then south on the alley behind the properties fronting the east side of S. Florida Avenue. Continue southbound to Mosswood Road, turn east, then south behind the properties fronting the east side of S. Florida Avenue. The boundary meanders south along the alleyways between S. Florida and Pennsylvania Avenues, crossing East Patterson. Here the boundary line continues to meander southbound along the alleyways between S. Florida and S. Tennessee Avenues, then crosses E. Belmar Street, and Palmola Street, to Hibriten Way. Head west on Hibriten, then south on S. Florida Avenue to Lenox Street, the southernmost boundary street.

From the intersection of S. Florida Avenue and Lenox Street, head west on Lenox, then north on the alleyway behind the properties fronting the west side of S. Florida Avenue. Here the boundary meanders northward along the alleyways between S. Florida and S. New York Avenues, meeting S. New York Avenue just south of Cresap Street. From here the boundary extends north on S. New York Avenue, then west on Cresap Street, then north on South Franklin Place, then east behind the properties fronting Cresap Street, returning to S. New York Avenue. The boundary continues north along S. New York Avenue to W. Palmetto Street. East on W. Palmetto Street, then north along the alley to W. Hickory Street, then east on W. Hickory Street to S. Missouri Avenue. North on S. Missouri to W. Walnut Street, the northernmost boundary street. Head east on W. Walnut Street, then south on S. Florida Avenue, then east on Louise Place to the start at Louise Place and Lake Morton Drive.

FIGURE 2 – DIXIELAND CRA BOUNDARY MAP

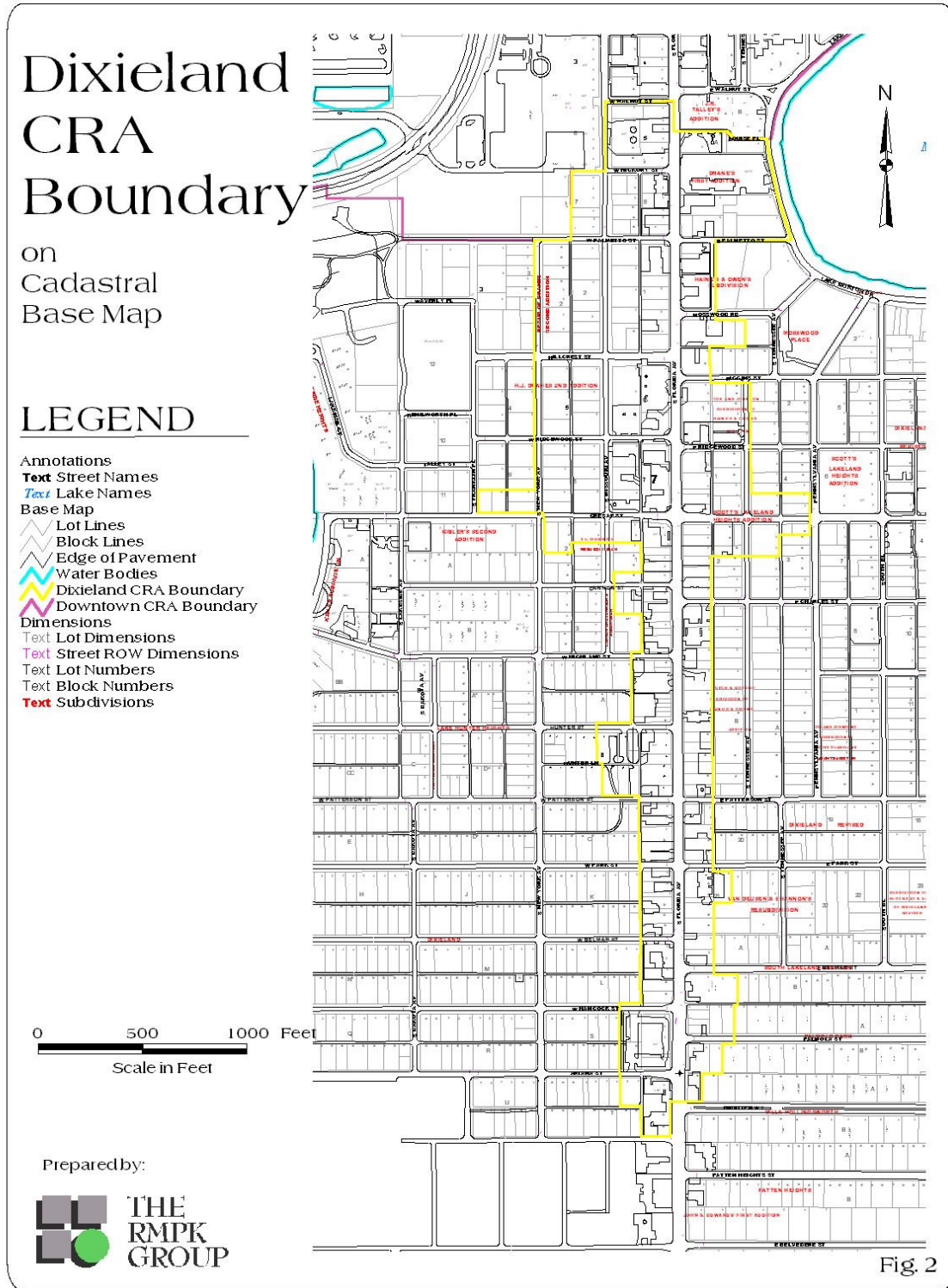
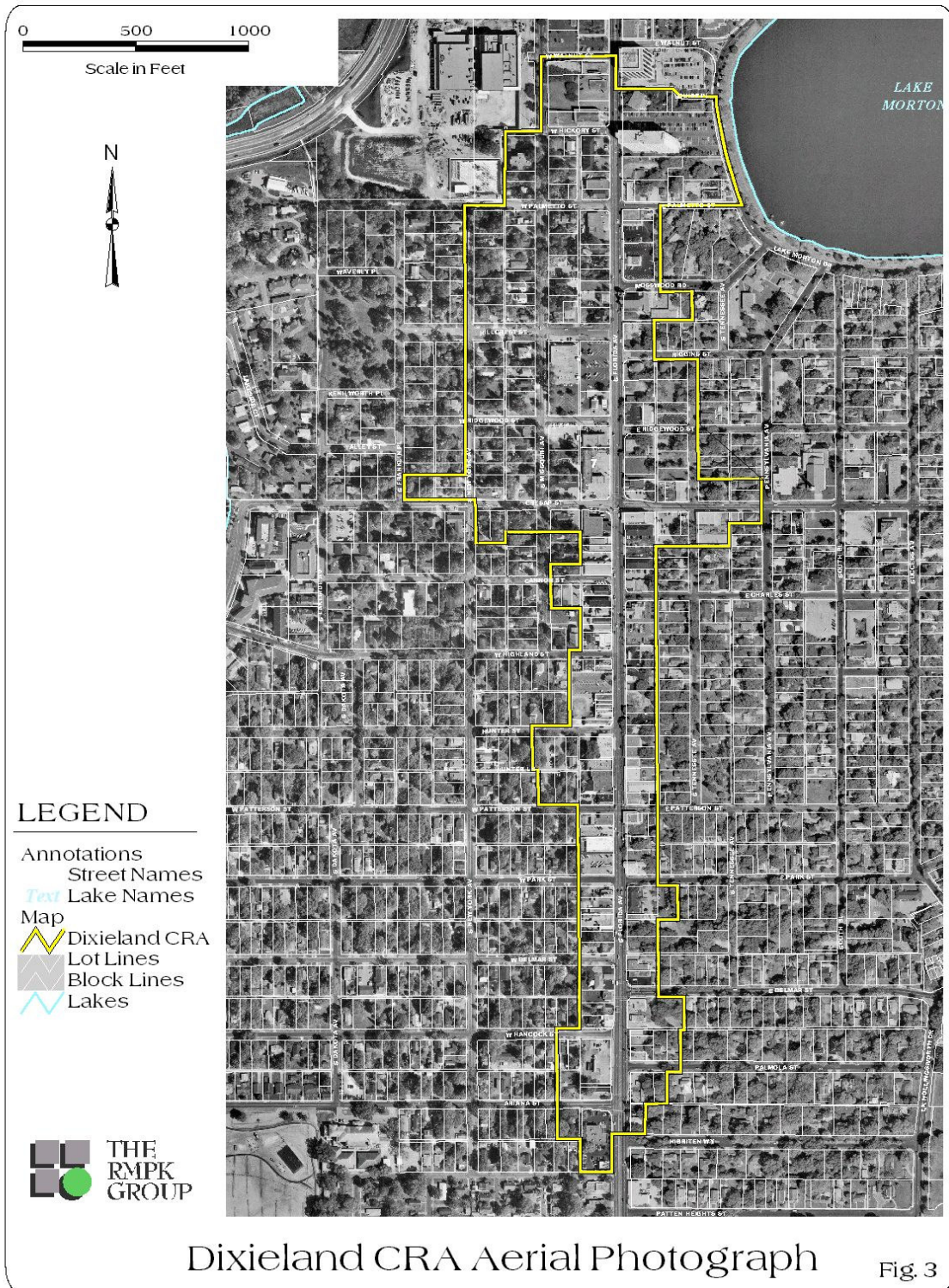


FIGURE 3 – AERIAL PHOTOGRAPH



PART II

SUMMARY OF SITE INVENTORY AND ANALYSIS

The preparation of the Dixieland Redevelopment Plan for the City of Lakeland required the development of a thorough understanding of the existing physical conditions of the Dixieland commercial area and the analysis of the assets and liabilities of these conditions. Information for the inventory was collected from several sources including site visits for the physical inventory, previous planning studies, interviews with City staff, technical documents, and interviews with citizens and property owners of the area. The physical conditions of the area were mapped in computer (CADD) format and are available for public review.

Prior to the data being summarized, the City's Community Development Department Staff held a series of public meetings beginning in September of 1999 to solicit comments from the citizens to determine what they felt were the assets and liabilities of the Dixieland commercial environment and to determine the priorities of the community. The result of this inventory and analysis was the formation of clear goals and objectives for the design of the project. The summary of this process and conclusions concerning the land use, regulatory framework, infrastructure, roadway characteristics, and urban design are set forth in this section of the report.

LAND USE

The land use configuration in the Redevelopment Area is generally consistent with typical urban development patterns. Commercial land uses are located along the main transportation route with historically significant retail and trade businesses concentrated along S. Florida Avenue. The physical layout and quaint historic character of the Dixieland and South Lake Morton neighborhoods surrounding the commercial areas are extremely desirable attributes that should be replicated and capitalized on for future development. Following is a quantitative summary for existing land use in the Dixieland Redevelopment Area.



COMMERCIAL AND OFFICE

There are 114 parcels of commercial property in the Redevelopment Area occupying approximately twenty-five acres of land, and sixteen parcels of office uses on approximately four acres of land. These commercial and office properties are primarily located along S. Florida Avenue and on its cross streets, near the corners. There are also twenty-eight parcels of land containing parking lots associated with the commercial and office uses.



The commercial and office uses in the Redevelopment Area are a mix of long-term viable businesses such as Swift’s shoe repair on the west side of S. Florida Avenue between W. Park and W. Belmar Streets, as well as new construction such as the Walgreens at W. Hancock Street.

There are building vacancies along the corridor that will be addressed over time when market demands increase as a result of improvements to traffic circulation and parking.

In the north end of the Redevelopment Area, along S. Missouri and S. New York Avenues, residential buildings are being acquired and renovated for professional offices. The renovations are consistent with the Dixieland Historic District Design Guidelines and are creating attractive, small-scale office environments. Examples include the interior design office on the northeast corner of S. New York Avenue and Hillcrest Street and the golf-course architect’s office on the corner of S. Missouri Avenue and W. Palmetto Street.



RESIDENTIAL



Residential land uses account for forty-six parcels of property in the redevelopment district with the majority (forty-one parcels) being single family. These residential properties occupy approximately twelve acres, or 15.9% of the total acreage within the Redevelopment Area.

Housing consists mainly of single-family homes, located in the north end of the Redevelopment Area. There are also high intensity residential properties at the north end, such as the Presbyterian Apartments, and smaller apartments/duplexes on the west side of S. Missouri Avenue between W.



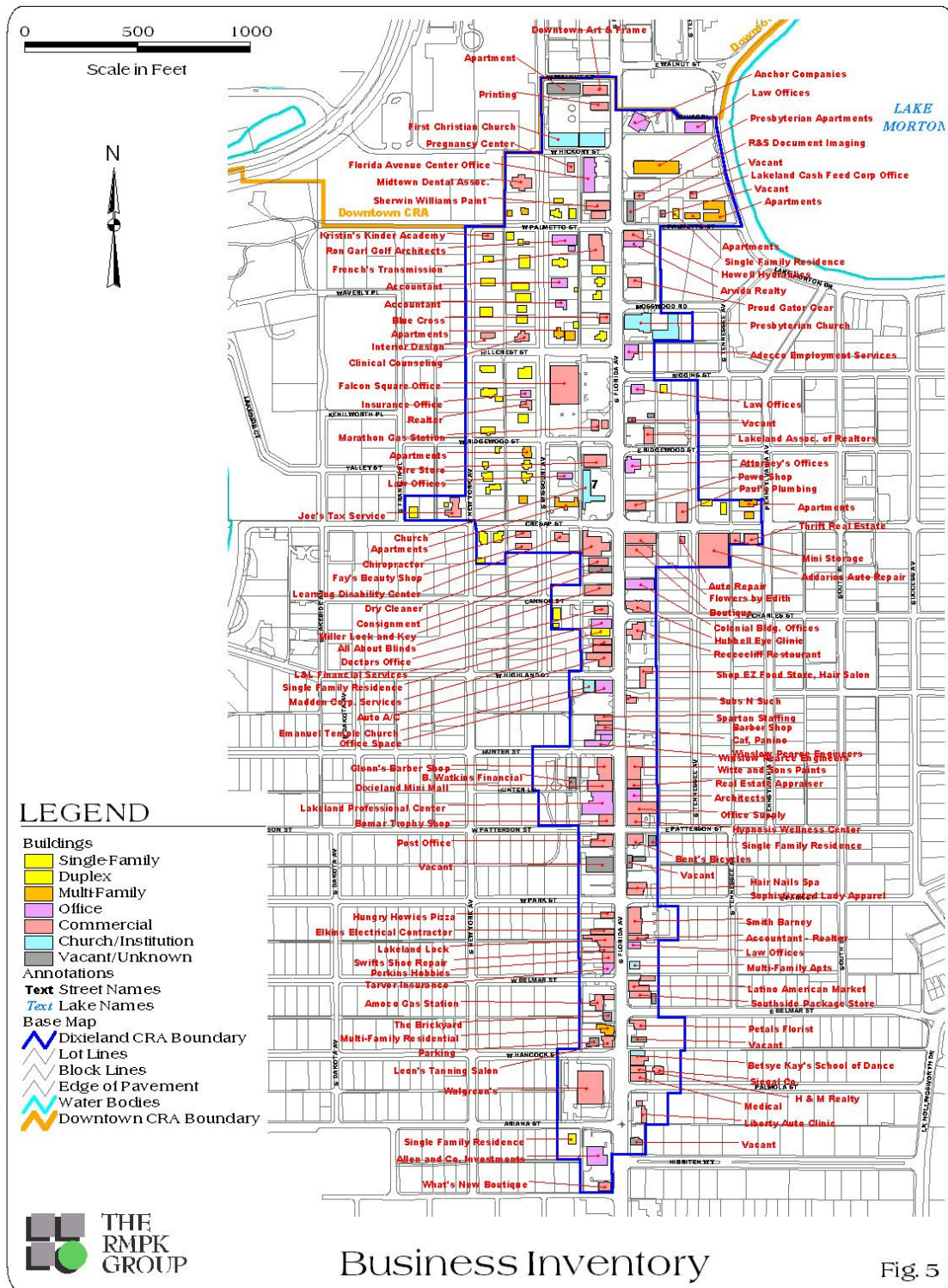
Ridgewood Street and Cresap Street. Additionally, there are several historic residential structures located on the west side of S. Florida Avenue, between W. Palmetto Street and Hillcrest Street, that may eventually be renovated for office use.

INSTITUTIONAL

There are five parcels of institutional property utilizing about two acres of land. Four of these properties are churches and one is a U.S. Post Office. These institutional properties are stable uses that contribute to the functional dynamics of the community.

LAND USE IN CRA	# OF PARCELS	ACREAGE	% OF TOTAL
Commercial	114	25.41	34.8
Office	16	3.89	5.3
Residential High	5	2.99	4.1
Residential Medium	41	8.64	11.8
Institutional	5	1.98	2.7
Parking Lots	28	5.95	8.2
Vacant Buildings	3	1.00	1.4
Vacant Land	8	1.51	2.1
Right-of-Way		21.63	29.6
TOTAL	220	73	100

FIGURE 5 – BUSINESS INVENTORY MAP



COMPREHENSIVE PLAN

The City updated its Comprehensive Plan in 2000. The Plan guides and regulates capital improvements and future land use designations, and supports redevelopment activities in the effort to minimize urban sprawl and protect the City's valuable cultural heritage. Lakeland is accomplishing this by adopting policies contained in the Future Land Use Element that support redevelopment efforts, such as:

- Policy FLU 2H – “sensitive adaptive reuse of historic structures will be given priority over uses that will destroy the historic resource
- Objective FLU 5 – “programs for the redevelopment and renewal of neighborhoods, including blighted areas...”
- Policy FLU 5B – “The City of Lakeland will continue to promote investment and reinvestment in older neighborhoods by designating geographic neighborhoods by boundary, develop a neighborhood plan for each defined neighborhood, and implementing the developed plan as part of an ongoing effort to prevent deterioration and to protect structures of historical significance.”
- Policy FLU 5C – “The City of Lakeland will implement a Neighborhood Improvement Program to encourage reinvestment in central city neighborhoods in order to foster a viable central city and to promote a compact development pattern.”
- Policy FLU 5D – “The City of Lakeland will continue to actively identify, develop, and implement programs for the redevelopment of renewal of blighted areas.”
- Objective 3 – “Strengthen neighborhoods by continuing to implement this City's Neighborhood Improvement Program for older and/or declining neighborhoods to promote stability and revitalization of the City's existing neighborhoods.”
- Policy 3A – “Residential neighborhoods will be protected through implementation of neighborhood improvement plans which address safety, traffic, aesthetics and character including historic resources.”
- Policy 1D – “As an incentive to participate in the provision of affordable housing, Lakeland will offer surplus City property, including potential ‘infill lots’ at a discounted cost, to developers or individuals who agree to build housing targeted for very low, low and/or moderate income households.”
- Policy 4E – “The City will continue to support infill lot re-use for existing or new residential development. The City will also work with the Lakeland Housing Authority in its efforts to build on vacant, infill lots to improve target neighborhoods and to provide affordable replacement homes that would offer homeownership opportunities for existing tenants of public and rental housing.”

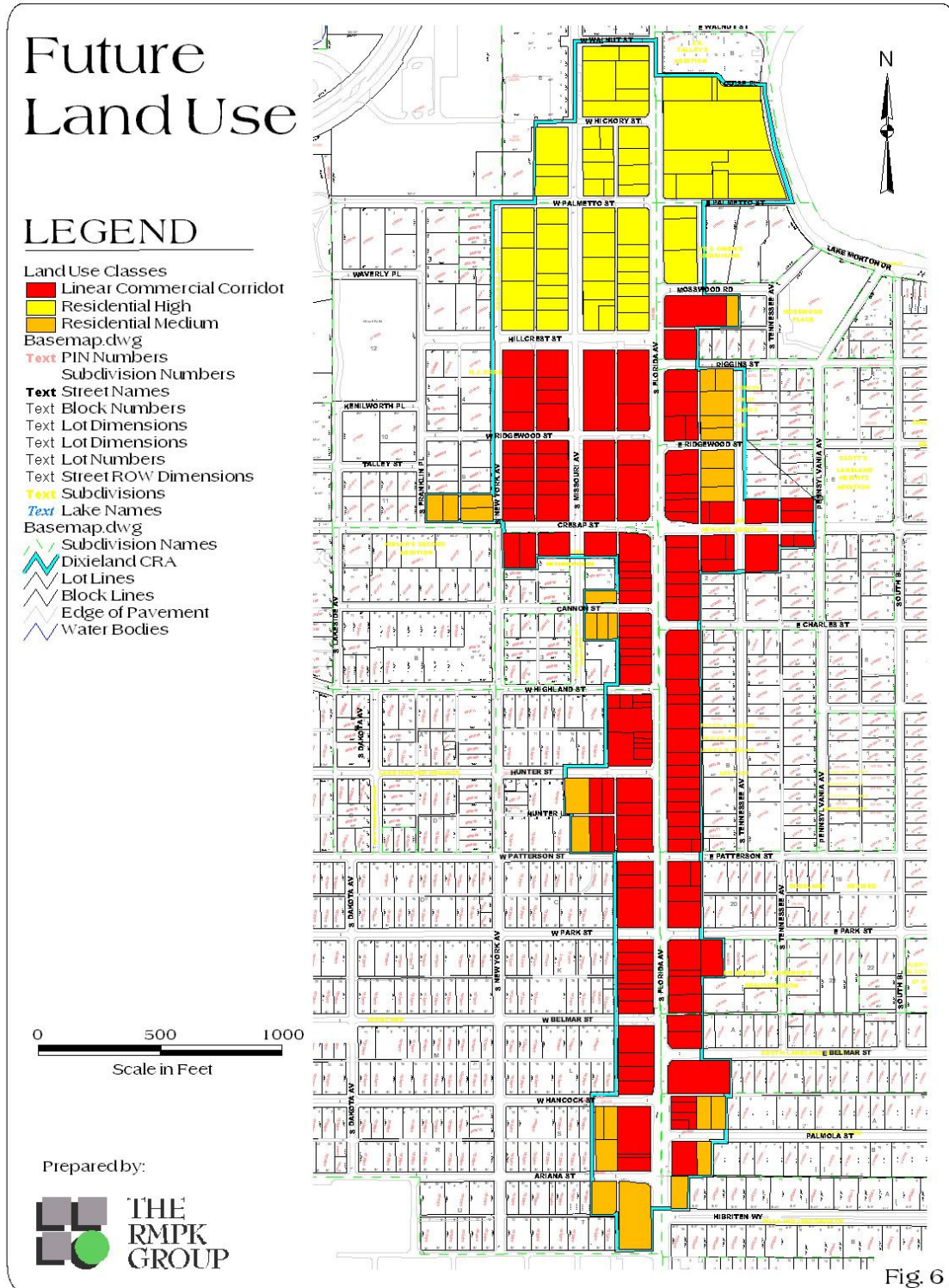


FUTURE LAND USE

The majority of the land in the Dixieland CRA is designated on the Future Land Use Map as Linear Commercial Corridor (LCC). This classification is consistent with existing conditions on S. Florida Avenue and allows for infill development on existing primary commercial corridors only. The City's Comprehensive Plan includes two other future land use designations for the Dixieland Redevelopment Area: Residential High (RH) and Residential Medium (RM). The RH designation pertains to areas with densities greater than twelve dwelling units per acre, and is located at the north end of the Redevelopment Area, specifically including the Presbyterian Apartments. RM designations, with densities between five to twelve dwelling units per acre, are located in small pockets along the corridor, behind the commercial properties fronting S. Florida Avenue.

FUTURE LAND USE	# OF PARCELS	ACREAGE	% OF TOTAL
LCC	135	29.79	40.8
RH	57	16.02	21.9
RM	28	5.80	8.0
ROW		21.39	29.3
TOTAL	220	73	100

FIGURE 6 – FUTURE LAND USE MAP



LAND DEVELOPMENT REGULATIONS

All development and redevelopment in the City is regulated by the Land Development Regulations (LDRs), which were updated in January 2000. The LDRs establish development standards as they relate to land uses associated with different zoning classifications. The LDRs provide standards for site development, such as minimum lot size, setback requirements, building size, accessory uses, parking, loading, drainage, landscape, and signage design criteria.

ZONING

The Dixieland Redevelopment Area contains six zoning districts related to general classifications of land-use, including: O-1 (Small Lot Office), C-2 (Highway Commercial), MF-12 (Multiple-Family), PUD-37 (Planned Unit Development), and RA-3 and RA-4, (Single Family). These districts are summarized briefly below.

O-1 (SMALL LOT OFFICE)

The small lot office classification is intended to permit office uses that serve the local community with a minimum of impact on roadway function and adjacent residential development. Examples include: bed and breakfast, churches, communication studios, funeral homes, hotels, mixed-use with residential on top floor, travel agencies, etc. This classification is also intended for areas where existing subdivision of land makes minimum lot sizes impractical, such as the area currently going through office transition along S. Missouri Ave. and S. New York Ave.

C-2 (HIGHWAY COMMERCIAL)

This classification is intended to provide a broad range of office and retail uses to motorists on high traffic volume arterials, such as S. Florida Avenue. Uses include those listed above in O-1, as well as banks, bars, convenience stores, food stores, indoor recreation, laundry establishments, liquor stores, storage facilities, numerous office uses, highway services such as vehicle fuel and service, restaurants, travel agencies, rooming houses, veterinary clinics, etc. As with the O-1 classification, this is intended to mitigate development standards in areas where previous property division does not meet current lot size requirements.

MF-12 (MULTIPLE-FAMILY)

The MF-12 zoning classification is intended to allow for single and multiple-family residential development up to a maximum of twelve dwelling units per acre, which is consistent with current development patterns and future land use patterns. Permitted uses include single-family detached dwellings on lots platted prior to March 1, 1993, single-family attached, and all types of multiple-family. Some non-residential uses are also included, providing that they enhance the residential quality and convenience of the neighborhood. Such uses include: family day care homes, public non-commercial uses, utilities, and religious residential uses.

PUD-37 (PLANNED UNIT DEVELOPMENT)

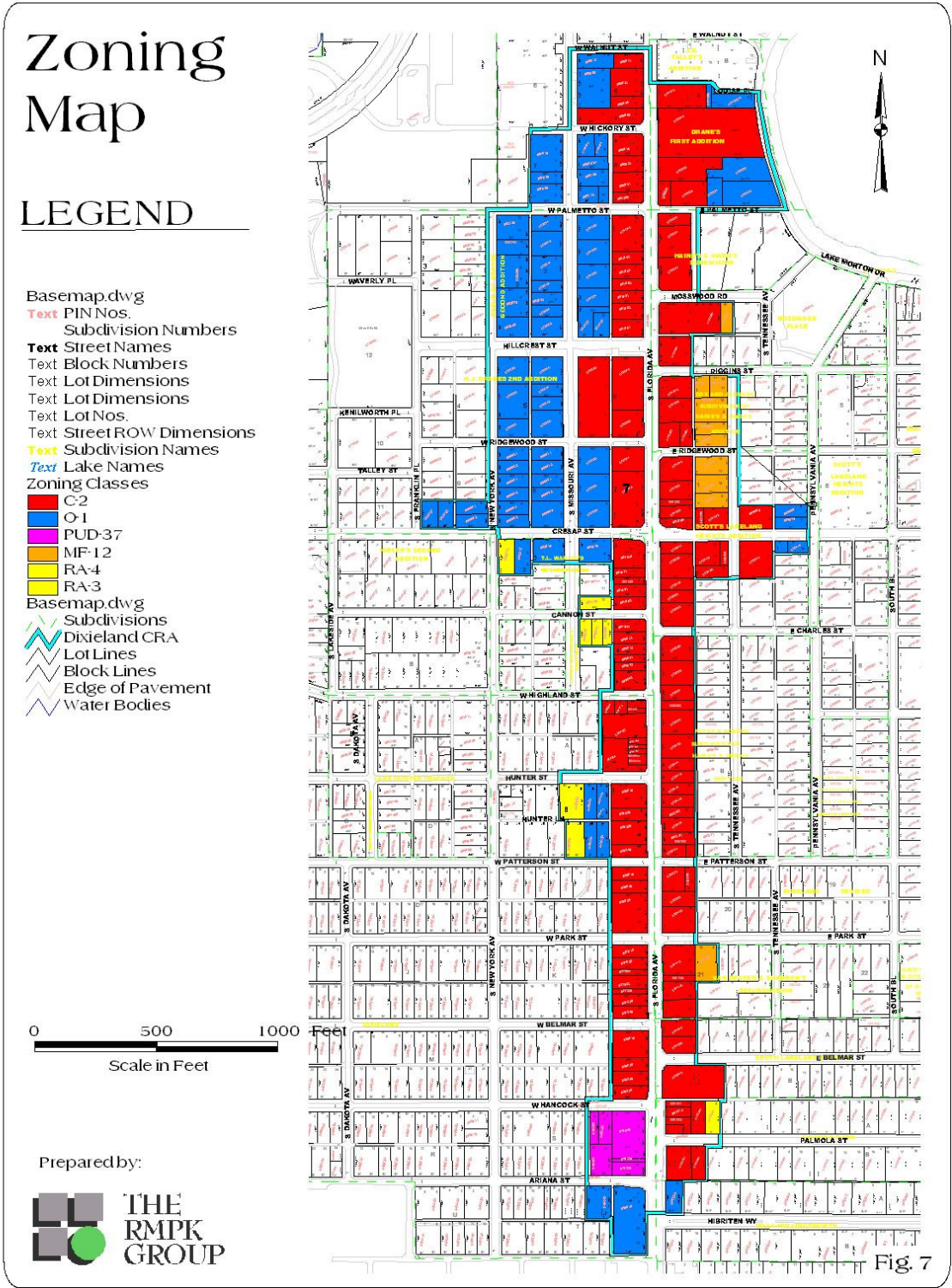
The Planned Unit Development classification of the zoning code is intended to allow for planned development that is compatible with the City’s Comprehensive Plan and allows for some variety and innovation in development. The development is carried out in stages and ancillary uses must contribute to the character of the development and surrounding area. All maintenance, operations, and facilities improvements must be included in the original development program. The new Walgreens store at the northwest corner of Ariana St. and S. Florida Avenue is the only planned unit development currently in the Dixieland Redevelopment Area.

RA-3 AND RA-4 (SINGLE-FAMILY)

These single-family districts are essentially the same, with the exception that RA-4 has a smaller minimum lot size and smaller setback requirements. As a result, the RA-3 and RA-4 districts fit into the City’s Future Land Use Plan in slightly different areas. RA-3 is intended for areas designated R, RL, and RM of the Future Land Use Plan. R-4 is intended for areas designated R, RM, and RH. Both classifications allow for single-family detached homes, family day care homes, public non-commercial uses, and utilities and essential services. Conditional uses include religious and educational institutions, communications towers, neighborhood convenience centers, and parking lots.

ZONING IN CRA	# OF PARCELS	ACREAGE	% OF TOTAL
C-2	123	29.68	40.6
O-1	73	17.13	23.5
MF-12	10	2.00	2.7
PUD-37	6	1.36	1.9
RA-3	1	0.19	0.3
RA-4	7	1.25	1.7
ROW		21.39	29.3
TOTAL	220	73	100

FIGURE 7 – ZONING MAP



DIXIELAND HISTORIC DISTRICT GUIDELINES

Due to the rich architectural heritage in the City of Lakeland, special guidelines have been developed to preserve the character and architecture in the City's historic districts, including the Dixieland and South Lake Morton Historic Districts, which encompass the Dixieland Redevelopment Area. These design standards encourage rehabilitation of structures with historical value. The guidelines address the various styles of architecture and suggest treatments that will enhance and preserve these original styles with reference to porches, screened enclosures, roof projections, fenestration, etc.

INFRASTRUCTURE

POTABLE WATER

The City owns and operates its potable water system, as well as the system for neighboring Polk City. Raw water is drawn from thirteen deep wells clustered along I-4 between I-4, Providence Road, and W. 10th Street. Known as the Northwest Wellfield, these pumps currently draw a daily average of 24.3 MGD (28.2 is permitted). Projected draw for the year 2010 is 26.4 MGD. The T.B. Williams Water Treatment Plant on Kathleen Road is expected to remain operable through 2040, and the pump stations are expected to adequately perform through 2010. Water quality currently meets or exceeds State standards.

The per capita consumption for the City decreased from 183 gpd to 153 gpd during the 1990s. This drop was due to education and awareness of water conservation and the use of an inverted rate structure, which increases water cost for residences that have high consumption. Further conservation efforts and better technology are expected to decrease the per capita consumption, allowing the City of Lakeland to maintain its current level of service to its residents. Since this area is near build-out, the projects proposed in the Dixieland Redevelopment Plan will not severely impact the potable water supply.

WASTEWATER

The City also owns and operates the wastewater treatment system, with the exception of some privately owned package treatment plants and onsite septic tanks. The number of these privately owned facilities has been reduced in the past ten years as the owners, at their cost, have connected to the City system. The City treatment system consists of two subregional plants: the W. Carl Dicks Water Reclamation Facility on Glendale Street and the Northside Wastewater Treatment Plant (WWTP) on the northeast side of Lake Parker. The W. Carl Dicks Facility has an annual average flow of 7.88 MGD (13.7 MGD permitted). The Northside WWTP has an annual average flow of 2.66 MGD (4 MGD permitted, expanding to 8 MGD in the near future).

Both facilities are expected to meet future growth demands through 2008. The physical plants are in excellent condition and are expected to perform for about forty more years, with some equipment replacements in about twenty years. Depending on development

activities, some trunk lines could need expansion in 2008. As with the potable water system, the projects proposed in the Dixieland Redevelopment Plan will not strain the capacity of the wastewater treatment system.

SOLID WASTE

The City maintains a solid waste collection system and utilizes the County-run North Central Landfill on CR 540. Additionally, as of 1997 there were five franchise solid waste haulers that operated in unincorporated Lakeland. These private services collect household solid waste outside City limits and construction debris (which is hauled to a different landfill, near Bartow) within City limits.

Prior to transportation to the North Central Landfill, waste is processed at the McIntosh Power Plant Complex on the northeast side of Lake Parker. The waste is sorted and any burnable refuse is incinerated for fuel for the electric generating unit. The remaining waste, depending on its composition, is either recycled or hauled to the County landfill. Landfill capacity is expected to meet projected demand through 2020, with Phase II capacity extending through 2050. Although the projects proposed in the Dixieland Redevelopment Plan will not severely impact the City's solid waste system, the condition and placement of trash receptacles in the alleys behind the businesses on S. Florida Avenue were identified as a concern by local residents and business owners. This issue should be addressed within the context of proposed alleyway improvements as proposed in the Redevelopment Plan.

STORMWATER

The City's drainage system is maintained and operated by the Lakeland Public Works Department. The system utilizes the natural topographic features with added enhancements in impervious surface areas to channel water to the natural system. Lakeland's Land Development Regulations address stormwater management, aquifer recharge, wetlands protection, floodplain management, and erosion control. These regulations meet or exceed SWFWMD and FDEP standards. Excessive pollutants from stormwater runoff have rendered Lakeland's lakes substandard in water quality. However, in coordination with State and Federal agencies, Lakeland has identified projects and solicited or devised solutions to restore water quality.

According to the City's Comprehensive Plan, there are approximately twenty-five street or intersection areas in the City that experience flooding problems during heavy rain periods. None of these are located within the Dixieland Redevelopment Area, yet drainage is an issue for some businesses that experience flooding during high rains. As this area is nearly completely built-out, proposed projects are not expected to negatively impact the drainage system.

LAKE SYSTEM AND SURFACE WATER QUALITY

One of Lakeland's greatest attributes is the system of lakes that spread beautifully throughout the City. The Dixieland Redevelopment Area contains lake front property on the western shoreline of Lake Morton and a view shed of Lake Hunter down Cresap St. on the west side of the historic neighborhood. Water quality of the lake system is monitored by the City's Lakes Division. Historic development patterns and practices have impacted the lake system generating runoff that has been conveyed through a stormwater sewer system with direct discharge into area lakes. Stormwater drainage inlets are located at the east end of the large parking lot of the Presbyterian Apartment building capturing substantial amounts of run-off during storm events.



Redevelopment provides an opportunity to correct deficiencies in stormwater management systems enabling infrastructure improvements designed to reduce sediment loading into the lake system. A well-conceived master plan for the area enables a regional approach to retrofitting infrastructure while redevelopment

of property removes impervious surfaces decreasing the quantity of runoff. Redevelopment encourages private sector involvement in carrying the expense of improvements and also strengthens the tax base providing revenue for public projects. Lake System issues and opportunities should be considered when devising implementation strategies recommended in the Redevelopment Plan.

RECREATION AND OPEN SPACE

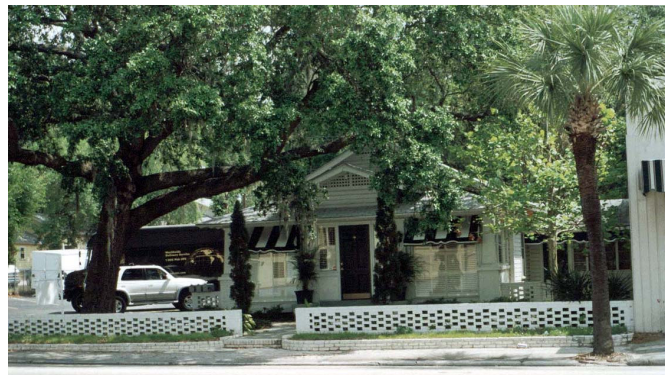
The Dixieland Redevelopment Plan concentrates on the S. Florida Avenue commercial corridor and transitional properties east of New York Avenue. There are no existing parks within this Redevelopment Area. However, Drane Park just east of Lake Hunter and Dobbins Park at the south end of the historic district both provide valuable neighborhood park and open space facilities. Additionally, the shoreline of lakes Morton and Hunter are in the public domain, providing access and recreational opportunities for area residents.

HISTORIC BUILDINGS

The character and charm of the historic downtown and the various historic districts, such as the Dixieland and South Lake Morton Districts contained in the Redevelopment Area, are significant assets and should be preserved and enhanced through policies and programs set forth by the City Commission. Restoration of historic structures in compliance with

architectural guidelines for new construction and building renovations are fundamental aspects of the Lakeland redevelopment program.

In 1993, an historic properties survey was conducted for the Dixieland neighborhood. The total number of buildings surveyed was 470, with the majority in either good or excellent condition. The majority of the buildings are private residences, with a few institutional uses such as the Dixieland Grammar School, First Christian Church, and the Westminster Presbyterian Church. Most of the buildings were still in their originally intended use, with the exception of nine residences that have been converted into offices. Various architectural styles are present in the Dixieland neighborhood. The Bungalow style is the most prevalent, accounting for 72% of the historic buildings. Remaining styles include Frame Vernacular, Mediterranean Revival, Colonial Revival, Masonry Vernacular, Tudor Revival, Classical Revival, Mission, and Queen Anne.



The historic survey area encompassed the entire Dixieland neighborhood, the boundaries of which exceed the Redevelopment Area boundaries. The number of historic structures actually contained in the Dixieland Redevelopment Area is approximately sixty. Additionally, some of the historic structures along the east side of S. Florida Avenue in the Redevelopment Area are in the South Lake Morton Historic District. As of this writing a survey has not been conducted for the commercial properties fronting the east side of S. Florida Avenue. It has been recommended that a survey of this area be undertaken to provide Historic Rehabilitation Tax Credits for qualified buildings.

SIGNAGE

The quality and standards for signage have a tremendous impact on the perception of a community. There is a correlation between those cities throughout the state with quality signage and the economic success of the downtown area. This phenomenon is directly related to the investment image portrayed by a community. Bad signage conditions are generally related to areas in economic decline particularly if the prevalent conditions include aging signs with structural dilapidation, excessive size and number of signs, cheap or inappropriate materials, and poor quality of design.



The City has a relatively effective sign ordinance, which is reflected in the smaller, less obtrusive commercial signs at businesses located along S. Florida Avenue. Attractive, monument style signs have been used with the newly renovated offices located on S. New York and S. Missouri Avenues. The use of monument signs can be attributed to the market associated with the character of the neighborhood area, as the current sign code does not require this type of signage. This requirement should be considered in future code amendments. In sharp contrast to these signs are the seven large billboards located within the fifteen-block Dixieland commercial district. Billboards have become a visual blight in cities throughout the country and have an even greater impact on small communities where they are disproportionate in size, often dwarfing the buildings in the vicinity of the sign.



Although it is a very difficult issue to resolve, the long-term removal of billboards on the corridor, as required in the City's LDRs, will enhance the visual quality of the Dixieland commercial area. Many of the existing billboards seem to be nonconforming uses because quite often they are not the only use on a particular site. The redevelopment program should support the removal of billboards, which, in effect, will remove an economic liability on these properties

and encourage redevelopment activity. Strengthening Lakeland's sign ordinance would provide increased benefits as commercial properties become more valuable and are refurbished along the corridor, resulting in the ultimate removal of signage clutter.

TRAFFIC CIRCULATION

S. Florida Avenue is the primary north/south corridor in the Redevelopment Area. It is one of four major north/south arterials in the City and provides primary access to the historic downtown area from the south. S. Florida Avenue is a four-laned asphalt roadway within a 60-foot right-of-way (ROW), with an uninterrupted center turn lane. The east/west collector roads from the adjacent residential neighborhoods are, from north to south: W. Walnut Street, Louise Place, W. Hickory Street, W. Palmetto Street, Mosswood Road, Hillcrest Street, Riggins Street, West and East Ridgewood Streets, Cresap Street, Cannon Street, E. Charles Street, W. Highland Street, Hunter Street, West and East Patterson Streets, West and East Park Streets, West and East Belmar Streets, West Hancock Street, Palmola Street, Ariana Street, and Hibriten Way. Signalized intersections beginning from the north are located at E. Walnut St., Cresap St./McDonald St., E. Belmar St., and Ariana St.

The City's Comprehensive Plan indicates that S. Florida Avenue is a constrained corridor operating at Level of Service (LOS) F, the lowest level of service specified by the FDOT. Because of the lack of ROW, which prevents expansion, future roadway improvements will depend on alternative solutions for ease of accessibility to the businesses along the corridor. Additional physical limitations of the roadway include the dangerous center turn lane and numerous curb cuts for individual driveways. These promote increased turning movements on the arterial, which contributes to congestion and the likelihood of accidents.

Compounding the problems with turning movements on the corridor is the fact that most of the side access roads are not aligned when intersecting S. Florida Avenue. This fact increases the importance of the signalized intersections and the motorists' ability to access these intersections through the rear alleys.

Existing conditions along the corridor have also created an unfavorable pedestrian environment. The sidewalks in many locations are substandard and are in close proximity to the road, which carries a large volume of traffic at a high rate of speed. Future plans must consider access management techniques to relieve traffic pressure and improve the pedestrian environment. Improvements to rear alleyways running parallel to S. Florida Avenue behind the businesses may provide a valuable means of alternative access.

S. Florida Avenue is recognized as the main entrance to the historic downtown. Its function and appearance have a tremendous impact on residents and visitors entering the area from the south, which makes it the primary concern for the Dixieland Redevelopment Area.

PARKING

Parking is an important element of any redevelopment program because it often determines the feasibility of proposed projects. A shopping district, office building, or residential project cannot be considered unless there are adequate parking accommodations for the patrons, employees, or residents.



The inventory of existing parking conditions in the Dixieland area revealed a strong perception of inadequate parking. Because of the traditional layout of the historic corridor area, older properties constructed during the 1920s and 30s did not provide off-street parking facilities; parking demand was addressed primarily through on-street parking. Subsequent roadway improvements initiated by FDOT have consumed the areas previously

containing on-street parking. The result has created very awkward access and parking orientations on many of the commercial properties along the corridor. Businesses have been compelled to resort to side street and rear parking configurations as well as constrained storefront parking. Many of the other commercial properties along the corridor have insufficient depth to provide adequate off-street parking, causing overflow parking in the rear and side streets, which is impacting surrounding residential areas.



Several of the more recently developed larger parcels of property located on S. Florida Ave. such as Falcon Square, located between Hillcrest St. and Ridgewood St., have been designed with off-street parking consistent with requirements in development regulations and therefore provide sufficient capacity. Other commercial properties have been successful in relocating parking to the rear of the business. Petals Florist at the corner of E. Belmar St. and the Law Offices on E. Ridgewood St. have provided beautiful and highly functional rear parking areas. The City of Lakeland has also provided very attractive municipal parking facilities behind Smith Barney on E. Park St.

Parking concerns and alternative access and loading solutions will need to be thoroughly addressed in the Redevelopment Plan, as parking will be critical to sustaining the economic vitality of S. Florida Ave. and its increasing customer base.

URBAN DESIGN AND STREETScape



The urban design characteristics of Downtown Lakeland are very attractive compared to most cities in Florida. The recent open space and streetscape improvements have upgraded the general appearance of the community and encouraged private sector investment in several properties in the downtown. Likewise, the Dixieland

Redevelopment Area should be upgraded in function and appearance to provide a more attractive entrance to the historic downtown.

The Dixieland and South Lake Morton Historic Neighborhoods are comprised of a grid system of roadways whose physical characteristics and land development patterns constitute the basic foundation of the area's urban design. The site inventory for urban design concentrated on the two primary components of the redevelopment district: S. Florida Avenue and the side streets immediately adjoining the commercial corridor. These roads are comprised of varying urban design characteristics relating to the general quality of the pedestrian environment including sidewalk widths, building setbacks, and tree canopy.



The neighborhoods surrounding the commercial district contain very attractive tree canopies with many older homes in quaint settings that establish a pleasant environment. However, at the intersection with S. Florida Avenue, the sidewalks are often nonexistent or in very poor condition and commercial land use activities have encroached on

the attractive residential areas causing the depreciation of residential land values. In contrast to the very desirable elements of the historic downtown and surrounding neighborhoods, strip commercial development patterns prevail on S. Florida Avenue. Conditions of the pedestrian environment further deteriorate directly along the roadway with high volumes of fast moving traffic, narrow sidewalks in poor condition, limited buffering, and the lack of tree canopy in areas combining to create an unpleasant pedestrian environment.

The buildings in the Dixieland area are generally in good physical condition with few obvious signs of structural deterioration. However, the architectural styles and general maintenance of the building stock are showing signs of aging and a lack of reinvestment likely caused by low cash flow from these income-producing properties. As the real estate market matures and rents increase, reinvestment will begin to occur. Historic buildings will be reoriented to accommodate new uses, particularly with potential mixed-use development on the upper floors. Additionally, infill sites exist in several areas, which, when developed will enable a more compact urban and neighborhood environment and an improved pedestrian orientation for the community. When rehabilitation of the building stock occurs it must be undertaken in a manner that is consistent with the architectural heritage of the community. Presently, architectural design guidelines are used to provide continuity in design for renovation and new construction of buildings located in the City's Historic Districts.

The downtown streetscape improvements have enhanced continuity in design and provided consistency in form for the urban environment. Brick pavers used on sidewalks and street crossings have successfully created interesting treatments to paved areas. Street trees and ground cover have been appropriately selected based on a variety of growing environments. Pedestrian scale streetlights have been installed and banners identifying downtown Lakeland are interspersed on the light poles along the roadway. Standardized street furnishings, including benches, trash receptacles, and planters have also established continuity in hardscape elements that have created an outstanding setting for new private investment. These streetscape elements should continue south of the downtown area into Dixieland. Gateway treatments should also be incorporated into the design establishing the entrance to downtown, while distinguishing the unique Dixieland area.

CONDITION OF SIDE STREETS AND ALLEYS

A survey of the side streets and alleyways in the Redevelopment Area revealed varying physical conditions and site configurations related to the surrounding land uses. The graphic following this section identifies side streets that are in good, fair, or poor condition. Good conditions are defined as streets with intact surfaces, high quality landscaping or tree canopy, no trash or debris, sufficient access width, street well defined with curbs, and sidewalks in good structural condition. Buildings are set back properly and are well oriented to the surrounding



neighborhoods with good pedestrian access. Examples of good conditions can be found on Louise Place, S. Missouri Avenue, E. Ridgewood Street, and E. Belmar Street among others.



Fair conditions are those that have some combination of deteriorating influences yet are in fairly good condition. These streets may have relatively good surfaces, some trash, landscaping, street well defined, may or may not have curbs and sidewalks in good condition, and provides sufficient access to businesses. Examples include: W. Hickory Street,

Mosswood Road, Hillcrest Street, and E. Patterson Street.



Poor conditions are defined as side streets with one or more of the following conditions: cracked surfaces, neglected or absent landscaping, trash and debris, poorly defined access with open aprons on adjacent commercial properties. Buildings are set back too far, with large asphalt areas creating poor pedestrian environment. Poor conditions can be seen on W. Walnut Street, E. Palmetto Street, parts of Cresap and McDonald Streets, and Palmola Street.

ALLEYWAYS

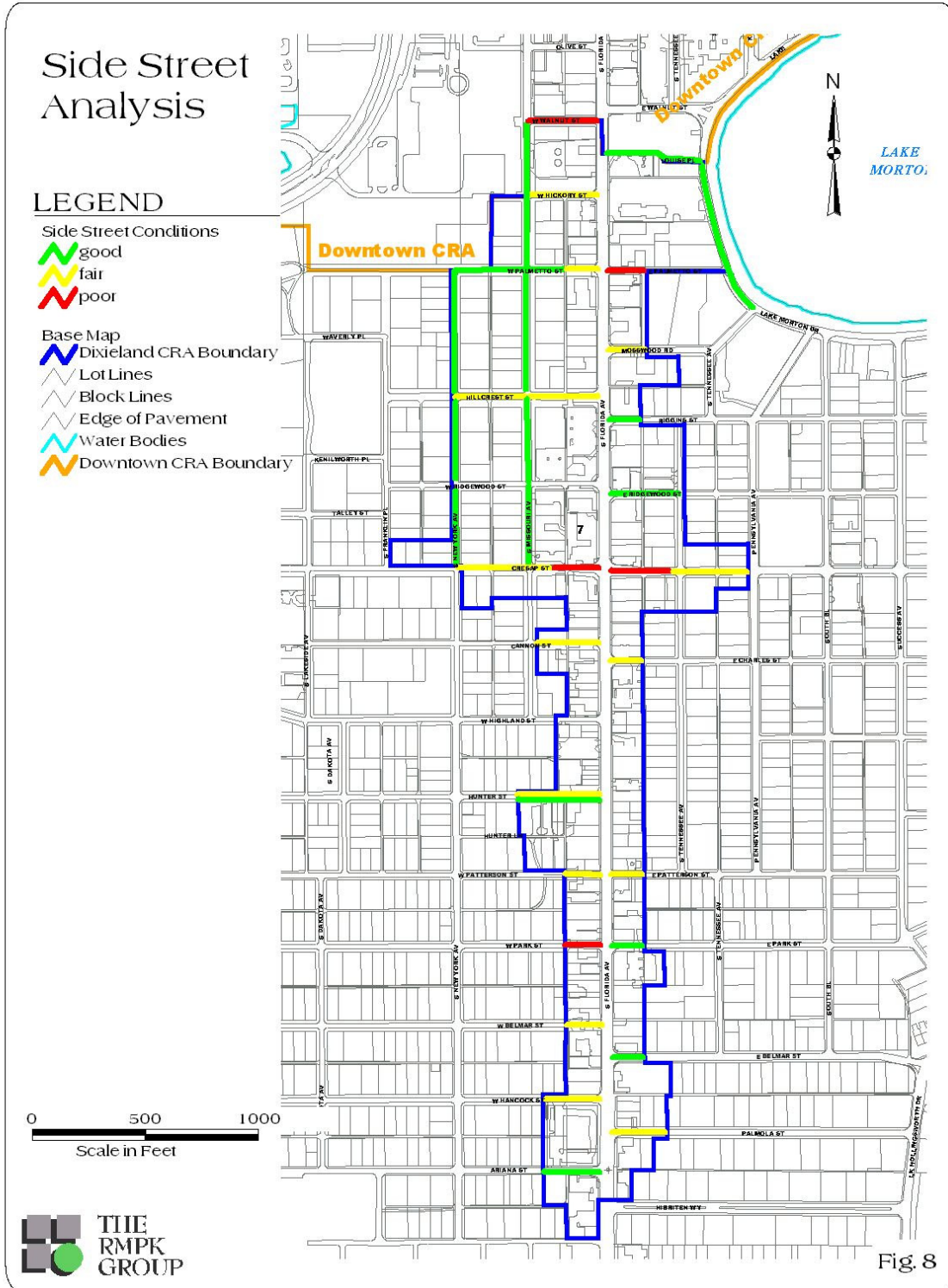


The alleyway system in the Redevelopment Area is an important network that, properly utilized, can provide both vehicular and pedestrian access to businesses, relieving traffic pressure on S. Florida Avenue. Alleyway conditions vary, for example, the alleyway and parking south of Hunter Street, between Hunter and W. Patterson, are in excellent condition. They have well defined driveways, asphalt road surfacing, appropriate buffering from

surrounding residential uses, safe, well defined access to parking and loading areas, and provide a quality pedestrian environment for accessing adjacent businesses. Immediately to the north however, between Hunter and Highland Streets, the conditions are poor. The alley is mostly undefined and the adjacent parking area is unfinished with no definition for internal circulation and parking. Utility lines and poles, as well as dumpsters and debris, hinder vehicular movement. Lack of landscape treatments and tree canopy create a terrible pedestrian environment. This site presents an opportunity for investment in public parking.



FIGURE 8 – SIDE STREET ANALYSIS MAP



PART III

REDEVELOPMENT GOALS AND OBJECTIVES

The following goals and objectives for the Dixieland Community Redevelopment Plan are based on information obtained from several meetings and public workshops held by City staff since September 1999. Community goals and objectives obtained through public input have been combined with those that represent sound redevelopment planning strategies. They provide the framework and general guidelines needed to direct decision-making that will enable rational redevelopment activities that are consistent with the primary intentions of the community.

REDEVELOPMENT ADMINISTRATION

GOAL

Establish the administrative and financial mechanisms necessary to achieve the goals and objectives of the Lakeland Redevelopment Plan.

OBJECTIVES

1. Work with the City and the Lakeland Downtown Development Authority to provide funding for staff support, planning studies, operations, and maintenance for agency activities reserving tax increment and downtown assessment revenues for funding capital improvements, and other programs as approved in the Redevelopment Plan. The City and the LDDA should leverage those revenues through grants, commercial loans, or other financial mechanisms to expedite the completion of projects.
2. The City should work with the Polk County Property Appraiser to ensure updated property valuations that are consistent with valuation assessments in neighboring communities.
3. Administrative objectives should be consistent with and support other City and regional comprehensive planning and economic development prerogatives.
4. The City Commission, sitting as the Redevelopment Agency, their staff, and the LDDA must continue to oversee the planning process and develop the appropriate strategies and policies necessary to implement the plan.
5. City and LDDA officials and staffs should promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the community, increasing volunteerism while using the talents of existing civic organizations and committees.
6. The City and LDDA staffs the provision of suitable public information services concerning all aspects of the redevelopment program such as radio and newspaper reporting as well as neighborhood and civic organization meetings to generate public support.

7. Staff should work with area residents, property owners, and businesses to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation.

REDEVELOPMENT POLICY

GOAL I

Eliminate slum and blight conditions, as defined by Florida Statute, in the Redevelopment Area, which constitute an economic and social liability.

OBJECTIVES

1. Eliminate dilapidated and unsafe structures through demolition where it is deemed appropriate.
2. Encourage the upgrade of existing substandard structures through enforcement of the City's Housing and Building Codes and the provision of financial incentives for rehabilitation, if possible.
3. Eliminate unsanitary and unsightly outside storage conditions through enforcement of the City's Zoning Codes.
4. Eliminate nonconforming uses that detract from the character of the community, hindering investment opportunities, through negotiation, acquisition, exchange, transfer of development rights, or any other available means in cooperation with the property owner.
5. In cooperation with property owners, encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction, encouraging stable growth in those areas deemed appropriate.
6. Through successful implementation of projects and programs, as described in the Redevelopment Plan, increase the tax base to generate additional revenue for capital improvements and municipal services.

GOAL II

Prevent the future occurrence of slum and blight.

OBJECTIVES

1. Work with the City staff, Planning and Zoning Board, Historic Preservation Board and the City Commission to implement regulatory policies in the redevelopment district to encourage a high degree of design and development standards for new construction and rehabilitation. Ensure that new development consists of appropriate land uses that will stabilize and enhance the area while representing the desires and interests of area residents and property owners.

2. Create programs for land development and property rehabilitation, using financial or other economic incentives, to facilitate new investment in the redevelopment district, thereby increasing the tax base.

GOAL III

Encourage the reuse of those properties that, by virtue of their location, condition, or value, no longer function at their highest potential economic use.

OBJECTIVES

1. Identify and cooperate with those property owners within areas designated for potential redevelopment projects to assess their willingness to participate in those projects.
2. Encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
3. Facilitate redevelopment transitions by developing appropriate relocation plans sensitive to the needs of those whose properties will undergo reuse activities.
4. Work creatively to provide incentives for private sector participation in redevelopment projects and programs.

ECONOMIC DEVELOPMENT

GOAL

Maintain the historic character of Dixieland while promoting economic vitality.

OBJECTIVES

1. Implement policies for historic architectural design standards for both existing and new development to ensure compatible design of future development, while promoting private sector investment in the Redevelopment Area.
2. Capitalize on the recent success of the City's downtown improvements by establishing communication between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects.
3. Initiate programs to improve and strengthen existing businesses, including marketing and promotion, small business loans and other financial incentives.
4. Improve the investment image of the Redevelopment Area and utilize selected public actions to stimulate private investment.
5. Make the Redevelopment Area competitive with major activity centers in the region.

6. Work closely with area businesses, merchants' associations, and the Chamber of Commerce to address the needs of existing businesses through the redevelopment process.
7. Capitalize on development and redevelopment opportunities associated with the revitalization of the downtown.

PUBLIC FACILITIES AND SERVICES

GOAL I

Provide necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the redevelopment district.

OBJECTIVES

1. Work with all appropriate government and private utilities to ensure the provision of adequate services including, electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
2. Secure grant funding when possible to leverage tax increment revenues, and LDDA millage assessments to accomplish stated goals related to the provision of adequate infrastructure.
3. Assess existing infrastructure conditions to identify specific needs for upgrading older systems in conjunction with proposed improvements to S. Florida Avenue and the adjacent alleyways.
4. Devise strategies for solid waste collection in the Redevelopment Area addressing the frequency of trash pick-up, avoiding traffic conflicts in commercial areas while maintaining efficient service.

GOAL II

Create a safe, efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the Redevelopment Area and the balance of the community.

OBJECTIVES

1. Assess existing traffic patterns and pursue any automotive transportation improvements that may include vacating of rights of way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures that will increase traffic carrying capacity and traveling convenience on S. Florida Avenue.

2. Work closely with the MPO, FDOT, Polk County, and Lakeland Area Mass Transit District (LAMTD) to coordinate and establish priorities for proposed transportation improvements that will further the objectives of the Redevelopment Plan.
3. Minimize the impacts of increased traffic and activity levels on residential areas.
4. Provide necessary improvements to access roads and alleyways enabling safe loading conditions that include adequate buffering from surrounding residential areas.
5. Create a safe, secure, appealing, and efficient pedestrian system linking all major activity centers, parking facilities, alleyways, and other interchange points.
6. Construct sidewalks throughout the district, appropriately designed and separated from auto circulation for safety purposes, to be used as positive tools to improve the area's environment through the use of landscaping and other visual treatments.

GOAL III

Provide for the public health, safety, morals, and welfare of the community.

OBJECTIVES

1. Continue the work begun by the Lakeland Police Department and other organizations to implement neighborhood-based police and safety programs.
2. Incorporate accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects.
3. Whenever possible, increase the visibility of the police force in the area to prevent crime.
4. If possible, work with the Lakeland Police Department to institute a neighborhood foot patrol system for law enforcement.

LAND USE

GOAL

Establish a land use pattern that reflects the Redevelopment Area as a total community of diversified interests and activities, while promoting compatibility and harmonious land-use relationships.

OBJECTIVES

1. Develop land uses and patterns that create and strengthen activity centers.
2. Promote and locate strategic land use activities within the Dixieland Redevelopment Area that will support tourist and commercial attraction to the historic downtown.
3. Encourage mixed-use development at an appropriate scale in the area.

4. Introduce multi-family development in close proximity to the historic downtown strengthening the local market for retail and services.
5. Work with the Community Development Department and Historic Preservation Board to implement zoning regulations that protect and enhance historic residential neighborhoods.
6. Discourage the intrusion of inappropriate office and commercial uses in surrounding neighborhoods and direct these uses to S. Florida Avenue to develop the critical mass necessary to support new and existing businesses.
7. Work with existing property owners to replace dilapidated, nonconforming structures through property assembly to enable development of higher and better uses at appropriate locations.
8. Continue to implement architectural design standards for building renovations, façade improvements, and new construction to ensure that future development maintains the historic character of Lakeland.
9. Prepare landscaping, streetscaping, and lighting plans for public spaces to further the success of recent downtown projects and improve the appearance of the southern entrance to the downtown.
10. When undertaking streetscape improvements, new private construction, and building rehabilitation, place utility lines underground where it is feasible to improve visual qualities and remove impediments to safe pedestrian access along the corridor.

HOUSING

GOAL I

Encourage private home ownership and develop and market housing opportunities within the historic Dixieland area.

OBJECTIVES

1. Identify and market areas where private interests can develop housing and necessary support facilities in the Redevelopment Area and adjacent neighborhoods.
2. Encourage private efforts toward building housing in the Redevelopment Area and adjacent neighborhoods.

GOAL II

Reestablish old neighborhoods through redevelopment and revitalization of the housing stock, establishing a safe, functional, and aesthetically pleasing community environment.

OBJECTIVES

1. Remove restrictions in zoning and development codes that inhibit private investment in the restoration of housing.
2. Initiate infill housing development projects on existing and newly vacated properties.
3. Identify and restore historic housing that may be in a state of deterioration, but otherwise structurally sound.
4. Work with the City and community volunteers to clean-up vacant, unattended properties.

HISTORIC PRESERVATION

GOAL

To preserve and maintain historically and architecturally significant structures.

OBJECTIVES

1. Promote Lakeland's heritage by preserving its landmarks and significant historic structures.
2. Work with the Historic Preservation Board to further goals as they pertain to historic structures in the Dixieland and S. Lake Morton Historic Districts.
3. Take advantage of the opportunities associated with the designation of properties on the National Register of Historic Places.
4. Ensure that future development in the Redevelopment Area is consistent with the existing architectural character of Downtown Lakeland and the Dixieland and S. Lake Morton neighborhoods.
5. Establish a façade improvement program providing design assistance and financial incentives to encourage building renovations that will provide compatible design and strengthen existing architectural features.
6. Prepare a historic preservation ordinance that promotes voluntary participation in preservation efforts and provides economic incentives in the form of local grants or low- interest loans to pay for the restoration of historic properties.
7. Make property owners and investors aware of the tax inducements available as an incentive for restoring historical buildings for practical use.

PART IV

SUMMARY OF ISSUES, OPPORTUNITIES AND STRATEGIES

Existing conditions analysis enables the identification of pertinent issues to determine community preferences toward planning objectives that provide the core information for the Future Land Use Concept Plan. This section of the plan summarizes the issues of concern and opportunities for redevelopment activity and recommends strategies for program implementation.

LAND USE

ISSUES

- **Land-use conflicts** – These conflicts cause deterioration of the physical environment. Neighborhoods contiguous with commercial uses need buffers to separate and protect them.
- **Inadequate lot sizes** – Small or irregularly shaped lots make it difficult to develop property in accordance with modern development regulations. This often requires property assembly, increasing the costs of development, causing a deterrent to private sector investment.
- **Vacant properties** – Vacant lots and buildings detract from the corridor.
- **Need for supermarket and other personal services** – During the public involvement process, several residents expressed the desire to have a conveniently located supermarket near their community indicating demand for neighborhood access to food and personal services.
- **Deteriorating Infrastructure** – Deteriorating infrastructure conditions along S. Florida Avenue and the intersecting side streets such as sidewalks, drainage, and roads, were identified during the site inventory.
- **Lack of Roadway Capacity** – S. Florida Avenue, with a LOS of F, currently does not have the capacity to accommodate land uses that will adversely impact traffic circulation. This limits the intensity of future land use, which may impact economic feasibility for future development.



ASSETS & OPPORTUNITIES

- **Vacant land** – Vacant land along the corridor provides for new development that is consistent with the City’s future land use projections, strengthening the tax base and improving the physical character of the community.
- **Office and Commercial Land Use** – There is an inventory of historically stable office and commercial uses along S. Florida Avenue and an environment conducive to transitional office uses along S. Missouri and S. New York Avenues.

STRATEGIES

- **Buffer commercial and residential uses** – Residential uses that abut commercial uses adjacent to the alleyways need buffers to protect them from noise and view.
- **Code enforcement** – More staff and stricter enforcement is needed.
- **Neighborhood commercial nodes** – These nodes will provide focal points for the community by providing convenient access to goods and services, facilitating a more active social environment.

URBAN DESIGN

ISSUES

- **Downtown fringe** – Although recent streetscape improvements have impressively upgraded the function and appearance of the downtown, those areas immediately adjacent to the downtown are in need of attention.
- **Deteriorating roadway conditions** – Deteriorating roadway conditions on S. Florida Avenue and the intersections with side streets establish a negative impression for residents, visitors, and potential investors.
- **Lack of identity** – The development patterns and deteriorated roadway conditions along S. Florida Avenue prohibit Dixieland from distinguishing itself from neighboring communities in Lakeland.



ASSETS & OPPORTUNITIES

- **Gateway opportunities** – This district provides several opportunities for the creation of entranceways into the Downtown and the Historic Dixieland and Lake Morton Neighborhoods at both the north and south ends of the Redevelopment Area.
- **Quality pedestrian environment** – Existing tree canopy softens the negative elements of the corridor providing an opportunity to establish a quality pedestrian environment, which translates into increased economic activity and higher real estate values.

- **Quality architecture and housing** – Several residential areas have been well maintained and exhibit quality architectural features that should be referenced as examples for guidelines in future infill housing and office renovations.

STRATEGIES

- **Landscaped boulevard entrances to the City** – Entrances should be created in order to transform the harsh physical appearance and soften impacts of the roadways.
- **Improve pedestrian environment** – Improvements are needed through landscape buffering from vehicular areas with widened sidewalks, streetlights, and other design elements.
- **Pedestrian connection to the Dixieland commercial area and the downtown** – These connections should be provided through an improved network of sidewalks, alleyways, and access roads, which will make the commercial area and the Downtown more accessible.

TRANSPORTATION AND PARKING

ISSUES

- **Limited access and loading** – This is an indication of substandard lot sizes and impacts the ability of properties to function effectively for commercial purposes.
- **Deteriorating alleyways** – Deteriorating alleyways are inhibiting rear access to commercial properties while creating an unsightly intrusion into residential areas.
- **Parking** – There is a strong perception that parking facilities are inconvenient and inadequately serve retail enterprises.
- **The pedestrian environment** – This environment along the corridor is unsafe due to the high volume and speed of traffic and the lack of buffering between the roadway and the pedestrian.
- **Poorly aligned side street intersections** – These conditions create additional friction for vehicular access and turning movements.

ASSETS & OPPORTUNITIES

- **High traffic count** – The high traffic count supports commercial activities and promotes private sector investment.
- **Existence of alleyways** – The alleyways provide an opportunity for alternative access and parking, reducing the number of locations for turning movements along S. Florida Avenue.

STRATEGIES

- **Corridor Improvement Study** – A detailed corridor improvement study should be undertaken to define specific recommendations for improving access management.
- **Alleyway improvements** – Alleyway improvements throughout the entire Redevelopment Area are recommended. The scope of the improvements may range

from simple trash removal to complete reconstruction, including widening, removal or burial of utility lines, resurfacing and landscape buffering.

ECONOMICS

ISSUES

- **Vacant land and buildings** – Vacant land and buildings are also dormant on the tax rolls, impacting potential revenues for the provision of public services and capital improvements.
- **Declining tax base** – Deteriorated conditions contribute to declining market values, which erode the tax base.
- **Public safety/perception of crime** – During the course of the public workshops residents expressed concern about the crime rates in their neighborhoods.
- **Deteriorating structural conditions and public infrastructure** – Through lack of investment, properties are beginning to show signs of deterioration. Likewise, lack of public investment and attention to issues such as sidewalks, drainage, and streetlighting has caused additional impact along the corridor.
- **Commercial intrusion** – Commercial intrusion into the residential areas is an additional deterrent to future growth and development and reduces property values for both residential and commercial properties
- **Declining overall investment image** – The aforementioned issues all contribute to the overall investment image of the Redevelopment Area deterring the private sector investment needed to revitalize the area.

ASSETS & OPPORTUNITIES

- **Potential to increase tax base** – Following public sector improvements that address the declining infrastructure, affordable real estate will enable private sector investment that will stabilize the market and increase the tax base, thereby providing additional revenues for the redevelopment program.
- **Vacant land** – Vacant land presents redevelopment opportunities that will strengthen the local real estate market.
- **Affordable housing stock** – The Redevelopment Area and surrounding historic neighborhoods contain attractive affordable housing for residential investors.
- **Affordable lease rates** – Affordable lease rates will make the area attractive to new businesses by reducing overhead expenses and improving cash flow.
- **Access and visibility** – After improvements to the corridor and alleyway system, the area will be very attractive to private investment due to the access and high visibility of commercial enterprises along the S. Florida Avenue.

STRATEGIES

- **Infrastructure improvements** – Utilize tax increment financing, grants, and other resources to ensure infrastructure improvements to the main corridor, alleyways, and side streets.

- **Improve access and parking** – Improved access and parking is needed to support new and existing commercial activities.
- **Improve general appearance** – The appearance of S. Florida Avenue should be improved through streetscape improvements, regulations, incentives for building renovations, and the control of signage.
- **Community clean-up efforts** – Clean-up efforts should be organized to address the need for beautification while generating support and cooperation of various civic groups.
- **Continue to support community oriented policing programs** – Increased support, coordination, and communication between residents and police will benefit the neighborhoods and provide local law enforcement with the means to increase their effectiveness in serving the neighborhoods.
- **Support housing programs** – Housing programs that encourage infill housing development consistent with historical guidelines should be supported in order to continue to strengthen the housing market.

PART V

FUTURE LAND USE CONCEPT PLAN

The Future Land Use Concept Plan has been developed as a guideline for promoting the sound development and redevelopment of the properties in the Redevelopment Area. Opportunities for public improvements, redevelopment activities, and proposed future land use composition are identified and graphically included on the Plan. The Plan was developed after analyzing the existing conditions in each of the districts relative to the community objectives obtained during the public involvement process.

The plan is intended to be flexible. Over time, this plan should be updated and revised based upon changes in the economy, public concerns and private development proposals. The Plan is used as an example of how the economic development strategies can be translated into a physical land use plan in a fashion that allows the minimum of natural and cultural impact and yet promotes quality growth and development. The Future Land Use Concept Plan graphically and in general terms describes the required elements of a Community Redevelopment Plan as provided in Section 163.362 F.S.

The most important aspects of the Plan are the following:

1. The Plan locates where the commercial, office, and residential land uses should be located in order to best attract prospective businesses and at the same time be well integrated into the desired future transportation and land use patterns.
2. The Plan supports stated economic positioning strategy.
3. The Plan is intended to strengthen the identity of the historic Dixieland area.
4. The Plan allocates areas of land use, which:
 - Are consistent with existing development patterns
 - Are consistent with future land use designations in the Comprehensive Plan
 - Work with the loading of the roadway network
 - Are compatible with the existing community structures
 - Are respectful of and compatible with adjacent land uses
5. The Plan locates infill and redevelopment opportunity sites based upon expected market demands and reasonable residential service areas.
6. The Plan provides a means for the City and Redevelopment Agency to provide the approvals of new developments based on an agreed-upon strategy.
7. The Plan identifies capital improvements projects and programs consistent with the desires expressed by the community.

FIGURE 9 – FUTURE LAND USE CONCEPT PLAN

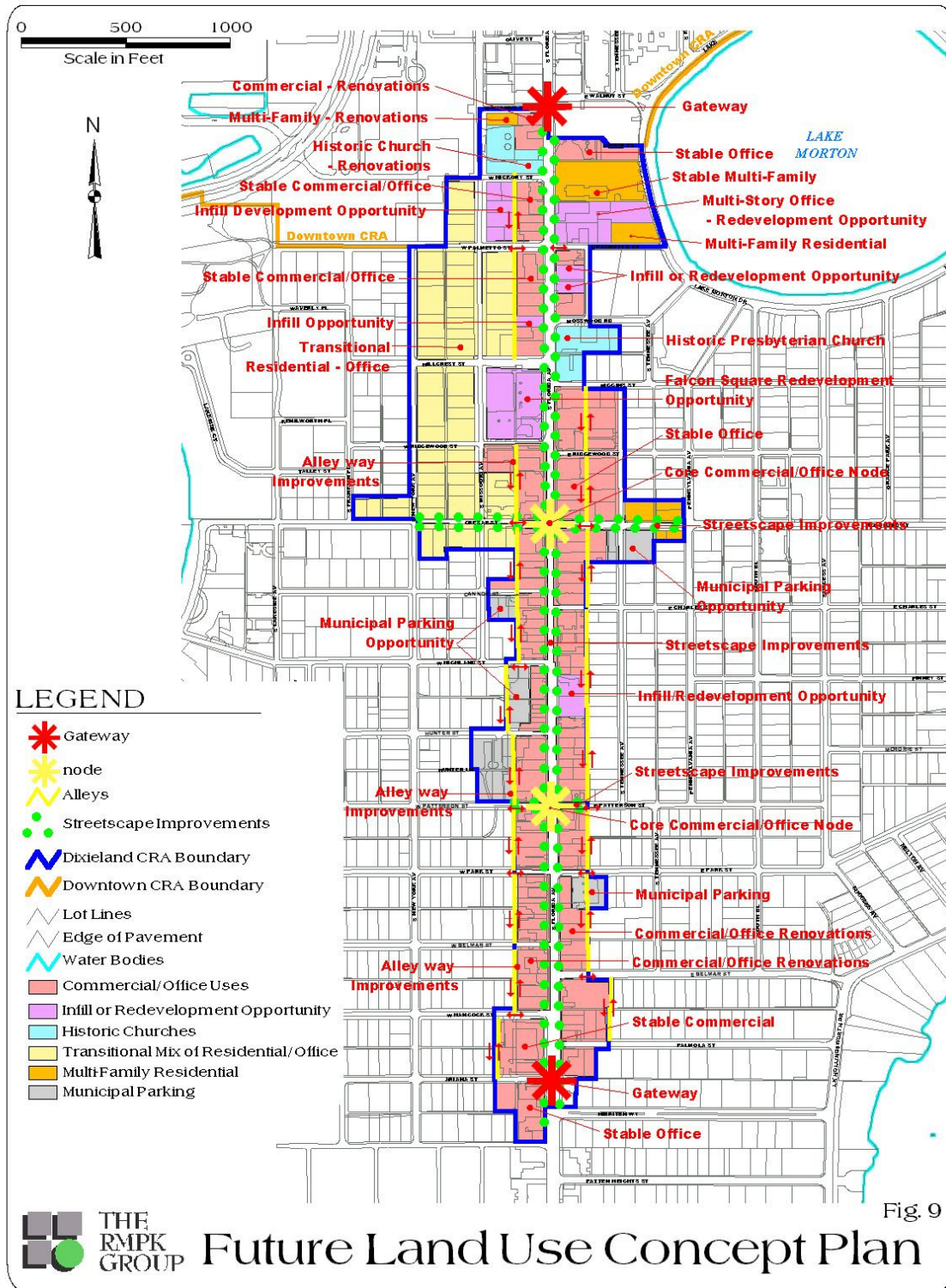
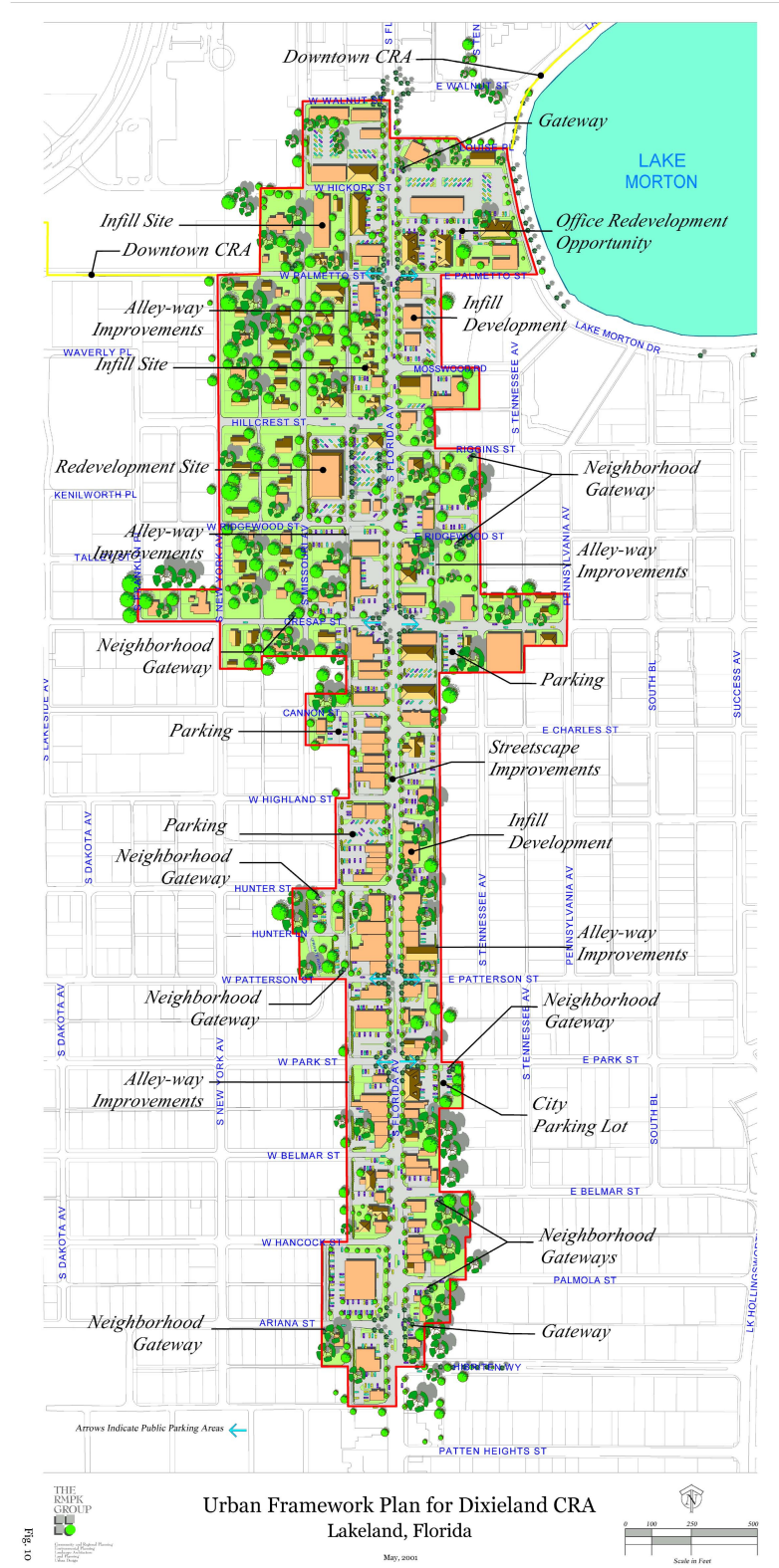


FIGURE 10 – URBAN FRAMEWORK PLAN



DESCRIPTION OF PLAN ELEMENTS

PUBLIC PROJECTS

The conceptual plan identifies proposed public improvements, anticipated private sector investment in relation to future land use and opportunities for public/private co-venture projects. Public projects are those projects undertaken by the government either by the City, through the redevelopment agency or with any other governing body with jurisdiction in the City. These projects will be fully funded through public sources on publicly owned land.

CORRIDOR STUDY/STREETSCAPE MASTER PLAN

The S. Florida Avenue corridor is the primary focus of the redevelopment effort. Currently functioning at Level of Service “F” the redevelopment program should address alternative access and parking issues to alleviate traffic circulation problems on this constrained roadway. It is recommended that a corridor study be undertaken to address these needs in conjunction with a streetscape master plan to improve the visual character of the corridor. The combined study will determine a specific plan of action concerning various aspects of access management including signalization, curb cuts, turning movements, pedestrian orientation, rear access, and parking.



In order to upgrade the Redevelopment Area image, the City should establish consistency in design of the public right-of-way through a streetscape master plan. Streetscape on this roadway should be designed to soften the appearance of older, physically declining commercial properties and provide visual continuity for the most visible transportation route entering the Downtown from the south. Effective design of the streetscape system will dramatically improve the aesthetics of the community and establish a more attractive investment image to the private sector. Ultimately the private sector, through property investment for redevelopment and renovation, will have the greatest impact on the physical appearance of the roadway.

FIGURE 11 – SAMPLE CORRIDOR STUDY

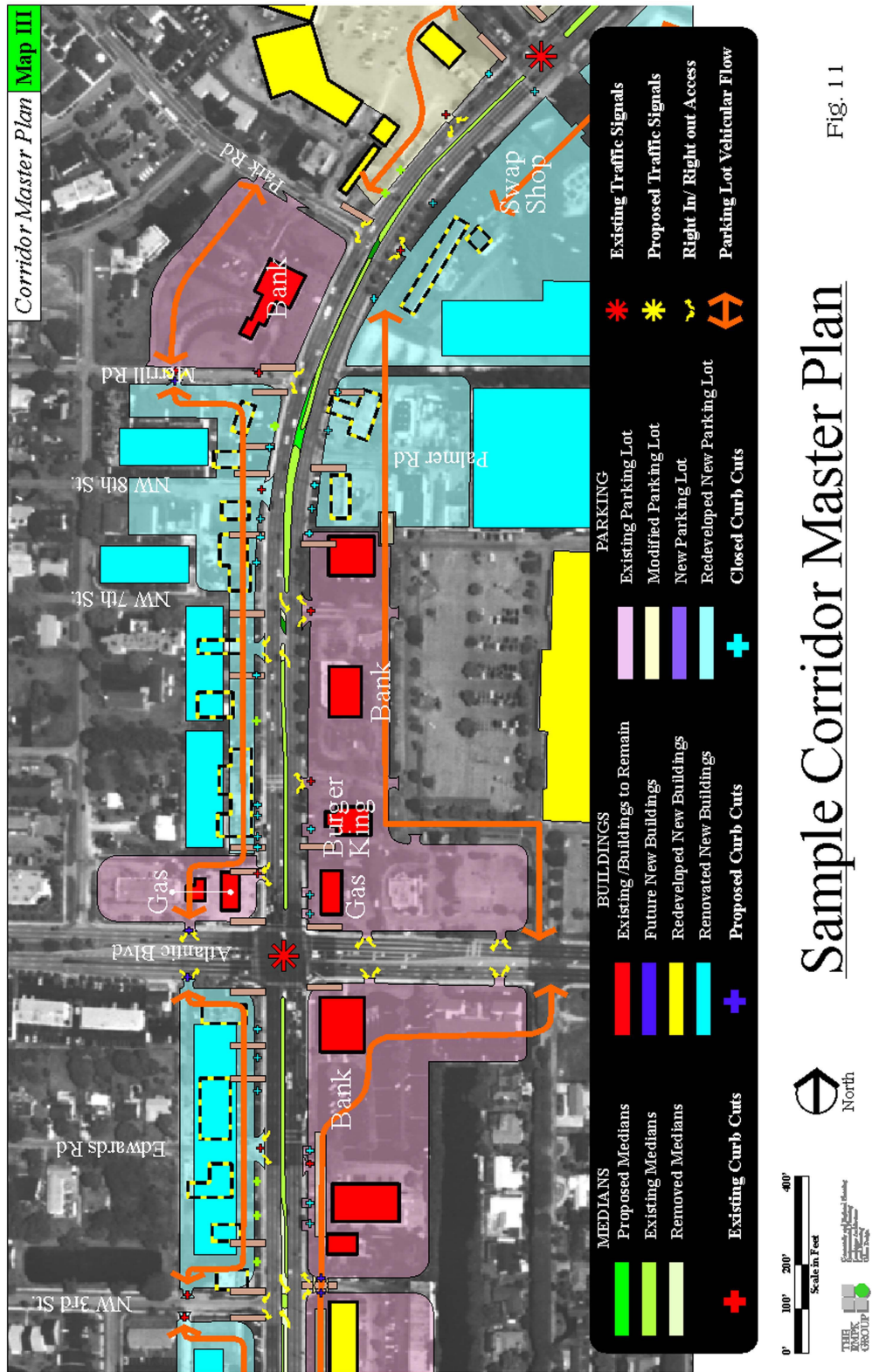


FIGURE 12 – SAMPLE TYPICAL CROSS SECTION

Sample Streetscape Cross Sections

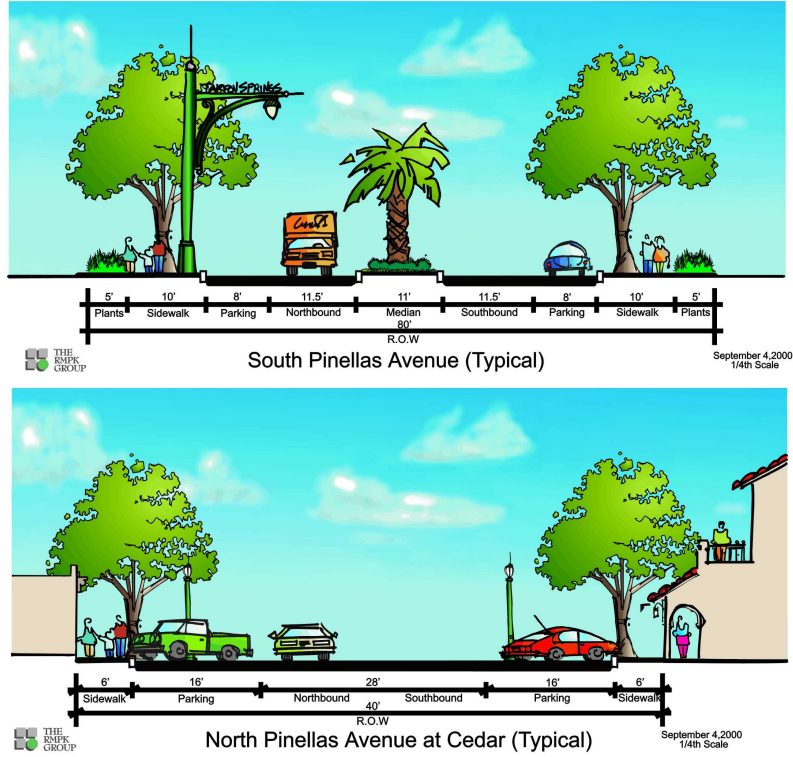


Fig. 12

FIGURE 13 – SAMPLE COMMERCIAL REHABILITATION PROGRAM

Sample Commercial Rehabilitation Program



Existing Elevations



Proposed Elevations

Prepared by:
THE
RMPK
GROUP

Fig. 13

GATEWAYS

It is recommended that a system of gateways be constructed for the entrance to the Dixieland Historic District. Gateways create a sense of arrival for residents and visitors and are often used to establish a theme for street furnishings and directional signage. In addition to City gateway features, a signage system should be considered at the intersection of S. Florida Avenue and signalized side streets to help define entrances to rear alleyways and direct motorists to public parking areas. Gateway treatments should also be incorporated at the primary commercial nodes to distinguish the historic business areas in Dixieland at the intersection of S. Florida Avenue and Cresap/McDonald and Patterson Streets. Finally, it is recommended that a system of signage and landscape treatments be incorporated at entrances to historic neighborhoods.

ALLEYWAY IMPROVEMENTS

An alleyway plan should be undertaken to determine the ultimate design and function of the various alleyways located behind commercial properties along S. Florida Avenue. Trash clean-up, buffering, burial of utility lines, drainage improvements, and street lighting are all possible elements of this program. The alleys are often an intrusion on adjacent residential properties, however they are most often a necessity for the survival of local retail businesses that rely on the alleys for access for patrons and unloading of merchandise. Future plans and designs must address these issues. Elements of the alleyway improvements, include:

- Negotiations with property owners
- Design
- ROW acquisition/easements
- Bi-directional movement on one-way sections
- Removal of utility lines
- Residential buffering
- Signage system



MUNICIPAL PARKING

The City of Lakeland has a successful history of providing public parking in Dixieland with a highly functional and attractive parking lot on the south side of E. Park Street and one on the south side of W. Highland Street. Additional opportunities for municipal parking exist on the west side of S. Florida Avenue on the south side of Cannon Street and behind the businesses between Hunter and W. Highland Streets. The Corridor Study should identify additional sites for public parking along the alleyways.

HISTORIC RENOVATIONS/FAÇADE IMPROVEMENT PROGRAM

Lakeland’s Historic Design Guidelines provide assurance that new development and building renovations are compatible with the architectural character of the community. It is recommended that the CRA and LDDA provide incentives for private investment in historic renovations and façade improvements. Revolving low-interest loans, historic preservation grants, matching grants or design grants will enable the costs of renovations to become more affordable providing an opportunity for the community to realize the benefits associated with refurbishing the building inventory. Building improvements will upgrade the function and appearance of commercial properties while increasing the tax base generating revenues to fund the program.



PUBLIC/PRIVATE SECTOR DEVELOPMENT OPPORTUNITIES

Several projects identified in this plan provide opportunities for the public and private sectors to work together toward the development of mutually beneficial projects. Both sectors can bring different resources and capabilities to bear on projects that fulfill the objectives of the Redevelopment Plan that might otherwise be unsuccessful for various reasons. Public costs are undetermined at this time because the Agency’s role in each will be defined through negotiation at the time of the project. In attempting to attract initial investment from private developers, the CRA will work with current property owners to determine their needs and develop an understanding of the financial position of the property. The CRA will then target a programmed development for the project, solicit a developer, and negotiate a public/private development agreement. The agreement sets forth terms and conditions involving the disposition of land, the nature of the prospective development, City contributions, and other conditions pertaining to the project. Redevelopment projects, as described in the concept plan narrative, have a greater chance of success if pursued jointly with the private sector.



IN-FILL AND REDEVELOPMENT OPPORTUNITY SITES

The Future Land Use Concept Plan identifies the following sites as having potential for in-fill development or redevelopment.

- **Multiple-family/office in-fill** on the east side of S. Missouri Avenue between W. Palmetto and W. Hickory Streets. The southern corner of this site contained a single-family structure that was recently demolished. This is one of the few vacant parcels of property remaining in this area, which is experiencing a transition from residential to office use. Multiple-family or office would be appropriate uses at this in-fill site.
- **Retail/office in-fill** located on S. Florida Avenue between Arvida Realty and Proud Gators fans retail outlet. This site has an overabundance of surface parking and is easily accessed from the rear alley north of Mosswood Road. A retail/office in-fill project developed in agreement with the property owners would fill a gap between the existing uses and improve the appearance of this section of S. Florida Avenue.
- **Office in-fill** on west side of S. Florida three lots north of Hillcrest Street. This vacant land is situated to the south of a row of historically significant single-family structures that should experience renovation to office space as the redevelopment program evolves. This site should be developed for office use under the requirements of the City's Historic Design Guidelines.
- **Falcon Square** is an older commercial center with vacancies and tenants paying below class "A" lease rates. It is also one of the few parcels of property in the Redevelopment Area large enough to accommodate a supermarket. The redevelopment agency, working with the current owners, should explore the possibility of redeveloping this site.
- **Vacant land** on the east side of S. Florida Avenue between Walt Witt & Sons Painters and Subs n' Such restaurant provides an in-fill development or redevelopment opportunity if assembled with surrounding properties.



PRIVATE PROJECTS

Private projects are those that are anticipated as a result of the success of the redevelopment program. Presumably redevelopment efforts will have a stimulating effect on market dynamics generating private investment in local real estate. The conceptual plan identifies where the investment will likely occur and what the desired future land use will be.

PART VI

REDEVELOPMENT PROJECTS AND COSTS

This Community Redevelopment Plan contains projects consisting of public, private, and joint public/private efforts that may take up to twenty years to complete. It is critical that the City Commission (acting as the Redevelopment Agency) incorporates a sound project implementation strategy to accomplish the most effective results. Public improvements must address the community's needs while stimulating private sector investment to obtain a favorable return on the public financial investment. The following section of the plan sets forth recommendations concerning proposed projects and funding sources. It is important that the redevelopment program is flexible enough to take advantage of unforeseen opportunities such as private sector development initiatives or newly created government programs and funding sources which may provide additional leverage for tax increment financing.

Managed effectively, revenues can be leveraged through grants and interim commercial financing to accomplish a substantial number of capital improvements and required planning activities in the initial years of the process. When successful, the City should see a significant increase in the tax base and realize a healthy return on its investment through tax increment revenues, sales tax receipts and other formulated revenue sharing programs. The City Commission as the Redevelopment Agency should pursue bond financing for major capital improvements within five years. Revenues for debt service can be derived from the projected tax increment from new development such as commercial projects and the stabilization and eventual growth of the tax base through property renovations.

It is recommended that the City's Community Development Department, develop a five-year capital improvement program (CIP) for the planning, design, and construction of the redevelopment and community improvement projects identified within the Redevelopment Plan. The CIP describes estimated project specific funding allocations for redevelopment projects and is used for planning purposes only. The CIP is not a guarantee of expenditure of funds on a given project. Actual funding allocations will be determined annually through the budget process and as priorities change, the CIP is amended. The following tables identify proposed public expenditures and associated funding sources for projects based on priorities for five year planning horizons

SHORT TERM PROJECTS: 1 – 5 YEARS

DESCRIPTION	COST	SOURCES
Corridor Study/ Master Plan	\$200,000	FDOT/TIF/LDDA
Design @ 7% Construction	\$300,000	City Loan
Construction		Special Revenue Bond Utility Revenues Gas Tax Revenues Beautification Grants LDDA/City Revolving Loan
▪ Alleyway Improvements	\$1.5m	
▪ Municipal Parking	\$100,000	
▪ Gateways (4)	\$200,000	
▪ Historic Neighborhood Gateways (10)	\$50,000	
▪ S. Florida Ave. Streetscape	\$2.25m	
▪ Annual Maintenance	\$25,000	
▪ Façade Improvement Program	\$250,000 \$50,000/year	

MID-TERM PROJECTS: 5 – 10 YEARS

DESCRIPTION	COST	SOURCES
Annual Maintenance	\$25,000	LDDA/City
Historic Preservation	N/A	Grants/Tax Credits
Façade Improvement Program	\$250,000	Revolving Loan
	\$50,000/year	

LONG-TERM PROJECTS: 10 – 20 YEARS

DESCRIPTION	COST	SOURCES
On-Going In-fill/Renovations	N/A	Private
Annual Maintenance	\$30,000	LDDA/City

PART VII

TAX INCREMENT FINANCING

Tax increment financing (TIF) is the most popular method for cities throughout the country to redevelop urban areas through public improvements, which promote private sector activity. Although the legal requirements are complex, the basic concept is relatively simple.

In tax increment financing, property values in a defined area are capped or frozen at the assessed value for a particular base year. Thereafter, any tax revenues due to increases in value in excess of the base are dedicated to the Redevelopment Area. The municipality and the county both continue to receive property tax revenues based on the frozen value. These base revenues are available for general government purposes.

The tax increment revenues can be used immediately, saved for particular projects, or can be bonded to maximize the funds available. Any funds received from a tax increment financing district however, must be used for the redevelopment of the area and not for general government purposes.

In the early 1980s, many Florida cities established Community Redevelopment Agencies to facilitate the redevelopment of urban areas. As the tax increments have increased, many Redevelopment Areas now have sufficient revenues to support significant levels of bonds.

HISTORY OF TAX INCREMENT FINANCING

Tax increment financing was originally developed over thirty years ago as a method to meet the local match requirements of federal grant programs. With the reduction in federal funds available for local projects, however, tax increment financing is standing on its own as a method to finance local redevelopment.

State law controls tax increment financing. Because of this control, tax increment financing takes on a number of different techniques and appearances throughout the country.

In Florida, tax increment financing is derived from the Community Redevelopment Act of 1969, which is codified as Part III, Chapter 163 of the Florida Statutes. This act provided for a combination of public and private redevelopment efforts, but did not authorize the use of tax increment financing. The Act was amended in 1977 to allow tax increment financing. Under the Statutes, municipalities must go through a number of steps to establish a Redevelopment Area and implement a tax increment district.

Upon approval of the governing body a Trust Fund for each Community Redevelopment Area may be established. The revenues for the Trust Fund are obtained by allocating any increases in taxable assessed value to the area. The assessed value of the district is “frozen” and any increases (the tax increment revenues) are available for improvements to the area.

The tax collector collects the entire property tax and subtracts the tax on the base value, which is available for general government purposes. Of the remaining tax increment revenues, 95% are deposited to the Trust Fund. The remaining 5% is kept by the local government as a collection fee.

TYPE OF EXPENSES ALLOWED

There are five major types of expenses allowed under Florida Statutes 163.387(6) for tax increment revenues.

1. **Establishment and Operations** - they can first be used for the implementation and administrative expenses of the Community Redevelopment Agency.
2. **Planning and Analysis** - they can then be used to develop the necessary engineering, architectural, and financial plans.
3. **Financing** – The revenues may be used to issue and repay debt for proposed capital improvements contained in the Community Redevelopment Plan.
4. **Acquisition** – The revenues may be used to acquire real property.
5. **Preparation** – Finally, the revenues may be used for site preparation, including the relocation of existing residents.

According to F.S. 163.370(2), however, the funds may not be used for the following purposes:

1. To construct or expand administration buildings for public bodies unless each taxing authority involved agrees.
2. Any publicly owned capital improvements that are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have otherwise been made without the Redevelopment Agency within three years.
3. General government operating expenses unrelated to the Redevelopment Agency.

Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

TAX INCREMENT AND LDDA REVENUE PROJECTIONS

Tax increment and LDDA revenue projections are based on an assumed 2% annual increase in total aggregated taxable values in the Redevelopment Area. Information from the Polk County Property Appraisers office indicates that property values in the County have increased at an annual rate of approximately 4% per year since 1995. We have chosen a more conservative rate of growth because of the existing conditions along S. Florida Avenue and because the area is predominantly built out.

The community can expect to see a resurgence in property values following the initial investment to improve access, parking, and the appearance of the corridor and surrounding alleyways. Coupled with the anticipated continuation of private investment in building restoration, residential transition to office use and increasing demand for real estate in the surrounding historic neighborhoods the CRA and LDDA should receive a favorable return for the expenditures on proposed capital improvements.

Revenues during the initial years of the program will remain relatively modest, with combined revenues totaling approximately \$100,000 in year five. For this reason the CRA and LDDA should consider interim means of financing the planning, design and construction of projects identified in the plan. Projects should be undertaken as soon as possible to maintain public support for the redevelopment effort. Several options are available for interim financing including short-term loans from the City, LDDA, or commercial lenders. Utility revenues are another possible source of funding that can be used as a match for grant funding sources. A Bond Anticipation Note (BAN) or line-of-credit are other possible financing vehicles.

TAX INCREMENT PROJECTIONS

DIXIELAND REDEVELOPMENT AREA
 PROJECTED ANNUAL AND CUMULATIVE TAX INCREMENT REVENUES

Year*	Area Tax Base**	Tax Base Increment	x	Millage Rate***	=	Increment Revenues	x	Statutory Limit	Annual Redevelopment Trust Funds	Cumulative Redevelopment Trust Funds
0	28,298,945									
1	28,864,924	565,979	x	0.012695	=	7,185	x	95%	6,826	6,826
2	29,442,222	1,143,277	x	0.012695	=	14,514	x	95%	13,788	20,614
3	30,031,067	1,732,122	x	0.012695	=	21,989	x	95%	20,890	41,504
4	30,631,688	2,332,743	x	0.012695	=	29,614	x	95%	28,133	69,637
5	31,244,322	2,945,377	x	0.012695	=	37,392	x	95%	35,522	105,159
6	31,869,208	3,570,263	x	0.012695	=	45,324	x	95%	43,058	148,218
7	32,506,593	4,207,648	x	0.012695	=	53,416	x	95%	50,745	198,963
8	33,156,724	4,857,779	x	0.012695	=	61,670	x	95%	58,586	257,549
9	33,819,859	5,520,914	x	0.012695	=	70,088	x	95%	66,584	324,133
10	34,496,256	6,197,311	x	0.012695	=	78,675	x	95%	74,741	398,874
11	35,186,181	6,887,236	x	0.012695	=	87,433	x	95%	83,062	481,935
12	35,889,905	7,590,960	x	0.012695	=	96,367	x	95%	91,549	573,484
13	36,607,703	8,308,758	x	0.012695	=	105,480	x	95%	100,206	673,690
14	37,339,857	9,040,912	x	0.012695	=	114,774	x	95%	109,036	782,726
15	38,086,654	9,787,709	x	0.012695	=	124,255	x	95%	118,042	900,768
16	38,848,387	10,549,442	x	0.012695	=	133,925	x	95%	127,229	1,027,997
17	39,625,355	11,326,410	x	0.012695	=	143,789	x	95%	136,599	1,164,596
18	40,417,862	12,118,917	x	0.012695	=	153,850	x	95%	146,157	1,310,753
19	41,226,219	12,927,274	x	0.012695	=	164,112	x	95%	155,906	1,466,659
20	42,050,744	13,751,799	x	0.012695	=	174,579	x	95%	165,850	1,632,510
21	42,891,759	14,592,814	x	0.012695	=	185,256	x	95%	175,993	1,808,503
22	43,749,594	15,450,649	x	0.012695	=	196,146	x	95%	186,339	1,994,841
23	44,624,586	16,325,641	x	0.012695	=	207,254	x	95%	196,891	2,191,733
24	45,517,077	17,218,132	x	0.012695	=	218,584	x	95%	207,655	2,399,388
25	46,427,419	18,128,474	x	0.012695	=	230,141	x	95%	218,634	2,618,021
26	47,355,967	19,057,022	x	0.012695	=	241,929	x	95%	229,832	2,847,854
27	48,303,087	20,004,142	x	0.012695	=	253,953	x	95%	241,255	3,089,109
28	49,269,148	20,970,203	x	0.012695	=	266,217	x	95%	252,906	3,342,015
29	50,254,531	21,955,586	x	0.012695	=	278,726	x	95%	264,790	3,606,805
30	51,259,622	22,960,677	x	0.012695	=	291,486	x	95%	276,912	3,883,716

* Assumes Year 0 is 2000

** Assumes 2% annual increase in property values

*** Based on Year 2000 millage rate

DIXIELAND REDEVELOPMENT AREA LDDA REVENUE PROJECTIONS

Year*	Area Tax Base**	x	Millage Rate***	=	Annual LDDA Funds	Cumulative LDDA Funds
0	28,298,945					
1	28,864,924	x	0.00196	=	56,575	56,575
2	29,442,222	x	0.00196	=	57,707	114,282
3	30,031,067	x	0.00196	=	58,861	173,143
4	30,631,688	x	0.00196	=	60,038	233,181
5	31,244,322	x	0.00196	=	61,239	294,420
6	31,869,208	x	0.00196	=	62,464	356,884
7	32,506,593	x	0.00196	=	63,713	420,596
8	33,156,724	x	0.00196	=	64,987	485,584
9	33,819,859	x	0.00196	=	66,287	551,871
10	34,496,256	x	0.00196	=	67,613	619,483
11	35,186,181	x	0.00196	=	68,965	688,448
12	35,889,905	x	0.00196	=	70,344	758,792
13	36,607,703	x	0.00196	=	71,751	830,543
14	37,339,857	x	0.00196	=	73,186	903,730
15	38,086,654	x	0.00196	=	74,650	978,379
16	38,848,387	x	0.00196	=	76,143	1,054,522
17	39,625,355	x	0.00196	=	77,666	1,132,188
18	40,417,862	x	0.00196	=	79,219	1,211,407
19	41,226,219	x	0.00196	=	80,803	1,292,210
20	42,050,744	x	0.00196	=	82,419	1,374,630
21	42,891,759	x	0.00196	=	84,068	1,458,698
22	43,749,594	x	0.00196	=	85,749	1,544,447
23	44,624,586	x	0.00196	=	87,464	1,631,911
24	45,517,077	x	0.00196	=	89,213	1,721,125
25	46,427,419	x	0.00196	=	90,998	1,812,122
26	47,355,967	x	0.00196	=	92,818	1,904,940
27	48,303,087	x	0.00196	=	94,674	1,999,614
28	49,269,148	x	0.00196	=	96,568	2,096,182
29	50,254,531	x	0.00196	=	98,499	2,194,680
30	51,259,622	x	0.00196	=	100,469	2,295,149

* Assumes Year 0 is 2000

** Assumes 2% annual increase in property values

*** Based on Year 2000 millage rates

PART VIII

IMPLEMENTATION STRATEGIES

LEADERSHIP

Implementation of the Redevelopment Plan for the community will require the coordinated efforts of the City Commission as the Community Redevelopment Agency, local business organizations, property owners, and residents. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the Plan.

While leadership is a highly intangible quality, it is the single most important factor for successful implementation of the Plan for the Dixieland commercial area. This leadership must come from both the public and private sectors. Some projects will require considerably more leadership, effort, and collaboration because of their difficulty and/or importance to the overall revitalization program. Participation in a particular project will depend upon necessary powers and resources, which must be brought to bear on the project for its successful implementation. The City Commission as the Community Redevelopment Agency, Chamber of Commerce, LDDA, Dixieland Neighborhood Association, Churches, and other Civic organizations all must play key leadership roles.

ORGANIZATIONAL STRUCTURE

To have a strong redevelopment program, you must first establish lines of communication between all sectors and facets of the community. The Community Redevelopment Plan starts that relationship, but does not fully develop the roles. Other organizations, such as the Chamber of Commerce and civic leaders, must develop the organizational framework and institutional relationships to facilitate effective redevelopment activities in cooperation with the LDDA and the City Commission as the CRA. Conflicting agendas between organizations will not assist in the redevelopment process to positively effect change in Lakeland. The key is communication and working together.

CITY COMMISSION AND STAFF

The City Commission and staff are the leaders of the redevelopment program and must assume this role with vitality and enthusiasm. They should concentrate on the following actions throughout the redevelopment process, but especially during the course of the first year.

- The City Commission, sitting as the Redevelopment Agency, serves as the critical interface between the public-sector and the private-sector
- Provide commitment of public policy and resources for the redevelopment effort.
- Buy into the redevelopment mission and insure implementation of scheduled projects.

- Provide on a day-to-day basis the necessary continuity of effort and momentum to keep the revitalization program moving towards its goal.
- Provide necessary staffing and support from other City Departments for administrative purposes and program implementation.
- Commit to making the necessary public improvements to the pedestrian and vehicular circulation systems, alleyways, and utility systems.
- Provide leadership and support for administrating public development controls and incentives to promote high-quality private development; this will include zoning requirements and incentives, corridor plans, site and architectural design guidelines, provision of additional public facilities and coordinated capital improvement programs.
- Work cooperatively with other jurisdictions, including, but not limited to the Federal and State governments, Polk County, MPO, FDOT, SWFWMD, and Regional Planning Council.

LDDA/CIVIC LEADERS

Civic leaders must also be ambassadors of the redevelopment program. Their support and active involvement in the effort is essential for success. They should:

- Embrace the Redevelopment Plan and be educated about the program.
- Promote community revitalization and inform the community of its progress.
- Provide active and persuasive advocacy and initiation of improvements contained in the Redevelopment Plan.
- Be involved in the implementation of the plan and involve the community through outreach.
- Support the Dixieland Capital Improvement program through the allocation of financial resources in the annual budget.

PRIVATE-SECTOR

- Essential private-sector leadership must come from local banks and real estate development entrepreneurs within the community.
- The leadership role of local banks will involve providing financing for private developments and establishing a consortium to provide a revolving loan pool at below market interest rates for building renovations and other private sector improvements.
- Private real estate and development leadership must provide necessary entrepreneurial vision and initiative that will create profitable enterprises and an attractive redevelopment of the S. Florida Avenue corridor.

PUBLIC INITIATIVES

CITY AND LDDA STAFF

- Prepare grants feasibility study for public projects, including corridor studies, alleyway improvements, utilities relocation, streetscapes, historic preservation, façade improvements, etc.
- Seek cooperative relationship with FDOT for access management, parking, and streetscaping proposals.
- Research bond feasibility for financing major public facilities.
- Work with area financial institutions to develop favorable loan programs for private-sector property rehabilitation projects.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Form basic public/private development agreements to be used for developer solicitation on selected projects.
- Further detail the implementation strategies contained in the Redevelopment Plan including project scheduling, finance, developer solicitation practices, land acquisition and disposition strategies, etc.

LAND USE PLANNING AND URBAN DESIGN

- Achieve a mix of mutually supportive land uses in a compatible and functionally related arrangement in the redevelopment district to bring new business to the area.
- Master-plan targeted public/private projects identified in the Future Land Use Concept Plan reinforcing positive aspects of existing activity and providing attractive combinations of building masses and open spaces.
- Utilize existing vacant land as opportunities for infill development and redevelopment.
- Create peripheral City entrance treatments with signage and a graphic theme as one approaches the downtown from the South. Implement performance criteria to assure high site design standards, environmental quality, and other design elements that provide unity and integrity of design to the entire Redevelopment Area.
- Develop a detailed facade improvement program.
- Prepare a Capital Improvement Program with phasing identified for implementation.
- Prepare long-term parking strategies to accommodate existing and long-range development needs:
 - Encourage rear building parking
 - Make parking visible, accessible, and convenient
- Screen/buffer conflicting commercial and residential areas.
- Continue to implement neighborhood planning.

- Support the removal of billboards and encourage monument style signage through changes in the sign code.

PART IX STATUTORY REQUIREMENTS

RELOCATION ASSISTANCE

In the event of displacement of residents or businesses resulting from property acquisition, the City shall implement the relocation policy that adheres to the Federal Uniform Relocation Assistance Act providing equitable treatment for all property owners and tenants. It is anticipated that property acquisitions within the Redevelopment Area will occur through private enterprise. Private sector land acquisition and redevelopment projects are not subject to the same provisions. If a voluntary sale is made, relocation of occupants, whether tenants or owners, is the responsibility of the parties to that sale. In the case of tenants displaced as a consequence of an involuntary sale, the Redevelopment Agency, if requested, will assist by providing technical assistance and by referring the displaced parties to known local private and public housing providers to assure that replacement housing is available to them.

During the initial stages of the redevelopment program there are no redevelopment projects proposed for implementation that would necessitate the public acquisition of occupied property and the involuntary displacement of any household or business by the Redevelopment Agency. As a matter of policy, the Redevelopment Agency will strive to avoid displacement of households and businesses. Proposed elements of this Redevelopment Plan specifically seek to promote the reuse of appropriate existing structures, provide assistance for neighborhood revitalization, allow the current residents to revive their neighborhoods, and avoid clearance.

ELEMENT OF RESIDENTIAL USE

There are residential uses of various types and character, including, single-family, multi-family, rental units, owner occupied units, and detached units in existence in the Redevelopment Area at the time of this writing. It is a matter of policy that the efforts undertaken by the Agency, as described in this Redevelopment Plan, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. Redevelopment program activities will strive to cultivate the positive neighborhood characteristics cited by the community during public workshops and reduce or eliminate the negative characteristics.

PLAN APPROVAL

In accordance with Section 163.360, Florida Statutes, the Community Redevelopment Agency shall submit any Redevelopment Plan it recommends for approval together with its written recommendations, to the governing body. The governing body shall hold a public hearing on the Redevelopment Plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality.

The notice shall describe the time, date, place, and purpose of the hearing, identify generally the Redevelopment Area covered by the Plan, and outline the general scope of the Redevelopment Plan under consideration. Following such a hearing, the governing body may approve the Redevelopment Plan therefore if it finds that:

1. A feasible method exists for the location of families who will be displaced from the Redevelopment Area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The Redevelopment Plan conforms to the general or comprehensive plan of the county or municipality as a whole;
3. The Redevelopment Plan gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan; and
4. The Redevelopment Plan will afford maximum opportunity consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the Redevelopment Area by private enterprise.

Upon approval by the City Commission, the Redevelopment Plan shall be considered in full force and effect for the respective Redevelopment Area and the City may then cause the implementation of such Plan.

DURATION OF PLAN

The provisions of this Plan shall remain in effect, and serve as a guide for the future redevelopment activities in the entire designated Dixieland Community Redevelopment Area through December 31, 2030. All redevelopment financed by increment revenues shall be completed by December 31, 2030.

AMENDMENT OF PLAN

The Redevelopment Plan may be modified, changed, or amended at any time by the City Commission in accordance with the requirements of Florida Statutes, Section 163.361.

SAFEGUARDS AND RETENTION OF CONTROL

This Redevelopment Plan is the guiding document for future development, redevelopment and ancillary programs, projects, and activities in and for the Redevelopment Area. In order to assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this plan, the Redevelopment Agency will utilize the regulatory devices, instruments and systems used by the City of Lakeland to permit development and

redevelopment within its jurisdiction. These regulatory devices, etc., include but are not limited to the Comprehensive Plan, the Land Development Regulations, adopted design guidelines for historic districts, and City authorized development review, permitting and approval processes. In accordance with the requirements of Section 163.362(2)(b) the City's regulatory controls determine the limitations on building height, structure size and use. The Redevelopment Plan sets forth proposed uses in the description of the concept plan and illustrates them on the accompanying maps. The Lakeland City Commission retains the vested authority and responsibility for:

1. The power to grant final approval to Redevelopment Plans and modifications.
2. The power to authorize issuance of revenue bonds as set forth in Section 163.385, F. S.
3. The power to approve the acquisition, demolition, removal or disposal of property as provided in Section 163.370(3), F.S. and the power to assume the responsibility to bear loss as provided in Section 163.370(3), F.S.

The City Commission sitting as the Redevelopment Agency shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed, shall contain restrictions and/or covenants to run with the land and its uses or other provisions necessary to carry out the goals and objectives of the Redevelopment Plan.

REPORTING REQUIREMENTS

The Community Redevelopment Agency shall comply with the reporting requirements of Florida Statutes, Section 163.356(3c), which include the filing with the Auditor General on or before March 31st of each year and with the City Commission, a report of its activities for the preceding fiscal year. The report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. Additionally, the Agency shall comply with the auditing requirements, as set forth in Florida Statutes, Section 163.387(8), which mandates an independent financial audit of the trust fund each fiscal year and a report of such audit.

SEVERABILITY

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect the validity of the remaining portion or portions of this Plan.

APPENDIX A

STATUTORY PROVISIONS

STATUTORY POWERS AND AUTHORITY

POWERS OF THE COMMUNITY REDEVELOPMENT AGENCY

As authorized by the Community Redevelopment Act, a wide variety of powers are available to the City to carry out redevelopment activities. The Community Redevelopment Agency is vested with the following powers pursuant to Florida Statutes Section 163.370:

1. To make and execute contracts and other instruments necessary or convenient to exercise its powers in accordance with Florida Statutes.
2. To disseminate redevelopment information.
3. To undertake and carry out community redevelopment projects and related activities within its area of operation, such projects to include:
 - Acquisition of a slum area or a blighted area or any portion thereof.
 - Demolition and removal of buildings and improvements.
 - Installation, construction or reconstruction of streets, utilities, parks, playgrounds and other improvements necessary for carrying out the Community Redevelopment Plan.
 - Disposition of any property acquired in the Community Redevelopment Area at its fair value for uses in accordance with the Community Redevelopment Plan.
 - Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the Community Redevelopment Plan.
 - Acquisition of real property in the Community Redevelopment Area which, under the Community Redevelopment Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures, and resale of the property.
 - Acquisition of any other real property in the Community Redevelopment Area when necessary to eliminate unhealthful, unsanitary or unsafe conditions, lessen density, eliminate obsolete or other uses detrimental to the public welfare or otherwise, to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
 - Acquisitions, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway tracks, bridge entrances or other similar facilities, which have a blighting influence on the surrounding area and over, which air rights sites are to be developed for the elimination of such blighting influences and for the provision

- of housing and related facilities and uses designed specifically for and limited to, families and individuals of low or moderate income.
- Construction of foundations and platforms necessary for the provision of air rights sites of housing and related facilities and uses designed specifically for and limited to, families and individuals of low or moderate income.
4. To provide or arrange or contract for, the furnishings or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities or other facilities or in connection with a Community Redevelopment Project; and to agree to any conditions that it may deem reasonable and appropriate attached to Federal financial assistance and imposed pursuant to Federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in activities and to include in any contract let in connection with such a project and related activities, provisions to fulfill such of said conditions as it may deem reasonable and appropriate.
 5. Within its area of operation:
 - To acquire by purchase, lease, option, gift, grant, bequest devise or otherwise, except in eminent domain, any real property (or personal property for its administrative purposes) together with any improvements thereon.
 - To hold, improve, clear, or prepare for redevelopment any such property.
 - To mortgage, pledge, hypothecate, or otherwise encumber to dispose of any real property.
 - To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
 - To enter into any contracts necessary to effectuate the purpose of this part.
 6. To invest any Community Redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control; to redeem revenue bonds issued pursuant to this part at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.
 7. To borrow money and to apply for and accept advances, loans, grants, contributions and any other form of financial assistance from the Federal Government, the State, County or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government or with respect to a Community Redevelopment Project and unrelated activities such conditions imposed pursuant to Federal laws as the county or municipality may deem reasonable and appropriate and which are not inconsistent with the purposes of this part.
 8. To make or have made all surveys and plans necessary to carry out the purposes of this part and with the consent of the City Commission to contract with any person, public or

private, in making and carrying out such plans, which plans may include, but not be limited to:

- Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 - Appraisals, title searches, surveys, studies and other plans and work necessary to prepare for the undertaking of community redevelopment projects and related activities.
 - Plans for the enforcement of state and local laws, codes and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition or removal of buildings and improvements.
9. To develop, test and report methods and techniques and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and development and demonstrating new or improved means of providing housing for families and persons of low income.
 10. To apply for, accept and utilize grants of funds from the Federal Government for such purposes.
 11. To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others) displaced from a Community Redevelopment Area and to make relocation payment to or with respect to, such persons for moving expenses and losses of property for, which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
 12. To appropriate such funds and make such expenditures as may be necessary to carry out the purposes of this part.
 13. To close, vacate, plan, or re-plan streets, roads, sidewalks, or other places.
 14. To organize, coordinate and direct the administration of the provisions of this part, as they may apply to the City, in order to address the objective of remedying slum and blighted areas and preventing the causes thereof within the City and to establish such offices in order to carry out such purposes most effectively.

The following powers shall remain vested in the City Commission of Lakeland:

1. The power to determine an area to be a slum or blighted area or combination thereof, to designate such area as appropriate for a Community Redevelopment Area and to hold any public hearings required with respect thereto.
2. The power to grant final approval to Community Redevelopment Plans and modifications thereof.
3. The power to authorize the issuance of revenue bonds as set forth in F. S. Section 163.385.

4. The power to acquire, by eminent domain, any real property together with any improvements thereon.
5. The power to approve the acquisition, demolition, removal, or disposal of property as provided in F. S. Section 163.370 (4) and the power to assume the responsibility to bear loss as provided in F. S. Section 163.370 (4).

APPENDIX B

LEGAL BOUNDARY DESCRIPTION

Beginning at the intersection of Lake Morton Drive and Louise Place run southerly along Lake Morton Drive to centerline of East Palmetto Street; thence west approximately 345ft along East Palmetto Street to the east right-of-way of a maintained alley; thence south along said right-of-way line to the south right-of-way line of Mosswood Road; thence east along said right-of-way to a point 50ft east of the NW corner of Lot 4 of Mosswood Place, as recorded in PB 7, Pg. 36; thence south along said line to the south line of said Lot 4; thence west to the SE corner of Lot 8 of said Mosswood Place; thence south to the NE corner of Lot 1, Blk 1 of Cox and Johnson Subdivision of Haine's and Owen's Addition, as recorded in PB 2 Pg 14; thence east to the east right-of-way line of Tennessee Avenue; thence south along said right-of-way line to the NW corner of Lot 5, Block 4 of Scotts Lakeland Heights, as recorded in DB 75, Pg. 15; thence east along said lot line to the west right-of-way line of Pennsylvania Avenue; thence south along said right-of-way line to the SE corner of Lot 14, Block 3 of said Scotts Lakeland Heights; thence west to the SE corner of Lot 1, Block 3 of said Scotts Lakeland Heights; thence south along said lot line to the SE corner of Lot 3, Block 3 of said Scotts Lakeland Heights; thence west approximately 315ft to the east right-of-way line of a maintained alley; thence south along said right-of-way line to the south right-of-way line of East Park Street; thence east along said right-of-way line to the NE corner of Lot 9, Block 21, Van Deusen and Shannon's, as recorded in PB 3, Pg. 46; thence south 150ft to the SE corner of Lot 9, Block 21, of said Van Deusen & Shannon's; thence west to the NE corner of Lot 14, Block 21, of said Van Deusen and Shannon's; thence south to the south right-of-way line of East Belmar Street; thence east along said right-of-way line to the NE corner of Lot 4, Block B, of South Lakeland Addition, as recorded in PB 2, Pg. 130; thence south to the south line of an alley lying south thereof; thence west along said alleyway line to the NE corner of Lot 4, Block A, of Palmolo Park, as recorded in PB 5, Pg. 30; thence south to the southerly right-of-way line of Palmolo Street; thence west to the NE corner of Lot 3, Blk B of said Palmolo Park; thence south to the north line of Lot 14, Block A, Villa Hollingsworth, as recorded in PB 6, Pg. 34; thence west to the NE corner of Lot 16, Block A, of said Villa Hollingsworth; thence south to the north right-of-way line of Hibriten Way; thence west to the west right-of-way line of South Florida Avenue; thence south along said right-of-way line to the north right-of-way line of Lenox Street, thence west along said right-of-way line to the SE corner of Lot 21, Blk T of Dixieland Subdivision, as recorded in PB 1, Pg 67; thence north to the SE corner of Lot 4, Block T, of said Dixieland; thence west to the SW corner of Lot 5, Blk T, of said Dixieland; thence north to the north right-of-way line of West Hancock Street; thence east along said right-of-way line to the westerly right-of-way line of alley lying east thereof; thence north along said right-of-way line extended to the North right-of-way line of West Patterson Street; thence west along said right-of-way line approximately 175ft to the SW corner of the E 1/2 of Lot 18, Block B, of said Dixieland; thence north to the north line of alley lying north thereof; thence west along said alley to the SW corner of Lot 7, Block B of said Dixieland; thence north to the north right-of-way line of Hunter Street; thence east along said right-of-way line to the SE corner of Lot 16, Blk A of said Dixieland; thence north to the north right-of-way line of West Highland Street; thence east along said right-of-way line to the west right-of-way line of alley lying east thereof; thence north along said alley to the SE corner of the North 105ft of Lot 2, Block 4

of Cannon & Johnson Addition, as recorded in PB 1, Pg. 55; thence west to the east right-of-way line of South Missouri Avenue; thence north along said right-of-way line to the NW corner of Lot 12, Block 1 of T.L. Waring's Subdivision, as recorded in PB 2, Pg. 59; thence east to the NE corner of said Lot 12; thence north to the SE corner of Lot 8, Block 1 of said T. L. Waring's Subdivision; thence west to the NE corner of Lot 9, Block 2, of said T.L. Waring's Subdivision; thence south to the SE corner of said Lot 9; thence west to the east right-of-way line of South New York Avenue; thence north along said right-of-way line to the north right-of-way line of Cresap Street; thence west along said right-of-way line to the east right-of-way line of South Franklin Place; thence north along said right-of-way line to the NW corner of Lot 6, Blk 9 of H.J. Dranes 2nd Addition, as recorded in PB 1, Pg. 47B; thence east to the west right-of-way line of South New York Avenue; thence north along said right-of-way line to the centerline of West Palmetto Street; thence east along West Palmetto Street approximately 155ft. to centerline of alley lying east thereof; thence north along said centerline to the centerline of West Hickory Street; thence east along West Hickory Street to the centerline of South Missouri Avenue; thence north along South Missouri Avenue to the centerline of West Walnut Street; thence east along West Walnut Street to the centerline of South Florida Avenue; thence south along South Florida Avenue to the centerline of Louise Place; thence east along Louise Place to the centerline of Lake Morton Drive and the POB. Containing approximately 73 acres m/l.

APPENDIX C

SOURCES OF FUNDING AND FINANCE

The following section provides an overview of funding sources available to the City of Lakeland for development and redevelopment.

REDEVELOPMENT REVENUE BONDS

The provisions of F.S.163.385 allow the City to issue “revenue bonds” to finance redevelopment actions. The security for such bonds is based on projected tax increment revenues to be used to finance the long-term bond debt. Prior to the issuance of long-term revenue bonds, the City may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to provide debt service on a bond issue.

GENERAL REVENUE BONDS

For the purposes of financing redevelopment actions, the City may also issue general obligation bonds. These bonds are secured by debt-service millage on the real property within the City and must receive voter approval.

SPECIAL ASSESSMENT DISTRICTS

The City could also establish special assessment districts, Municipal Service Benefit Units (MSBU), for the purpose of funding various capital improvements within an area or for the construction of a particular project.

THE STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) PROGRAM

This is a block grant to local governments to allow them to implement locally designed housing programs. The SHIP Program provides funds for use under the State Apartment Incentive Loan (SAIL) Program, the Homeownership Assistance Program, the Florida Affordable Housing Guarantee Program, and the Affordable Housing Catalyst Program. This program offers low-interest mortgage loans to profit and nonprofit developers of new apartment projects that set aside a minimum of 20% of their units for households with incomes at or below 50% of applicable median income, or a minimum of 40% of their units for households with incomes at or below 60% of applicable median income. Loans are generally limited to no more than 25% of total project cost and have a maximum term of twenty-five years. The Florida Housing Finance Agency (FHA) and the Florida Department of Community Affairs administer the program. Loan recipients are selected through a competitive application process.

THE HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)

HAP assists low-income persons in purchasing a home by providing zero-interest second mortgage loans in the amount of \$1,700 to be used for down payment and closing costs associated with financing a mortgage loan under the Single Family Mortgage Revenue Bond Program. The borrower must be approved by a participating lender in order to receive a HAP loan, and have a total annual income less than 80% of the state or local median income, whichever is greater. As of 1992, the program was expanded to include construction loans to not-for-profit builders of for-sale housing and permanent second mortgage loans to low-income buyers of those homes. The Florida Housing Finance Corporation (FHFC) and the Florida Department of Community Affairs administer the program.

THE HOME INVESTMENT PARTNERSHIP (HOME)

This is an annual formula grant to local governments. It was enacted as part of the 1990 Redevelopment Agency and National Affordable Housing Act to provide states with their first opportunity to administer federally funded homeownership and rental housing programs. These funds may be used for new construction, rehabilitation, land acquisition, site improvements, and tenant-based rental assistance. The State's HOME program is administered by the Florida Housing Finance Corporation, with priority given to projects located in communities that have not received direct HOME funding.

FDOT HIGHWAY BEAUTIFICATION GRANTS

Annual state highway beautification program. With a \$150,000 annual limit, projects may be phased over several years. Excellent source of funding for improvements on federal and state highways.

KEEP AMERICA BEAUTIFUL (KAB) GRANT

Annual landscaping grant program administered through State Department of Agriculture. With a \$20,000 limit, projects may be phased; \$40,000 worth of trees planted in an urban area has a substantial physical impact.

SMALL BUSINESS ADMINISTRATION (SBA) TREE PLANTING GRANT

Annual tree planting grant geared toward supporting nursery operations and landscaping contractors with less than 100 employees. Has a \$20,000 limit. Same impact as above.

SAFE NEIGHBORHOODS ACT - F.S. SECTION 163.502

Neighborhood improvement districts created pursuant to the Act may request a Planning grant from the State's Safe Neighborhood Trust Fund on a 100% matching basis. The District may also authorize the levying of an ad valorem tax of up to two mills annually on real and personal property.

URBAN MASS TRANSIT ADMINISTRATION (UMTA) GRANTS

UMTA grants can be used for construction of infrastructure in support of mass transit objectives. Some flexibility exists in the guidelines for this grant program, for example UMTA funds could be used for land acquisition and improvements to create off-street loading and dispersal of passengers.

SOUTH WEST FLORIDA WATER MANAGEMENT DISTRICT (SWFWMD) FUNDS

SWFWMD funding is available for assistance in stormwater improvement projects, which would be beneficial for redevelopment projects that contain areas identified as having drainage deficiencies.

DIRECT BORROWING FROM COMMERCIAL LENDERS

The Redevelopment Agency is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the funding requirements of the particular project(s), the Redevelopment Agency may utilize both short-term and long-term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the Redevelopment Agency will generally attempt to secure the lowest available interest rate.

LAND SALES/LEASES

Acquisition of property and its preparation for development are powers available to the Redevelopment Agency under statutory provisions. The resale or leasing of such land to private developers can provide another source of income within the Community Redevelopment Area.

PRIVATE CONTRIBUTIONS

Voluntary contributions by private companies, foundations, and individuals are a potential source of income to the Redevelopment Agency. Although such contributions may account for only a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits.

COMMUNITY DEVELOPMENT CORPORATION SUPPORT AND ASSISTANCE PROGRAM

Agency: Florida Department Of Community Affairs
Types of projects: Administrative support for organizations involved in economic development and neighborhood revitalization
Dollar amount: Approximately \$40,000 - \$50,000 Annually
Match: None
Deadline: Spring

CULTURAL FACILITIES GRANTS

Agency: Florida Department of State, Division of Cultural Affairs

Types of projects: Construction of cultural facilities including arts, historical and science museums

Dollar amount: Up To \$500,000

Possible projects: Performing arts, civic centers, and museums

Match: 2/1 (two local to one grant), match must be at least 50% cash which can include land value and irrevocable cash pledges. No state funding permitted as match

Strings/limitations: Maximum request over five years: \$1.5 million

Deadline: Courtesy review-mid march, application deadline-mid April

Special preparations: Architectural planning must be complete. Architect must be under contract to the project. Project should be cited in cultural plans

FLORIDA GREENWAYS AND TRAILS PROGRAM

Agency: Florida Department of Environmental Protection

Types of projects: Acquisition of property for linear corridors, open space connectors, and trails

Dollar amount: \$12,000 - \$5,500,000

Possible projects: Excellent source of funding for regional trail project

Match: None required

Deadline: June

Special preparations: Willing seller

JOHN S. AND JAMES L. KNIGHT FOUNDATION

Agency: Foundation

Types of projects: Arts and cultural, education, journalism, community initiatives

Dollar amount: \$20,000 - \$150,000

Possible projects: Program or capital expenses for performing arts center/museums

LIVABLE COMMUNITIES

Agency: Federal Transit Administration

Types of projects: Planning, property acquisition, purchase of buses, safety elements, site design, improvements, operational enhancements

Possible projects: Transportation planning and design, trolleys

Dollar amount: \$300,000 - \$1,000,000

LOW INCOME HOUSING TAX CREDIT

Agency: Florida Housing Finance Agency

Types of projects: New construction, rehabilitation (excluding land costs)

Dollar amount: Tax Credit: 9% new construction, 4% with other federal subsidies

Deadline: March/April

Strings/limitations: Set aside 20% of units at 50% or less of median income set aside 40% of unit at 60% or less of median income

Leveraging: HOPE VI, SHIP, CDBG funds

NATIONAL TRAIL FUNDING PROGRAM

Agency: Florida Department of Environmental Protection

Types of projects: Development/acquisition of pedestrian and bicycle trails, development of trailside facilities

Possible projects: All trail related projects
Dollar amount:\$50,000
Match: \$50,000
Deadline: December 31

SUSTAINABLE DEVELOPMENT CHALLENGE GRANTS

Agency: U.S. Environmental Protection Agency
Types of projects: Brownfields, balancing growth and the environment
Dollar amount:\$10,000 to \$250,000
Deadline: August
Special preparations: Formation of stakeholders committee

LOCAL INITIATIVES SUPPORT CORPORATION

Agency: Foundation Grant
Types of projects: Community Building Initiatives
Possible project: Capacity building of community organizations
Dollar amount:Technical assistance

LOCAL LAW ENFORCEMENT BLOCK GRANTS PROGRAM

Agency: U.S. Department of Justice
Types of projects: Hiring, training, employing additional law enforcement; enhancing security in schools; drug court; establishing multi-jurisdictional task force in rural areas; establishing crime prevention programs between community and law enforcement personnel
Possible project: Community policing initiatives
Dollar amount:\$10,000 and Up
Match: 10%
Deadline: August
Strings/limitations: Cannot supplant local funds

ECONOMIC DEVELOPMENT GRANTS FOR PUBLIC WORKS AND INFRASTRUCTURE DEVELOPMENT (EDA PUBLIC WORKS)

Agency: U.S. Economic Development Administration
Types of project: Water and sewage systems, industrial access roads, tourism facilities, business incubators facilities, infrastructure for industrial parks
Possible project: Increasing capacity of water or sewer infrastructure
Dollar amount:\$200,000 - \$4,500,000
Match: 50%
Strings/limitations: Must be above national average unemployment rate
Deadline: Rolling
Special preparations: Pre-application process consistent with Overall Economic Development Program (OEDP)

HISTORIC PRESERVATION GRANT-IN-AID

Agency: Florida Department of State
Types of projects: Acquisition and development, surveys and planning, certified local government, special topics that change yearly
Dollar amount:Up To \$20,000

Match: 50%
Strings/limitations: Conservation easement on renovated property
Deadline: September 1 and December 1
Special preparations: Intense lobbying effort

HISTORIC PRESERVATION SPECIAL CATEGORY

Agency: Florida Department of State
Types of projects: Renovation
Dollar amount: \$50,000 - \$250,000
Match: At least \$50,000. Match can be cash or in-kind from up to five years prior to application deadline
Strings/limitations: Conservation easement on renovated property
Deadline: Mid-May to early June
Special preparations: Intense lobbying effort in Tallahassee September and April

ECONOMIC DEVELOPMENT TRANSPORTATION FUND

Agency: Executive Office of the Governor Office of Tourism, Trade and Economic Development
Types of projects: Road projects that are an inducement for location of a company or expansion of a company
Dollar amount: Up To \$2,000,000
Match: None
Strings/limitations: Tied to job creation
Deadline: July 1

TITLE V COMMUNITY ORGANIZING PROGRAMS

Agency: OJJDP Agency
Types of projects: Neighborhood organizing and planning
Possible project: Formal community outreach program
Dollar amount: \$50,000
Deadline: Spring
Match: 50%
Strings/limitations: Support newly formed groups working toward juvenile crime prevention
Leveraging: CDBG
Special preparations: Neighborhood group organized

BUSINESS AND INDUSTRIAL LOANS

Agency: Investment Division, U.S. Small Business Administration
Overview: Direct or insured loans assist public, private, or cooperative organizations (for-profit or nonprofit), Indian tribes, or individuals in rural areas to improve, develop, or finance business, industry, and employment and to improve the economic and environmental climate in rural communities. Loans may be used for pollution control and abatement.
Phone: 202-205-6510
Internet: www.sba.gov/inv/

THE INDUSTRIAL ASSESSMENT CENTER (IAC) PROGRAM

Agency: Investment Division, U.S. Small Business Administration

Overview: This program sponsors no-cost energy audits for small and medium-size manufacturers. The audits are conducted by teams of engineering faculty and students from universities throughout the United States serving as industrial assessment centers. This program provides energy, waste, and productivity assessments to manufacturers that meet certain criteria and that are located within 150 miles of an IAC.

Phone: 202-205-6510

Internet: www.sba.gov/inv/

OFFICE OF BUSINESS INITIATIVES (BI)

Agency: Office of Business Initiatives, U.S. Small Business Administration

Overview: The BI administers programs and activities designed to provide information, education, and training to prospective and existing small business owners. The office engages in co-sponsorships with private-sector partners that are designed to provide small business owners with information, education, and training that is cost effective, of high quality, and reflective of trends in small business development. The office develops and promotes innovative sources of outreach to small business owners designed to assist them in the startup, management, and growth. These sources include facilities, such as Business Information Centers, written materials, electronic bulletin boards, software, and other means of providing business development, business management, and business growth information. Office of Business Liaison Program Description/Activities: The Office of Business Liaison serves as the primary point of contact between the Department of Commerce and the business community. Objectives of the office are: to develop a proactive, responsive, and effective outreach program and relationship with the business community; inform the Secretary, the department, and administration officials of the critical issues facing the business community; inform the business community of resources, policies, and programs; provide outreach to the business community including arranging regular meetings and briefings with Department officials; and guide individuals and businesses through the channels of the Federal Government with the Business Assistance Program.

Office of Business Initiatives, U.S. Small Business Administration

Phone: 202-205-6655

Internet: www.sba.gov/BI

Office of Business Liaison, U.S. Department of Commerce

Phone: 202-482-1360

Internet: www.osec.doc.gov/obl

OFFICE OF GOVERNMENT CONTRACTING (GC)

Agency: Office of Government Contracting, U.S. Small Business Administration

Overview: GC advocates, facilitates, and creates an environment for the maximum participation by small, disadvantaged, and woman-owned businesses in contracts awarded by the U.S. Government and subcontracts awarded by its large prime contractors.

Phone: 202-205-6460

Internet: www.sba.gov/gc/

OFFICE OF MINORITY ENTERPRISE DEVELOPMENT (MED)

Agency: Office of Minority Enterprise Development, U.S. Small Business Administration

Overview: This program provides business development assistance to socially and economically disadvantaged businesspersons to ensure opportunity to participate more fully and successfully in the mainstream national economy.

Phone: 202-205-6412

Internet: www.sba.gov/med/

SMALL, MINORITY, AND WOMEN-OWNED BUSINESSES

Agency: Office of Economic Impact and Diversity, U.S. Department of Energy

Overview: This program enhances the U.S. Department of Energy's partnerships with small, minority, and women-owned businesses; provides management and technical assistance; identifies barriers and obstacles to achieving contracting goals; and develops innovative strategies to increase business opportunities.

Phone: 202-586-8383

Internet: www.doe.gov

CAPACITY BUILDING SMALL GRANT PROGRAM (EMPOWERMENT ZONE/ENTERPRISE COMMUNITY – EZ/EC)

Agency: Office of Policy Development and Research, U.S. Department of Housing and Urban Development

Overview: The program provides small grants (under \$50,000) through an application process restricted to EZ/ECs to help communities develop comprehensive sustainable development plans and/or address specific problems in the implementation of their sustainable development plans. Funding can be used to assist communities in pursuing capacity-building projects or activities such as economic renewal training, design development sessions, industrial ecology training, visioning exercises, land-use planning techniques, and economic studies of the benefits of energy efficiency and renewable energy. Preference is given to EZ/ECs. Grant/Award Amount: Individual grants are not to exceed \$50,000.

Phone: 202-708-1537, ext. 218

Internet: www.oup.org

THE GOOD NEIGHBOR PROGRAM

Agency: Public Buildings Service, U.S. General Services Administration

Overview: The General Services Administration (GSA) Public Buildings Service is the Federal Government's largest civilian landlord. GSA provides 40% of all Federal office space in government-owned buildings and space leased from the private sector, more than 250 million square feet, for more than a million Federal workers. Through this program, GSA partners with cities, other federal agencies, and community groups to provide safe public environments in federal buildings and surrounding neighborhoods; locate federal workers in central business areas; participate in downtown management districts to provide services that physically improve neighborhoods and attract people to downtowns; offer free or at-cost space, restaurants, shops, and activities (farmers' markets, festivals, concerts, and exhibits) in federal facilities and outdoor plazas; provide excess federal property for public use; and participate in local community revitalization and planning efforts.

Phone: 202-501-1100
Internet: www.goodneighbor.gsa.gov

SUBSTANCE ABUSE PREVENTION PROGRAMS

Agency: Center for Substance Abuse Prevention, U.S. Department of Health and Human Services

Overview: Substance abuse prevention grants to States, local governments, and other organizations support substance abuse prevention efforts focused on vulnerable populations, at-risk communities, and statewide approaches targeting youth.

Phone: 301-443-0365

Internet: www.hhs/samhsa.gov

JOINT COMMUNITY DEVELOPMENT PROGRAM

Joint Community Development is a competitive funding program that provides funds to colleges and universities to create Centers of Community Revitalization. These centers will undertake large-scale, multi-phased, multi-year community building and revitalization activities in concert with their local governments and neighborhoods. Any activity eligible under the CDBG program may be undertaken.

ADDITIONAL SECTION 179 EXPENSING

This incentive increases the tax deductions that a business located in an EZ or EC can claim for “qualified zone property” in the tax year it is placed in service, under Section 179 of the Internal Revenue Code, up to certain maximum levels. However, these limits are increased for certain “qualified zone property” placed in service by an Enterprise Zone business. Grant/Award Amount: Enterprise Zone businesses that place in service “qualified zone property” are permitted an extra \$20,000 per year in Section 179 deductions.

COMMUNITY ECONOMIC ADJUSTMENT PLANNING ASSISTANCE

Department of Defense (DOD) funding may be provided for military base reuse studies. DOD may provide community planning assistance funding to assist local governments or a State, on behalf of a local government, to undertake community economic adjustment planning activities to support the closure or realignment of a military installation. Activities include, but are not limited to, staffing, operating, and administrative costs, and general or specialized community economic adjustment studies. Grant/Award Amount: Range of award is \$300,000 to \$1.3 million.

EMPOWERMENT ZONE (EZ) EMPLOYMENT CREDIT

The EZ Employment Credit allows businesses located in an EZ to claim a tax credit for a portion of the wages of a “qualified zone employee.” Grant/Award Amount: The credit calculation for wages paid or incurred before 2002, and for the years 2002–2004, is presented in IRS Form 8844.

SECTION 8(A) PROGRAM

The Section 8(a) Program provides servicing, marketing support, Federal Government contracts, and other business development assistance to small companies owned by socially and economically disadvantaged persons. The Section 8(a) Program works to foster business ownership and the competitive viability of small firms owned by individuals who are socially and economically disadvantaged and to expand their participation in Federal procurement of equipment, products, and services.

SMALL BUSINESS SPECIALIST, DEPARTMENT OF DEFENSE (DOD)

Agency: Office of Small and Disadvantaged Business Utilization, U.S.
Department of Defense

Overview: The military services' and defense agencies' contracting offices have small business specialists at each location to assist small businesses, small disadvantaged businesses, and women-owned small businesses in marketing their products and services to DOD. These specialists provide information and guidance on defense procurement procedures, how to be placed on the solicitation mailing lists, and how to identify prime contract and subcontract opportunities.

Phone: 703-614-1151
Internet: www.acq.osd.mil/sadbu

STATE ENERGY PROGRAM (SEP)/STATE SPECIAL PROJECTS

Agency: Office of Energy Efficiency and Renewable Energy, State and
Community Program, U.S. Department of Energy

Overview: This program provides funding to States to address both national energy initiatives and local priorities. Businesses can partner or subcontract with their State to access these funds. Under the program's guidelines, States implement energy-efficiency and renewable energy activities through a wide range of possible projects across all the energy-use sectors: buildings, industry, utility, and transportation. The State Special Projects program provides for competitively awarded financial assistance for a range of energy-efficiency and renewable projects.

Phone: 202-586-4074
Internet: www.eren.doe.gov/buildings/state_and_community/

TAX-EXEMPT BOND FINANCING

Agency: Technical Department, U.S. Department of the Treasury, Internal
Revenue Service

Overview: Tax-exempt Enterprise Zone (EZ) facility bonds generally have lower interest rates than conventional financing. To qualify, 95 % or more of the net proceeds of the bond issue must be used to finance "qualified zone property" whose principal user is an EZ business. Grant/Award Amount: Maximum bond financing is \$3 million per business within a specific zone and \$20 million per business across all zones, subject to State volume caps.

Phone: 800-829-1040
Internet: www.irs.ustreas.gov

WORK OPPORTUNITY TAX CREDIT (WOTC)

WOTC provides an incentive to hire individuals from targeted groups that have a particularly high unemployment rate or other special employment needs. The tax credit is scheduled to end and may not apply to individuals who begin work after June 1998.

Grant/Award Amount: Maximum credit amount for high-risk youth is \$2,100. The credit is equal to 35% of up to \$6,000 in wages paid during the first year of employment. Only first-year wages qualify. Maximum credit amount for summer youth is \$1,050. The credit is equal to 35% of up to \$3,000 in wages paid for any 90-day period.

GUARANTEED LOANS

Agency: U.S. Small Business Administration

Overview: This program provides guaranteed loans to small businesses that are unable to obtain financing in the private credit market, but can show an ability to repay the loans. Participating lenders provide loan funds, and the U.S. Small Business Administration (SBA) guarantees a portion of the loan. Guarantees can reach up to 80% on loans up to \$150,000, and up to 75% on loans more than \$150,000. The maximum loan amount covered is \$750,000. Loan proceeds can be used for any legitimate business purpose such as construction, purchase of equipment, inventory, and working capital.

Phone: 202-205-6490

Internet: www.sba.gov

CERTIFIED DEVELOPMENT COMPANY LOANS (504 LOANS)

Agency: U.S. Small Business Administration

Overview: The 504 loans provide long-term, fixed financing at reasonable rates for small businesses that need to acquire land, construct buildings, or fund construction, expansion, renovation, modernization, machinery, and equipment. Loans may have either a ten or twenty-year term. A lender provides at least 50% of the total required amount, up to 40% is provided by a U.S. Small Business Administration (SBA)-Certified Development Company, and 10% is contributed by the borrower. SBA's maximum guarantee is \$1 million.

Phone: 202-205-6490

Internet: www.sba.gov

COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS (CDFI) FUND

Agency: U.S. Department of the Treasury

Overview: The CDFI fund was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities. By stimulating the creation and expansion of diverse CDFIs and by providing incentives to traditional banks and thrifts through the Bank Enterprise Awards Program, the fund's investments work to build private markets, create healthy local economies, promote entrepreneurship, restore neighborhoods, generate local tax revenues, and empower residents. The CDFI Fund also provides small infusions of capital to institutions serving distressed communities and low-income individuals.

Phone: 202-622-0637

Internet: www.ustreas.gov

MICROLOANS

Agency: U.S. Small Business Administration, U.S. Department of the Treasury

Overview: U.S. Small Business Administration This program increases the availability of very small loans to prospective small business borrowers. Under this program, the SBA makes funds available to nonprofit intermediaries, who in turn make loans to eligible borrowers in amounts that range from less than \$100 to a maximum of \$25,000. The average loan size is \$10,000. Completed applications can usually be processed by the intermediary in less than one week.

Phone: 1-800-8ASK-SBA (1-800-827-5722) Treasury: 202-622-8042

Internet: www.sba.gov/financing/micro.html, www.irs.ustreas.gov

HISTORIC PRESERVATION FUND

Agency: Heritage Preservation Services, National Park Service, U.S. Department of the Interior

Overview: This is a Federal matching grant program that encourages private and non-Federal investment in historic preservation efforts by providing grants to States, territories, Indian tribes, and the National Trust for Historic Preservation. Funding is most often used to pay part of the costs of surveys and statewide historic preservation plans and to prepare National Register nominations, architectural plans, historic structures reports, and engineering studies. Fifty-nine fund awards have been made to States, territories, Indian tribes, local governments, and the National Trust for Historic Preservation. Activities funded include architectural, historical, and archeological surveys; nominations to the National Register of Historic Places; staff work for historic preservation commissions; design guidelines and preservation plans; public outreach materials such as publications, videos, exhibits, and brochures; training for commission members and staff; and rehabilitation or restoration of National Register-listed properties.

Phone: 202-343-9563

Internet: www.doi.gov

SMALL BUSINESS INVESTMENT COMPANIES (SBIC) PROGRAM

Agency: U.S. Small Business Administration

Overview: SBIC helps to fill the gap between the availability of venture capital and the needs of small businesses in startup and growth situations. SBICs, licensed and regulated by the SBA, are privately owned and managed investment firms that use their own capital, plus funds borrowed at favorable rates with an SBA guarantee, to make venture investments in small businesses. Virtually all SBICs are profit-motivated businesses. They provide equity capital, long-term loans, debt-equity investments, and management assistance to qualifying small businesses. Their incentive is the chance to share in the success of the small business as it grows and prospers. Specialized SBICs, also known as 301(d) SBICs, invest in small businesses owned by entrepreneurs who are socially or economically disadvantaged, primarily members of minority groups.

Phone: 202-205-6490

Internet: www.sba.gov

INTERMEDIARY RELENDING PROGRAM

Overview: The Intermediary Relending Program provides direct loans to finance business facilities and community development. Eligible intermediaries include private, nonprofit

organizations, cooperatives, State or local governments, and federally recognized Indian tribes. Loan/Award amount: \$35 million.

Rural Business–Cooperative Service, U.S. Department of Agriculture

Phone: 202–720–6819

Internet: www.usda.gov

Office of Business Initiatives, U.S. Small Business Administration

Phone: 202–205–6655

Internet: www.sba.gov/BI

Office of Business Liaison, U.S. Department of Commerce

Phone: 202–482–1360

Internet: www.osec.doc.gov/obl

ONE-STOP CAPITAL SHOPS (OSCS) PROGRAM

Agency: Office of Entrepreneurial Development, U.S. Small Business Administration

Overview: The OSCS program is an SBA initiative that brings the agency’s business development and capital resources together with other Federal, State, local, and private-sector resources to provide better customer service to small businesses. OSCS deliver financial, business, and technical assistance to small, minority, and women-owned businesses as well as to individuals who would like to start a business. OSCS have access to all of the agency’s programs and financial and technical assistance.

Phone: 202–205–6706

Internet: www.sba.gov/

SERVICE CORPS OF RETIRED EXECUTIVES (SCORE)

Agency: SCORE, U.S. Small Business Administration

Overview: SCORE is a nonprofit organization that provides small business counseling and training. SCORE members are successful, retired businessmen and women who volunteer their time to assist aspiring entrepreneurs and small business owners. There are SCORE chapters in every State.

Phone: 800–634–0245

Internet: www.sba.gov/SCORE or www.score.org/

SUPERNOFA

Agency: U.S. Department of Housing and Urban Development

Overview: HUD changed its grant application process in FY 1998 and will no longer issue a separate Notice of Funding Availability (NOFA) for each grant program. Instead, the competitive grant programs are being announced in three SuperNOFAs—Housing and Community Development, Economic Development and Empowerment, and Targeted Housing and Homelessness Assistance. Each SuperNOFA provides grant applicants with a complete listing of HUD competitive funding available in a given year to address a particular issue. The process also standardizes the application and selection processes. By implementing the SuperNOFA approach, HUD hopes applicants will be better able to design comprehensive, coordinated strategies that effectively address the complex problems facing their communities. In turn, HUD will move from an organization of separate program offices with isolated programs to one HUD with one mission—empowering people to develop viable urban communities that provide a suitable living environment for all.

Phone: 800–HUD–8929 SuperNOFA Information Center
Internet: www.hud.gov

BROWNFIELDS ECONOMIC DEVELOPMENT INITIATIVE (BEDI) GRANTS

Overview: BEDI targets Economic Development Initiative (EDI) funds to brownfields projects. BEDI grants are made to local governments for use in supporting brownfield redevelopment activities and projects financed in whole or in part with Section 108 loan guarantees.

BROWNFIELDS TAX INCENTIVE

The Brownfields Tax Incentive allows property owners and purchasers to deduct certain environmental remediation costs as a business expense rather than capitalizing them as a property improvement. This provision benefits taxpayers by reducing their present tax liability. The incentive reduces the cost of environmental remediation, thereby prompting cleanups and the redevelopment of brownfields in distressed areas. Eligible areas must be approved by the State agency responsible for brownfields redevelopment.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Agency: U.S. Department of Housing and Urban Development

Overview: CDBG provides annual formula grants to entitled metropolitan cities (50,000 or more people) and urban counties (20,000 or more people) and to States for distribution to nonentitled communities to carry out a wide range of community development activities: public facilities and improvements (streets, sidewalks, sewers, and water systems); public services for youths, seniors, or the disabled; crime reduction initiatives; homeless and housing services; and direct assistance and technical assistance to for-profit businesses (including microenterprises).

Phone: 202–708–1871 Financial Management Division

Internet: www.hud.gov

Phone: 202–708–1577 Urban areas. 202–708–1322 Rural areas

Internet: www.hud.gov/cpd/cdbg.html

FEDERAL HISTORIC PRESERVATION TAX INCENTIVES

Agency: Heritage Preservation Services, National Park Service, U.S.
Department of the Interior

Overview: Federal Historic Preservation Tax Incentives are available for buildings listed in the National Register and certain historic districts that are substantially rehabilitated for income-producing purposes according to standards set by the Secretary of the Interior. Jointly managed by the National Park Service and the Internal Revenue Service, in partnership with State Historic Preservation Offices, the program rewards private investment by providing a 20% tax credit for rehabilitating historic buildings. The program has been responsible for more than 27,000 historic properties being rehabilitated through private investment of more than \$17 billion.

Phone: 202–343–9594

Internet: www.doi.gov

INTERNATIONAL TRADE ADMINISTRATION (ITA)

Agency: International Trade Administration, U.S. Department of Commerce

Overview: ITA helps U.S. businesses compete in the global marketplace by assisting U.S. exporters, ensuring that U.S. businesses have equal access to foreign markets, and enabling U.S. businesses to compete against unfairly traded imports. ITA has four principal units. The Commercial Service offers business counseling, including market research, trade promotion, and programs to U.S. exporters. Through its Matchmaker Program, the Commercial Service helps small and medium-size companies establish business relationships in major markets abroad via trade missions and other programs. Trade Development provides information from industry-sector specialists to U.S. exporters, policymakers, and trade negotiators. Market Access and Compliance has country experts who provide market analysis to U.S. business, and Import Administration safeguards the American economy from unfairly priced imports.

Phone: 800-872-8723

Internet: www.ita.doc.gov

MUNICIPAL ENERGY MANAGEMENT PROGRAM (MEMP)

Agency: U.S. Department of Energy

Overview: Improvements in municipal energy management allow communities to reallocate energy operating funds to meet other needs. The U.S. Department of Energy's MEMP has funded more than 250 projects that demonstrate innovative energy technologies and energy management tools through the Urban Consortium Energy Task Force Grant Program. This program helps municipalities identify and capitalize on energy-savings opportunities that have already saved tens of millions of dollars.

Phone: 202-586-4814 Office of Energy Efficiency and Renewable Energy,
Office of Building Technology, State and Community Programs

Internet: www.doe.gov

PLANNING PROGRAM FOR STATES AND URBAN AREAS

Agency: Planning and Development Assistance Division, U.S. Department of Commerce

Overview: Grants under this program assist economically distressed States, sub-State planning regions, cities, and urban counties to undertake significant new economic development planning, policymaking, and implementation efforts. Grants provide financial assistance to support significant economic development planning and implementation activities such as economic analysis, definition of program goals, determination of project opportunities, and formulation and implementation of a development program. Assistance under this program enhances economic development planning capability and continuous economic development planning processes and procedures and helps build institutional capacity. A grant award under this program is generally for a period of twelve to eighteen months.

Phone: 202-482-2873

Internet: www.doc.gov

REBUILD AMERICA

This program helps community and regional partnerships improve the energy efficiency of commercial and multifamily buildings. Partners may include government agencies, economic

development organizations, energy service companies, financial institutions, utilities, private businesses, and nonprofit organizations. The Department of Energy provides technical and financial assistance to help plan and carry out energy-efficient alterations, renovations, and building repairs. Examples of technical assistance include methods of auditing buildings, selection of energy-efficient equipment, and methodology for monitoring energy use and calculating savings. Seed money is available for programs that can significantly improve the reach and effectiveness for energy-efficient retrofits.

SECTION 108 LOAN GUARANTEE

Agency: Office of Minority Enterprise Development, U.S. Small Business Administration

Through Section 108, HUD guarantees notes issued by units of general local government. Funds finance economic revitalization and development activities that include housing and rehabilitation of privately owned buildings for residential purposes; expanding for-profit businesses; financing and rehabilitation of low-income and public housing; acquisition, construction, or rehabilitation of neighborhood and community facilities; site improvement on community-owned land leased to a developer for a commercial or industrial development project; site development; purchase of land or buildings for economic development; and infrastructure development that includes street reconstruction and/or sewer system repairs.

Phone: 202-205-6459

Internet: www.sba.gov/

BROWNFIELDS CLEANUP AND REDEVELOPMENT INITIATIVE

Agency: U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response

Overview: The grant program and technical assistance for addressing abandoned, idled, or underutilized commercial or industrial properties that are stigmatized by actual or perceived environmental contamination (brownfields). The Environmental Protection Agency (EPA) awarded approximately 100 grants in both FY 1998 and FY 1999. These grants are limited to State or local government entities for activities related to the environmental assessment of brownfields. EPA also provides technical assistance to communities and businesses working to address brownfields through a network of EPA regional brownfields coordinators located in the ten major Federal regional centers.

Phone: 202-260-4039 Outreach and Special Projects/OSWER

Internet: www.epa.gov

ENVIRONMENTAL CONTAMINANTS PROGRAM

Agency: Division of Environmental Contaminants, Fish and Wildlife Service, U.S. Department of the Interior

Overview: This program conducts a wide array of activities aimed at preventing the adverse effects of environmental contaminants on trust resources, including endangered species, migratory birds, certain fish, marine mammals, and National Park Service lands. This activity occurs through reviews of and coordination on environmental documents, legislation, regulations, permits, licenses, scientific investigations, and monitoring and cleanup efforts. Assistance is typically provided through requests for technical assistance or consultation from interested parties.

Phone: 703-358-2148

Internet: www.doi.gov

CERTIFIED LOCAL GOVERNMENT (CLG)

Agency: Heritage Preservation Services, National Park Service, U.S.
Department of the Interior

Overview: Local governments strengthen their local historic preservation efforts by achieving CLG status from the National Park Service (NPS). NPS and State governments, through their State Historic Preservation Offices (SHPOs), provide technical assistance and small matching grants to hundreds of diverse communities whose local governments are endeavoring to preserve their community's past. In turn, NPS and States acquire local government partnership in the national historic preservation program. Another incentive for participating in the CLG program is the pool of matching grant funds SHPOs set aside to fund CLG historic preservation subgrant projects.

Phone: 202-343-6005

Internet: www.doi.gov or www.nps.gov

LOCAL TECHNICAL ASSISTANCE PROGRAM

Agency: Planning and Development Assistance Division, U.S. Department of
Commerce

Overview: Grants awarded under this program are designed to assist in solving specific economic development problems, respond to developmental opportunities, and build and expand local organizational capacity in distressed areas. In responding to specific problems and opportunities, a local economic development organization might focus on military base and industrial plant closures, deteriorating commercial districts, and technical or market feasibility studies. Eligible applicants include public or private nonprofit national, State, area, district, or local organizations; public and private colleges and universities; Indian tribes; local governments; and State agencies.

Phone: 202-482-2873

Internet: www.doc.gov

ENVIRONMENTAL JUSTICE COMMUNITY GRANTS PROGRAM

Agency: U.S. Environmental Protection Agency, Office of Environmental
Justice

Overview: This program provides financial assistance to community-based/grassroots organizations that are working on local solutions to local environmental problems. Eligible applicants include community-based organizations, churches, tribal organizations, and other nonprofit groups.

Phone: 202-564-2515

Internet: www.epa.gov

COMMUNITY SERVICES BLOCK GRANT

This U.S. Department of Health and Human Services Administration for Children and Families program provides States and Indian Tribes with funds for efforts designed to reduce poverty. The funds are distributed through a network of public and private agencies including State and Territorial Community Services Block Grant (CSBG) offices, community action agencies, several hundred other community-based organizations, and Indian Tribes and Tribal Organizations. Grantees may use the funds to provide services and activities

focused on employment, education, better use of available income, housing, nutrition, emergency services, and healthcare. Local organizations may contact their State social services agency to find out if these funds are available for community projects.

DEMONSTRATION PARTNERSHIP PROGRAM

This program provides grants for developing and implementing innovative approaches to address the critical needs of the poor. Grantees, in partnership with public and private organizations, develop an array of innovative programs in areas such as homelessness, micro-enterprise or self-employment, life skills for minority youth, case management, teenage pregnancy, and comprehensive integrated services.

VIOLENCE AGAINST WOMEN GRANTS OFFICE, STOP VIOLENCE AGAINST WOMEN FORMULA GRANTS

Agency: Violence Against Women Grants Office, U.S. Department of Justice

Overview: This formula grant program develops and strengthens law enforcement and prosecutorial strategies to combat violent crimes against women and develops and strengthens victim services in cases involving violent crimes against women. The Crime Act specifies that 4% of the amount appropriated each year for the STOP Violence Against Women Formula Grants be available for grants to Indian tribal governments.

Phone: 202-305-2981

Internet: www.usdoj.gov/vawgo

7(J) MANAGEMENT AND TECHNICAL ASSISTANCE PROGRAM

This program provides management and technical assistance to eligible individuals and small business clients. U.S. Small Business Administration (SBA) 8(a)-certified firms, socially and economically disadvantaged persons, businesses operating in areas of low income or high unemployment, and those firms owned by low-income individuals are eligible for 7(j) assistance. The program provides firms with accounting services, feasibility studies, marketing/presentation analyses, advertising expertise, loan packaging, proposal/bid preparation, and other specialized management training and technical services. An executive education training program is available to program participants.

CLEAN CITIES

Clean Cities is a voluntary, locally based government/industry partnership to accelerate the deployment of alternative fuel vehicles (AFVs) and to build a local AFV-refueling infrastructure. In the process, the program helps local businesses and communities comply with environmental regulations, create jobs, and leverage resources.

COMPUTERS FOR EDUCATION

This assistance program directs agencies to transfer computers and related tools directly to schools and nonprofit educational organizations. The order encourages Federal employees to volunteer their time and expertise to assist teachers and to connect computers and technologies to classrooms. Federal agencies transfer equipment under established

procedures for property transfers, identify eligible recipients, arrange for transferring equipment, and help potential recipients identify potential donors and acquire equipment.

EMPOWERMENT ZONE/ENTERPRISE COMMUNITY (EZ/EC)- SUSTAINABLE DEVELOPMENT WORKSHOPS

The U.S. Department of Energy conducts one-day workshops on concepts and opportunities for sustainable development within EZ/ECs. The workshops are designed to explore the social history of sustainable development, the cost and effects of nonsustainable practices within communities, examples of successful sustainable development projects, and the strategies, resources, and tools available to local communities to integrate sustainable development in their planning process.

FEDERAL REAL PROPERTY FOR PUBLIC OR PRIVATE USE

Agency: Office of Property Disposal, U.S. General Services Administration
Overview: State and local governments, eligible public institutions, nonprofit organizations, and private individuals and companies may acquire real estate that the Federal Government is no longer using. Properties include improved and unimproved land, office buildings, warehouses, commercial and industrial facilities, airfields, former post offices, farms, and single- and multi-family residences. State and local public agencies are notified of the availability of any surplus. Federal property that they may be eligible to acquire, including public health or educational facilities, unused public buildings for homeless assistance, public parks or recreational areas, historic monuments, correctional institutions, port facilities, public airports, and wildlife conservation areas.

Phone: 202-501-0084 Real Property Sales List

Phone: 800-776-7872

Internet: www.gsa.gov

LABORATORY TECHNICAL ASSISTANCE PROGRAMS (LABTAP)

Agency: Sandia National Lab, U.S. Department of Energy
The U.S. Department of Energy has engaged its chief national asset, the National Laboratory System, to provide free technical assistance to help communities access and employ sustainable technologies and practices. LabTAP focuses on the solutions to community-based needs in areas such as building energy and materials conservation, transportation and infrastructure systems, renewable energy generation, industrial resource management, and pollution prevention technologies.

Phone: 505-844-9982

Internet: www.doc.gov