

EXERCISE TRAIL

The Plan for Mid-Town Redevelopment

Lakeland Florida

SMALL BOAT
DOCKS

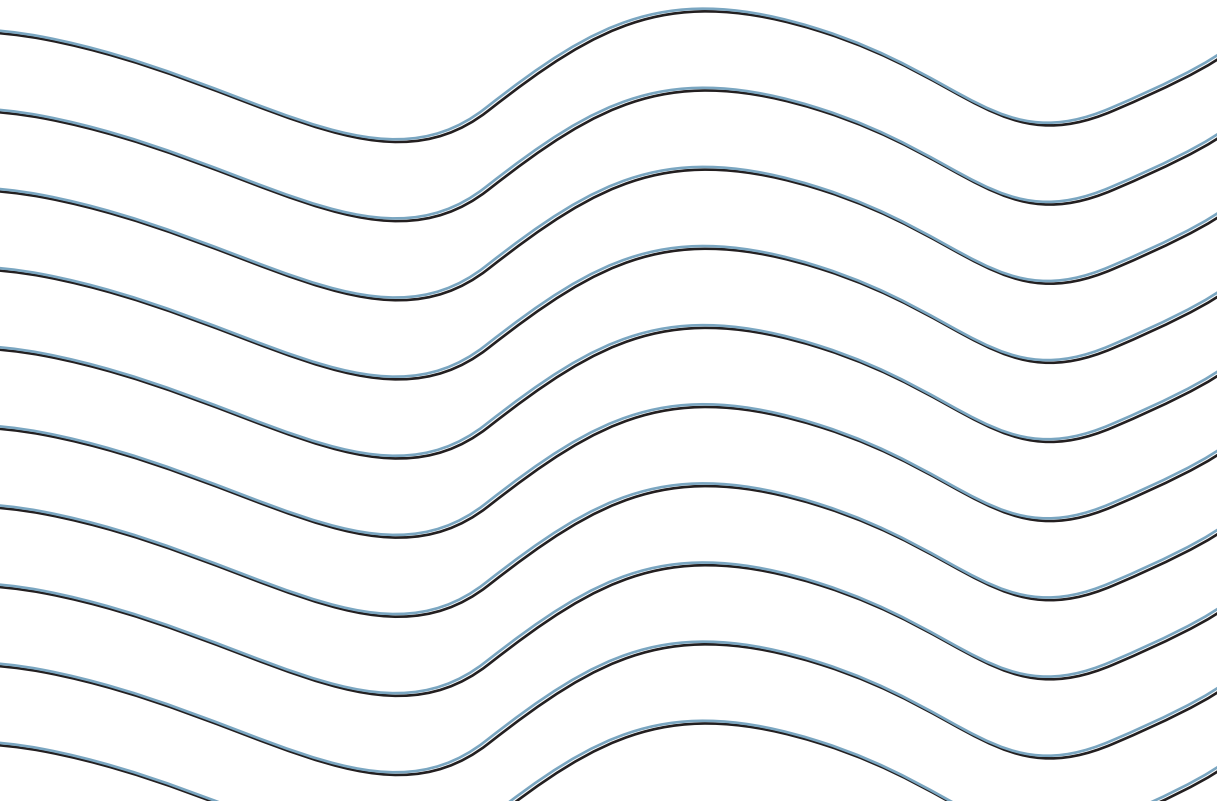
LAWN

FOUNTAIN



May 21, 2001

Overview



OVERVIEW

The City of Lakeland is intent on improving the blighting conditions in the Mid-Town Area of the City. Expanding the district of the existing Community Redevelopment Agency (CRA) is an important part of the City's approach. To this end, three reports have been prepared and consolidated in this document:

1. The City has prepared and adopted a "Finding of Necessity Report" that identifies the blighting influences in the Mid-Town Area.
2. The City has prepared and accepted a "Tax Increment Analysis Report" that projects an increment of real estate property values from \$278 million in 2000 to a value between \$357 million and \$492 million in 2015. The probably scenario projects real estate values to be \$419 million by 2015. The most likely outcome will result in a "Tax Increment Collection" of \$10 million over the 15 year period.
3. The City has prepared and adopted the "Community Redevelopment Plan" that provides a program and budget in response to the documented needs in the Mid-Town Area. The Plan is based on a framework composed of:
 - Neighborhood preservation and enhancement,
 - Development Corridor intensification and beautification
 - Mixed-use Activity Center definition, design and strengthening, and
 - Area-wide open space and infrastructure improvement.

The budget reflects the current City programs described in the "Capital Improvements Budget" for FY 2001 through FY 2006 and the "27th Year Community Development Block Grant and 7th Year HOME Budget" requested for funding in FY 2002. The Mid-Town CRA Proposed Capital Projects and Programs Plan includes proposals of nearly \$20 million with a priority designation for the first \$10 million for projects and programs.

The Mid-Town Community Redevelopment Plan is the beginning point for the use of CRA monies and focus in Mid-Town. The CRA Program, in conjunction with City programs and CDBG/HOME Programs plus those of the Lakeland Housing Authority, Keystone Challenge Fund and others will continue to make the City of Lakeland a better place to live and raise a family.

City of Lakeland CRA Expansion
Mid-Town District

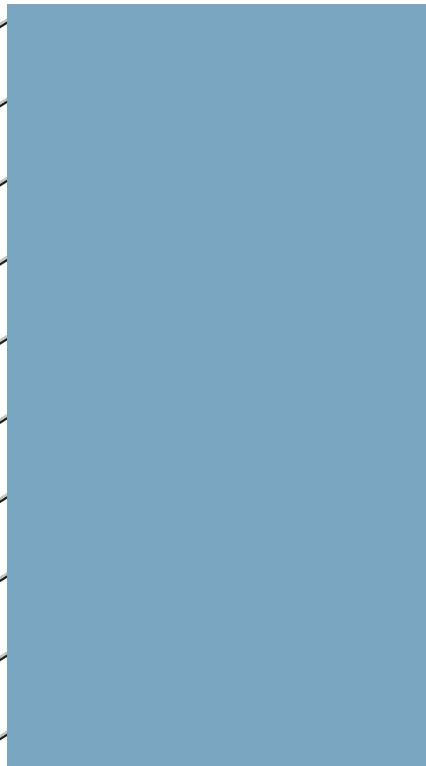
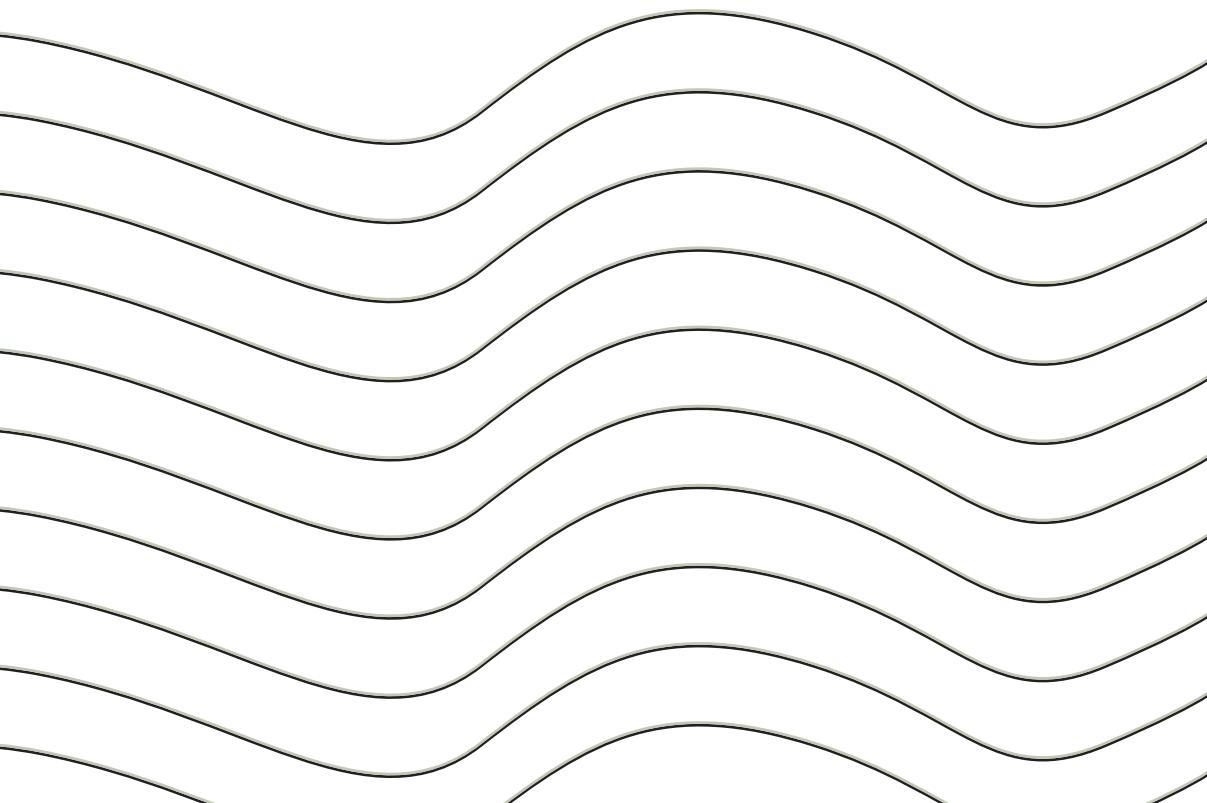
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Finding of Neccesity



**City of Lakeland CRA Expansion
Mid-Town District**

**FINDING OF NECESSITY REPORT
FOR A COMMUNITY REDEVELOPMENT AREA**

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Introduction

Purpose of the Study

This "Finding of Necessity" report was initiated by the City of Lakeland (the City) to investigate and document blighted conditions in one of the oldest parts of the city, known as "Mid-Town". This is a first step toward the creation of a Community Redevelopment Agency (CRA) authorized to establish funding mechanisms to help meet local revitalization goals. The following sections outline Florida's (the State) community redevelopment process and document the physical, economic, and regulatory conditions, which necessitate the use of special redevelopment powers.

The Community Redevelopment Act of 1969

In 1969 the Florida Legislature created the Community Redevelopment Act, Chapter 163, part III, Florida Statutes (F.S.). The purpose of this act is to assist local governments in eliminating and preventing blighted and/or slum conditions that are detrimental to the health, safety and welfare of residents of the State. In 1977, the act was expanded to allow the use of tax increment financing (TIF) through the creation of redevelopment trust funds.

The community redevelopment process in Florida is enacted and implemented by local governments. Counties that have a charter form of government are granted exclusive rights to exercise the redevelopment powers set forth by Chapter 163, part III, F.S. However, if a community redevelopment agency within a municipality was created prior to the county's charter form of government, then the municipality is not required to seek re-delegation powers.

In order for the local governing body to exercise the powers set forth by Chapter 163, part III, F.S., a resolution must be adopted finding that one or more blighted or slum areas exist, and that the rehabilitation, redevelopment, or conservation of such area(s) is in the interest of the public health, safety, morals or welfare. After the finding of necessity is adopted, and it is determined that a Community Redevelopment Agency (CRA) is necessary, a CRA is created to carry out the purpose of the Redevelopment Act.

A key element of the community redevelopment process is the creation of a redevelopment plan for the area established by the finding of necessity resolution. The plan provides detailed physical information on the redevelopment district, while developing potential projects, project costs, and methods of financing. The plan, which must meet established criteria set forth by the Community Redevelopment Act, is submitted to the local governing board for approval. The plan must then go through a public hearing process subsequent to approval by the governing board.

A redevelopment trust fund is established through ordinance by the governing body that created the CRA. The adoption of this ordinance "freezes" the tax base within a redevelopment study area, solely for purposes of tax increment calculation, at the level of the most recent real property tax assessment roll prior to the effective date of the ordinance. Tax rolls used for this purpose are those submitted by the county property appraiser to the Department of Revenue by July 1 of each year.

Trust fund revenues are obtained through an appropriation of an amount equal to any incremental increase in ad valorem taxes collected by various taxing authorities. This "tax increment" results from increased property assessments due to new development or redevelopment within the CRA district. Funds deposited and/or allocated to the trust fund must be used by the CRA to finance community redevelopment projects identified in the approved redevelopment plan.



Downtown Lakeland

Downtown Lakeland Community Redevelopment District

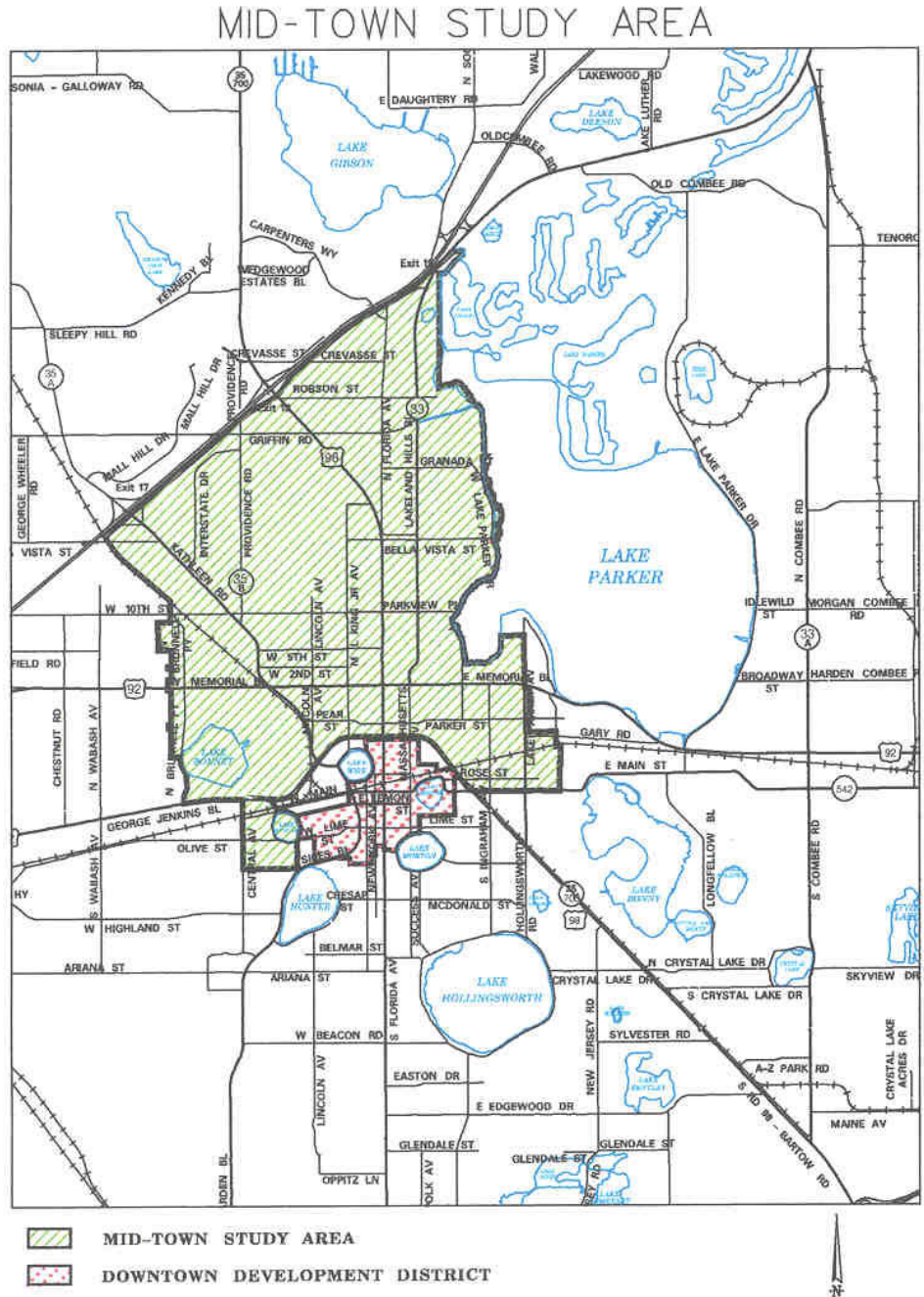
On October 15, 1979, The City Commission of the City of Lakeland adopted Resolution #2306 which found the existence of certain slum or blighted areas within the boundary of the Lakeland Downtown Development Authority District (the Area). The resolution states the following as findings for blight in the Area:

- Substantial number of substandard or deteriorating structures within the Area; and,
- Conditions which endanger life or property by fire or other causes in the Area; and,
- Conditions which are detrimental to the sound growth of the municipality and which substantially impair or arrest the growth within the Area and adjacent territory, and present conditions and uses in the Area that are detrimental to public health, safety, morals, and public welfare; and,
- Predominance of inadequate or defective street layout within the Area; and
- Unsanitary and unsafe conditions exist within the Area; and,
- Deterioration of site or other improvements within the Area; and,
- Diversity of ownership, defective or unusual conditions of title which prevent the free alienability of land within the Area.

Redevelopment District Boundaries

Study Area Defined

The Mid-Town Redevelopment Study Area (Study Area) lies within the City of Lakeland, a municipality located in western Polk County, Florida. The following figure illustrates the boundaries of the Study Area.



General and Social History

Native American tribes that predated the Seminoles were among the first people to walk along Lakeland's lakeshores. The Carib tribe migrated from South America, followed by the Maskaki tribes. The uncovering of the earliest settlers' artifacts indicate an arrival to Lakeland as early as 1500 B.C. They dominated the area until 1750 A.D., when a group of "runaway" Creeks, also known as Seminoles, migrated from Georgia to Lakeland.

In 1883 the railroad came to Lakeland. This allowed large-scale production of citrus and strawberries, which gradually became major industries in the area. With the discovery of phosphate deposits, the land in and around Lakeland soon became considerably more valuable. In the winter of 1883 and 1884, the City of Lakeland was laid out, complete with surveys and lots. A minor boom late in the century boosted the county's population to over 7,000 in 1900.

Rapid growth of manufacturing, distribution, and white-collar jobs are credited with the present industry in Lakeland. No longer surrounded by citrus, the "World Citrus Center" has begun a transformation to residential areas and business districts.

Several of the neighborhoods identified within the Study Area, including Paul A. Diggs, North Lake Wire, and Parker Street are among the City's older neighborhoods, settled in the early stages of the City's growth due to their proximity to the downtown. Initially, these neighborhoods and others of more recent vintage were established in the traditional pattern of predominately single-family homes, with some multi-family housing clustered around neighborhood services; these being grocery stores, schools, churches, small shops and local recreation centers. Over time, these neighborhoods experienced changes that significantly altered their social character. In the Parker Street neighborhood, the majority of homes became rental. Almost all of the houses are approximately the same age and accommodated families from the same generation. As a result, the transition from owner-occupied dwellings to renter-occupied units happened fairly rapidly. Poor schools, a decaying downtown (before reevaluation of the Munn Park Downtown Historic District) and an increasingly elderly population could not keep the next generation in the neighborhood. Today, the area is predominantly renter-occupied with a mix of low-income public and private housing complexes, and the original small houses in poor condition. There are vacant lots with an abundance of trash and litter. The few elderly homeowners that remain rarely venture outside their homes and very little new homeowner investment is being made. Crime and drugs have escalated over the years while the population has become very transient in nature. This makes the area unattractive to new residents considering establishing their home in this area.

The Paul A. Diggs Neighborhood has seen just as significant a social change as the overall area, but for slightly different reasons. Originally, a traditional, self-supporting, minority neighborhood, able to service the needs of its residents, this neighborhood has experienced significant changes. As desegregation continued, and the growth of the City's suburbs attracted new homes, stores, and service centers, residents and resources left the neighborhood. Commercial and retail establishments could no longer survive with the decrease in spending. Homeownership was primarily elderly, with an aging housing stock that was difficult and expensive to maintain. Many of the residents that did remain were the older, established residents and those on public subsidies. In turn, this spawned a large collection of barracks style public housing, a significant loss of neighborhood identity, bussing children out of the neighborhood to other schools, little retail and commercial shops, and high crime and drug rates.

The chapter entitled 'Inventory of Blighted Conditions' reflects much of the aforementioned social history in an analytical process that will help to determine blight within the study area.

Methodology

The Statutory Definition of Blight



Dilapidated single-family structure

Chapter 163.340, Florida Statutes (F.S.), provides a definition of "Blighted Area" to mean either: *An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions that lead to economic distress or endanger life or property by fire or other causes or one or more of the following factors that substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:*

- *predominance of dilapidated or deteriorated buildings or structures;*
- *defective or inadequate street layout*
- *faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- *unsanitary or unsafe conditions;*
- *deterioration of site or other improvements;*
- *tax or special assessment delinquency exceeding the fair value of the land; and*
- *diversity of ownership or defective unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous areas.*

OR; *An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.*



Blighted multi-family structure

The methodology for data collection and analysis utilizes a breakdown of the criteria described in the Florida Statutes to determine the existence of blight. Each of the statutory criteria was examined to determine the presence or absence of that condition. For those conditions existing in the Study Area, a more detailed analysis was undertaken. The study finally focused on the following conditions indicative of blight, including:

- predominance of defective or inadequate street layout;
- faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- unsanitary or unsafe conditions;
- deterioration of site or other improvements;
- diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous areas; and
- deterrents to sound future growth and development.

Review of Local Regulations

The purpose of this section is to identify any regulatory provisions of the City that would act to encourage or restrict redevelopment activities. The City's Comprehensive Plan was reviewed for this purpose and found to contain objectives and policies that promote redevelopment of blighted areas. Specific references in the Future Land Use Element include:



Boarded-up apartments

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, developing 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 or renewal of blighted areas."

Objectives and Policies contained in the Housing Element include:

Objective 3: "Strengthen neighborhoods by continuing to implement the 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 stability, safety, traffic, aesthetics and character including historic resources."

The City's Comprehensive Plan also encourages private-sector redevelopment efforts and the development of vacant parcels through the following Housing Element policies:

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, rental housing."



Unsafe single-family residence

Inventory of Blighted Conditions

An analysis of the physical environment is critical in determining blighted conditions. The following section documents the existing natural features, land uses, utility systems, transportation systems, building conditions, neighborhoods, and property ownership/assembly in the Study Area.

Natural Environment



Lake Parker

The topography of the Study Area is characterized by an elevation ranging from approximately 250 feet above mean sea level in the south central highlands to about 90 feet in the southwestern and southeastern lowlands. The change in elevation is more gradual to the west of the ridge and in the northeastern regions of the planning area. Sinkholes characterize the ridge, typical of limestone topography.

The northern portion of the Study Area (north of 10th Street) has a nearly level topography, and poorly drained soil that is sandy throughout. The southern portion of the Study Area (south of 10th Street) is nearly level, and gently sloping with a poorly drained soil that is sandy throughout. Generally, the watersheds for three rivers have a common point within the City at an elevation of 210 feet near the intersection of South Florida Avenue and Edgewood Drive. Water draining from this point goes toward Blackwater Creek and the Hillsborough River; Poley Creek and the Alafia River; or Saddle Creek and the Peace River. In addition to the Saddle Creek sub-basin, water flows through the Hollingsworth/Banana Lake sub-basin to the Peace River.

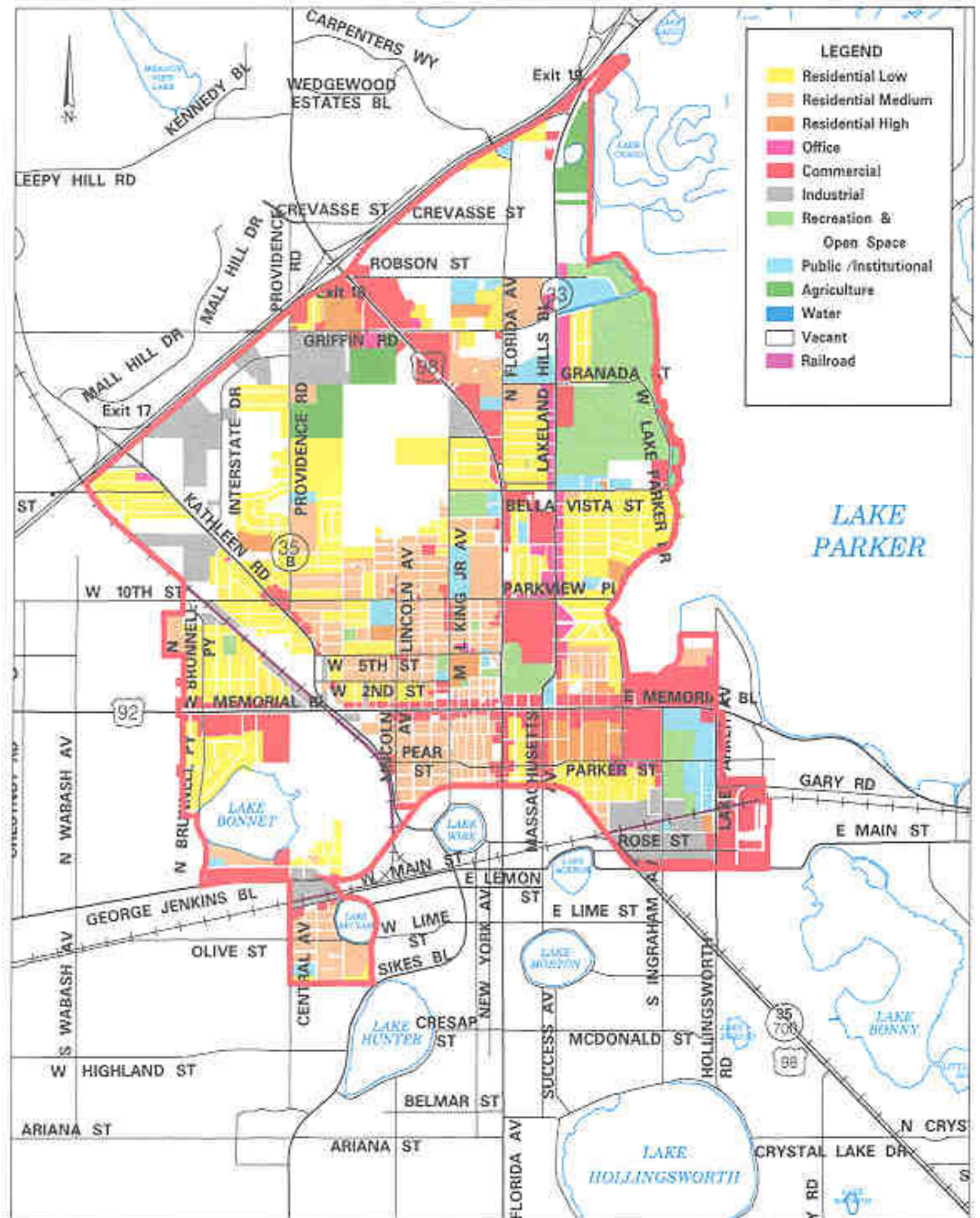
Lakeland has numerous natural and man-made lakes that are fed by both groundwater sources and stormwater runoff. There are fifteen named lakes within the City ranging from the 10 acre Lake Horney, south of the Study Area, to the 2,700-acre Lake Parker, located on the east side of the Study Area.

While these creeks and rivers convey water downstream, various lakes, wetlands, and floodplains act as retention or detention areas. The numerous natural and man-made lakes in the City are recharged by rainfall with their levels supported by the groundwater level, which in turn, is recharged by rainfall. Because rainfall flushes debris and contaminants from yards, roads and parking lots, it also contributes to the degradation of the surface water quality.

When stormwater runoff exceeds the handling capacity of lakes, streams, and wetlands, water then overflows onto floodplains. These floodplains are large flat areas where natural watercourses fan out to store water until rivers and streams can absorb the excess volume.

A substantial conservation area is located in the northern section of the Study Area located west of US 98 North, south of Griffin Road and generally bounded by the Paul A. Diggs neighborhood to the south, and the Webster Park North neighborhood to the west. This area is classified as a significant wetland, resulting in severe development restrictions.

MID-TOWN REDEVELOPMENT AREA EXISTING LAND USE



Existing Land Use

Existing land uses are identified and documented to derive an understanding of the pattern of activity within the Study Area, to identify potential conflicts between uses, and to assess how uses may assist or impede redevelopment activity. The above figure graphically illustrates existing land use patterns within the Study Area.

In terms of land cover, approximately 30-35 percent of the Study Area is currently developed for commercial, institutional, industrial, office uses or road rights-of-way, with another 40-50 percent devoted to residential development. The remaining 15-20 percent of the Study Area is currently vacant or undeveloped. Roughly 5 percent of the area is classified as conservation/preservation wetland area; and the remaining consists of vacant, cleared parcels.

Commercial development within the Study Area consists primarily of retail or service businesses located along Lakeland Hills Boulevard, North Florida Avenue (US 98), Kathleen Road and Memorial Boulevard (US 92). Some commercial development and light industrial uses are located along Kathleen Road and the CSX railroad tracks. Large, stand-alone retail stores or shopping plazas with expansive parking lots account for nearly half of the commercial development within the Study Area. Residential housing is comprised primarily of low density single-family residential [0 to 5.0 DU/acre] with equal distributions of medium density residential [5.01 to 12.0 DU/acre] and high density residential [12.01 to 75 DU/acre].

Northwest of the Kathleen neighborhood, along the south side of Interstate 4, is a City wellfield. The raw water supply for this Study Area is drawn from the Floridan aquifer through a network of 13 deep wells collectively known as the Northwest Wellfield. The wellfield is rated at approximately 54 million gallons per day (MGD). The City has established a wellfield-protection zone over the following area: Kathleen Road borders the west; Providence Road borders the east; Griffin Road borders the north; and 10th Street borders the south. This area must be developed in accordance with specific guidelines contained in the City's Land Development Regulations.

The physical inventory and analysis remains concurrent with the findings of blight within the Study Area. Another important element included in the finding report is an analysis of the infrastructure within the Study Area, including water, wastewater, stormwater, and transportation utility systems.

Utility Systems

The consultant met with various representatives from the City to assess the utility systems. Information obtained during these meetings was reviewed for the overall viability of the water and wastewater utility system to support community redevelopment.

Water System

The City owns much of the property associated with the treatment plant and wells, but can only restrict property uses through strong zoning efforts. The Thomas B. Williams Water Treatment Plant is currently operating at an average daily flow of 28.2-MGD. Supplying additional potable water to the study area should not be a problem since the water treatment plant has a capacity of 53.7 MGD.

The potable water distribution system is adequate to serve existing property uses. Fire protection varies since 2-inch lines serve some areas. The system could adequately serve any new development. Any high water use or high-density development would most likely require system improvements to satisfy demand or provide adequate fire protection.

Waste Water Systems

The Northside Wastewater Treatment Plant serves most of the Study Area. This facility is permitted to treat 4.0 MGD. Since the facility is currently operating at 1.37 MGD, additional capacity is available.

Most of the service area is served by the sanitary sewer system. The following areas are not currently being served:

Sewer Inquiries – Non Sewered Areas

April 1, 1999 – January 31, 2000

- College Hill Area, 12th, 13th, and 14th Street, Amos Avenue to Lincoln Avenue, 10th Street and Whitehurst.
- Baycrest/N. Webster Area, Bayview Drive, N. Webster Avenue, Baycrest Drive, Bush Avenue
- North and South Alameda Drive
- The City/County line to the west, a line projecting from the City/County line to the middle of Arlington road to the south, Kathleen Road to the east and Bella Vista Road to the north (a portion of this area lies within the wellfield-protection zone).

Since much of the wastewater collection system in this Study Area was designed to serve residential and light commercial properties, any significant redevelopment would have to be served by pump stations and forcemains. The current manifolded forcemain is adequately sized to accommodate significant additional wastewater flows. The gravity system could be utilized as much as the hydraulic capacity allows.

Stormwater

Based on conversations with the City's Public Works staff, there are several chronic stormwater drainage problems within the Study Area. Several older neighborhoods have no stormwater facilities in place and require the installation of an entire drainage system. Some of these needs are addressed as part of road widening projects (such as Providence and Griffin Roads) where open ditches are being piped. Since much of the area ultimately drains into Lake Parker, stormwater quality issues will also have a great impact on redevelopment projects. The wetlands area located west of US 98 N. and south of Griffin Road is being studied to determine the viability of constructing a weir system in order to incorporate the wetlands as part of an overall stormwater treatment facility.

Transportation Systems

The information provided in this report represents a brief overview of the traffic and transportation issues that are currently exhibited in the Study Area. An existing roadway level-of-service analysis indicates that there are current capacity concerns along portions of two major roadways within the Study Area; Memorial Boulevard and US 98 N. The Florida Department of Transportation (FDOT) conducted a Project Development and Environmental Study of Memorial Boulevard in 1994 that supports this conclusion, but the only improvements in the current 5-year plan are for beautification projects. The most critical link of US 98 N. within the Study Area is from Griffin Road to Interstate 4. This segment is scheduled to be widened from four to six lanes, with construction beginning in 2002.

In 1999, FDOT completed construction of two additional lanes to North Florida Avenue from Main Street to Memorial Boulevard. This year, construction begins on the four-laning of Griffin Road from Lakeland Hills Boulevard to US 98 N. The FDOT, in concert with the City, is designing the proposed In-Town By-Pass to provide an alternate route for east-west traffic currently using Memorial Boulevard or the City's downtown streets. Polk County has identified numerous roadway improvement projects within and adjacent to the Study Area that are required to meet the projected traffic volumes through the year 2025. A complete list of planned and programmed transportation improvements for the Mid-Town area is included in Appendix III.

The Citrus Connection transit system currently has ten routes that service the redevelopment area. The majority of these routes have 30 to 60-minute headways. Although the transit service covers a much larger geographic area, a significant percentage of their ridership comes from within the Study Area. This fact alone is illustrative of the socio-economic characteristics of this area.

As previously stated, almost all growth in the Study Area has occurred in the decades following World War II, and the character of this development is extremely automobile-oriented and diverse, with self-contained commercial and residential developments that often have no relationship to neighboring developments in terms of building types, lot sizes or site design. As a result, travel on foot or by bicycle is difficult and often dangerous. Nearly all vehicular traffic is dependent upon access to US 98 N., North Florida Avenue, and/or Memorial Boulevard.



Citrus Connection Transit Station



Public housing

Existing Building Conditions

The City provided physical data in the form of a housing condition survey that inventoried structures within the Study Area and identified those that were substandard (see Appendix II for 1992 Housing Conditions Survey). A windshield survey was conducted on the 7th and 17th of March and September 13, 2000. Based on the data provided by staff, the windshield survey concluded no significant differences between the physical data and the present conditions within the Study Area. Building exteriors and site conditions were visually analyzed for consideration in the evaluation process.



Major deterioration of a single-family residence



Dilapidated apartment building

The classification categories for structures used for the windshield survey are as follows:

Sound - Buildings in this category appear to provide safe and adequate shelter, have no apparent structural defects, or have only slight defects that are normally corrected during the course of regular maintenance.

Minor Deterioration - Buildings in this category appear to provide safe and adequate shelter, but require more than routine or minor repairs or improvements.

Major Deterioration - Buildings in this category do not appear to provide safe or adequate shelter, require considerable repair/rebuilding or are of inadequate construction.

Dilapidated - Buildings in this category exhibit evidence of a structural hazard, are condemned, or are subject to condemnation and should be demolished.

Structures were given an overall appearance rating according to the lowest category for which defects were found. If a structure was found to have one or more defects in a lower category, the entire structure was classified in that lower category. In some cases, a logical grouping of buildings with similar characteristics was evaluated as a single unit, with the entire grouping rated in terms of its most deteriorated structure. Examples of such groupings include residential subdivisions and shopping plazas with multiple buildings.

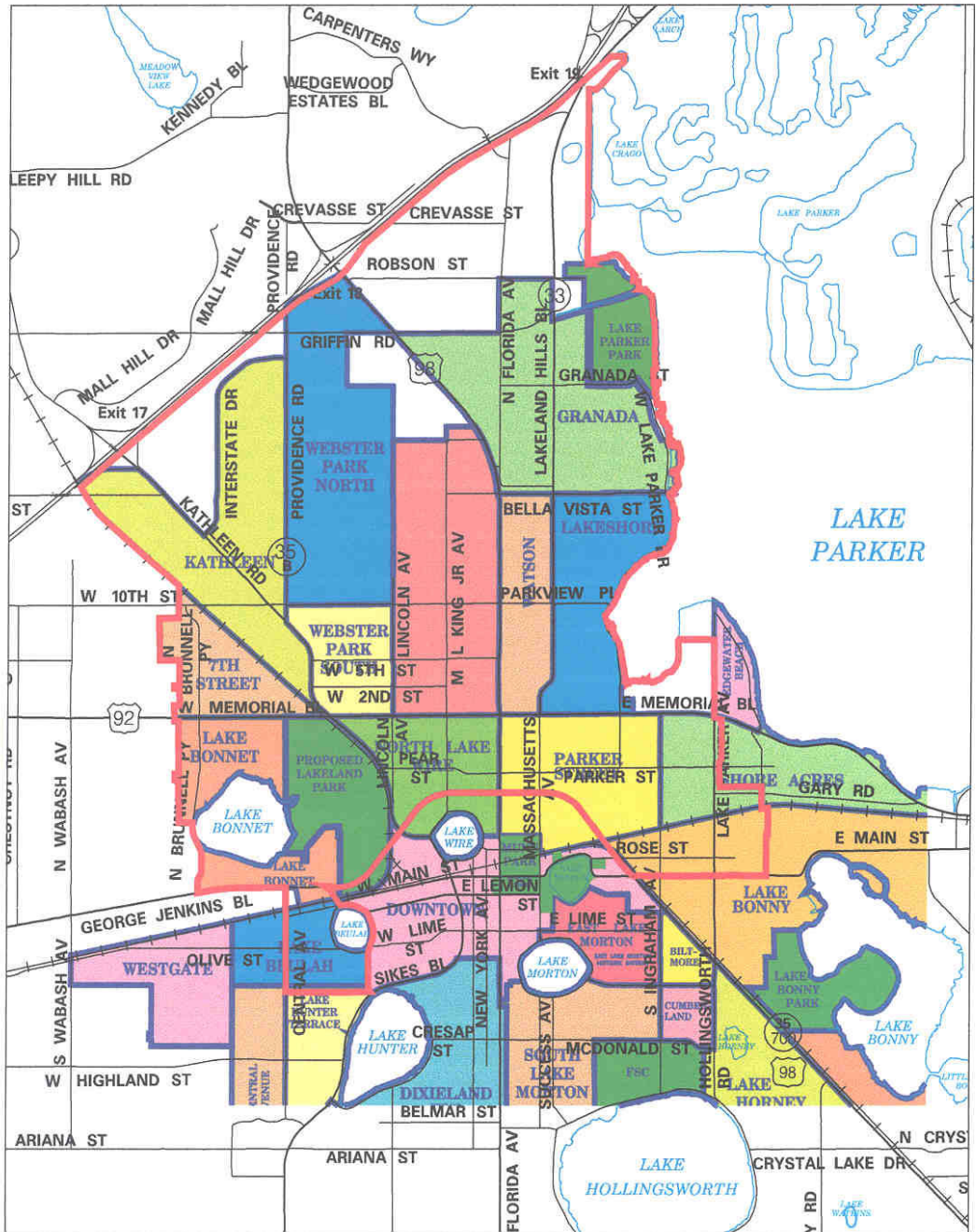
Deteriorated conditions present in the Study Area (for buildings and their sites) related both to inadequate original construction and neglected maintenance. Common problems observed include cracked walls, worn roofing materials, chipped paint, and overgrown landscape areas. Approximately 60-65 percent of the structures in the Study Area show some evidence of deterioration and the need for redevelopment.

Neighborhoods Within the Study Area

The Study Area encompasses 13 neighborhoods, including; 7th Street, Kathleen, Webster Park (North and South), Paul A Diggs, Granada, Lakeshore, Watson, Parker Street, North Lake Wire, Lake Bonnet and a portion of Lake Beulah and Shore Acres.

The highest concentration of substandard housing for the entire City is located in three of these neighborhoods; Paul A. Diggs, Parker Street, and North Lake Wire. In the Paul A. Diggs neighborhood, located north of Memorial Boulevard and west of US 98 North, the majority of structures were built prior to 1955. According to the physical data provided by the City, 13.58 percent of those houses are considered substandard. The Parker Street neighborhood is located north of and adjacent to downtown Lakeland on the east side of North Florida Avenue. Most of the houses in that neighborhood were built prior to 1940, and 11.23 percent are considered substandard.

MID-TOWN REDEVELOPMENT AREA NEIGHBORHOODS



□ MID-TOWN STUDY AREA



The North Lake Wire neighborhood is located south of and adjacent to Paul A. Diggs, on the south side of Memorial Boulevard. The majority of North Lake Wire's structures were built prior to 1960 and 9.54 percent are considered substandard. Substantial blight and slum conditions historically exist in all of these aforementioned areas.

In addition to a deteriorated housing stock, many of these areas lack the basic physical and social infrastructure needed to develop and sustain a healthy neighborhood environment. Neighborhood parks are deficient in number and size. Several have been closed due to continuous vandalism and the recurrence of drug-related activities. The corresponding crime rate in some of these areas is uncharacteristically high when compared to the City as a whole. This is particularly true within the Parker Street neighborhood, where high crime makes it an unsafe place to be after dark. Additionally, a disproportionately high percentage of rental units creates a transient environment that erodes the social fabric of these neighborhoods. Combined with the physical blight described previously in this report, the net effect is a long-term disinvestment in these neighborhoods. While reviewing plans recently for a proposed multi-purpose community center in the Paul A. Diggs neighborhood, one resident commented that it was only the second new building he could remember being built in that area during the past 30 years.



Stand-alone commercial buildings

Property Ownership/Assembly

Property ownership patterns are evaluated for two reasons. First, diversity of ownership can be a factor which, "substantially impairs or arrests the sound growth of a county or municipality..." (Chapter 163.340 F.S.). This impairment may occur if ownership patterns preclude the assembly of multiple parcels for redevelopment purposes. Secondly, property or lot layout is also evaluated to determine if the size, configuration, and accessibility of parcels are adequate for continued economic use and development.

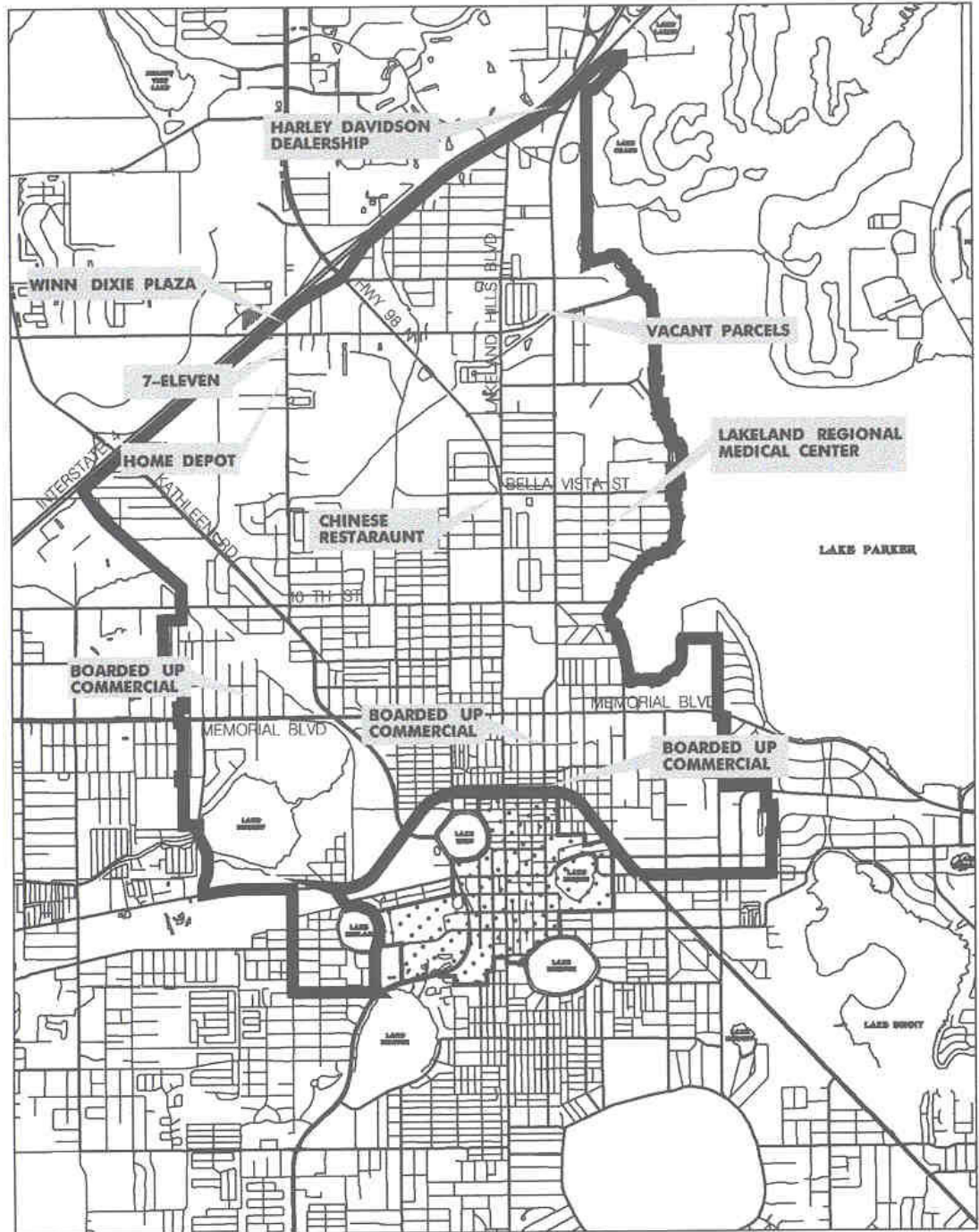
There are many small lots along major roadways within the Study Area that have one or more access points. This condition serves to impede the safe and efficient flow of both vehicular and pedestrian traffic. This is especially true along US 92, US 98, and Florida Avenue.

The Study Area also encompasses many random and substandard sized parcels. These lots are usually considered difficult or impossible to redevelop in their present configuration. The need to assemble multiple parcels typically involves numerous owners, often making acquisitions and reassembly for new development difficult.



Small lot layout

MID-TOWN REDEVELOPMENT AREA INVESTMENT /DISINVESTMENT



Recent Investment and Disinvestment Activity

The Study Area has experienced both investment and disinvestment activity in the last ten years. This activity was verified by performing fieldwork within the Study Area and conducting interviews with the City's Community Development Department staff.

The examples shown below include specific parcels and/or buildings, as well as general areas within the proposed Mid-Town Redevelopment Area. These examples are deemed to be key items, but do not represent a complete listing of investment and disinvestment activity.

The investment activity represents parcels/structures that are recent developments, or appear to have been recently renovated. Disinvestment activity, on the other hand, represents parcels/structures that have deteriorated, been boarded up, abandoned, or not maintained. The figure found on the previous page provides a graphic illustration of a few investment/disinvestment locations.

Investment or Potential Investment

Retail

- 7-11, new store with gas pumps (2000)
SE corner of North Florida Avenue and Griffin Road.
- Harley Davidson Motorcycle Dealership, new store (2000)
South of I-4 and Lakeland Hills Boulevard interchange.
- Toyota Car Dealership, new building addition (2000)
W. Memorial Boulevard, west of Kathleen Road.
- Home Depot, addition to existing store (2000)
North Florida Avenue, south of Griffin Road.
- Popeye's, new restaurant (1999)
North Florida Avenue, south of Griffin Road.
- McDonald's, new restaurant (1994)
North Florida Avenue, south of Griffin Road.
- Honda Car Dealership, added new buildings (1993)
N. Lakeland Hills Boulevard, south of Granada Street.
- Home Depot, new store (1992)
North Florida Avenue, south of Griffin Road.

Residential

- Parker Place, new 5-house subdivision (2000)
Parker Street, west of Ingraham Avenue.
- Providence Reserve, new apartment complex (1999)
Providence Road, south of Griffin Road.

Office

- Lakeland Volunteers in Medicine, Office-Redevelopment of old grammar school (2001) E.
Memorial Boulevard and N. Massachusetts Avenue.
- General office building, new building (1999)
Channing Road, off N. Lakeland Hills Boulevard.

Vacant Parcels

- Two vacant parcels (for sale)
across from the Home Depot.

- Vacant parcel
Kathleen Road and W. 10th Street.
- Vacant parcel
N. Lakeland Hills Boulevard, near E. Valencia Street.
- Vacant parcel
N. Lakeland Hills Boulevard, near E. Bella Vista Street.
- Multiple vacant parcels
Lakeland Hills Boulevard, just south of I-4 interchange. N.

Other

- Shopping Center, ongoing redevelopment into a church
E. Memorial Boulevard, west of Lake Parker Avenue.
- Amtrak Train Station, new downtown location (1996)
E. Main Street, east of S. Massachusetts Avenue.
- All Children's Hospital, new hospital (1994)
Lakeland Hills Boulevard and Robson Street.

Disinvestment or Potential Disinvestment

Retail

- Crossroads Restaurant, closed
N. Florida Avenue, north of Griffin Road.
- Winn Dixie Plaza, old with vacant bays
N. Florida Avenue, south of Griffin Road.
- North Side Plaza (strip center), old with vacant bays
N. Florida Avenue, south of Griffin Road.
- Commercial strip center, old and majority is vacant
N. Florida Avenue, north of E. Bella Vista Street.
- Chinese Restaurant boarded up
N. Florida Avenue, north of E. Bella Vista Street.
- Lucky Too Grocery, old neighborhood store
W. 10th Street and N. Florida Avenue.
- Crab House, old restaurant
W. 10th Street and N. Florida Avenue.
- Liquor Store, boarded up
8th Street, west of N. Florida Avenue.
- Strip Center, old
W. Memorial Boulevard and Ohio Avenue area.
- Retail Center, boarded up
N. Florida Avenue, between Oak Street and Plum Street.
- Retail Center, boarded up
N. Florida Avenue, between Bay Street and Parker Street.
- Vacant restaurant
E. Memorial Boulevard, west of N. Ingraham Avenue.

Office

- Office/Light Industrial, vacant (for lease)
N. Lakeland Hills Boulevard, south of Griffin Road.
- Medical Arts Building, largely vacated
N. Lakeland Hills Boulevard and 10th Street.

Residential

- Houses, old and not well kept
Neighborhoods in the area of W. 10th Street, from Lincoln Avenue to N. Florida Avenue (east/west boundary), and 5th Street to W. 14th Street (north/south boundary).
- Washington Park Housing Project, old and not well kept
W. 10th Street and N. Florida Avenue.
- Twelve Oaks Mobile Home Park, homes are not well maintained, with grimy siding and unkempt yards
N. Florida Avenue, north of Robson Street.
- Selected homes (mostly mobile homes) in single-family residential neighborhood. Homes are not well maintained, with grimy sidings and unkempt yards
Neighborhood located NW of the intersection of N. Florida Avenue and Robson Street.
- Public Housing, homes are not well maintained, with unkempt yards and other signs of neglect
South of Lake Beulah at the end of Herschell Street.

Some of the residential areas within the Study Area contain unpaved alleys and the perception of crime in the area may potentially restrict the ability to receive a fair return for all properties that have access to the alleys. In addition to the properties identified by visual inspections and conversations with the City's Community Development Department staff, the consultants also performed a financial test focusing on the values of properties generally within the Study Area. The data, which came from the County's Property Appraiser's office, lacked property addresses and year-built information that would have been useful items in this analysis, but it does illustrate conditions on a gross level.

Residential and non-residential properties with improved values that represent 33 percent or less of the total property values were identified. These properties are listed in the tables found in Appendix I of this report. The 33 percent threshold is intended as a means of identifying properties that are substantially underutilized. The threshold used is a very conservative target which may not identify other unused or underutilized properties that may also result in potential disinvestments. Moreover, this part of the evaluation is limited and should be viewed as an analysis on a gross level. It may also include properties already identified in the earlier parts of this report.

In the attached Appendix I, Table 8 lists 33 residential properties with building/improved values that are 33 percent (or less) of the total property value. Table 9 identifies 70 non-residential properties with building/improved values that are 33 percent (or less) of the total property value. These are logical targets for redevelopment/development activity.

Economic Overview

This overview of the City's proposed Study Area reflects building inventory data from the Polk County Property Appraiser's office, a visual inspection of the area, and conversations with the City's Community Development Department staff. The analysis compares the development activity in the Study Area with that of the City as a whole.

The proposed Study Area is bounded on the northwest side by Interstate 4, and on the south by the core of downtown Lakeland. The size of the Study Area makes the retail, office, and industrial environments very diverse in character and composition. Although the diversity present in the area restricts the analysis to a gross level, it does point to several obvious conditions of the market.

Comparison between the proposed Mid-Town Redevelopment Area and the City as a whole, underscore growth occurring city-wide and nearby in the downtown business area. While the downtown area has enjoyed significant renovations or upgrades in the last few years, the proposed Mid-Town Redevelopment Area has experienced only limited new construction or renovations.

Pages 23 through 29 identify the general characteristics of development that occurred between 1990 and 1998.

Area Single-Family Residential Environment

There are numerous established neighborhoods within the Study Area. However, single-family residential construction has been limited. By reviewing building permit activity from 1990 to 1998, it was determined that 240 single-family units were constructed within the Study Area. The busiest year of construction was 1990, with 78 single-family units. There were approximately 1,700 single-family units constructed within the City, and an estimated 21,600 single-family units constructed within Polk County. The table below depicts the annual average construction activity of single-family homes for the Study Area, the City, and Polk County:

Single-Family Residential Construction 1990-1998		
	<u>Total Units</u>	<u>Avg. Per Year</u>
Study Area	242	27
City of Lakeland	1,700	189
Polk County	21,600	2,400

Historically, single-family residential construction within the Study Area accounted for about 12 percent of the single-family residential construction that occurred within the City, and about 1 percent of the single-family residential construction that occurred within Polk County.

Given the projected population increase, future single-family residential development growth within the Study Area will be of minimal nature. It is not unreasonable to believe that the historical trend will continue. The following table outlines the possible scenarios:

Single-Family Residential Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u># of Units/Year</u>
Pessimistic	20 or less
Most Likely	30-40
Optimistic	50 or more

Area Multi-Family Residential Environment

Between 1990 and 1998 there were a total of 285 multi-family units constructed within the proposed Study Area. The busiest year of construction was 1998, with 200 single-family units. There were approximately 1,040 multi-family units constructed within the City, and an estimated 3,130 multi-family units constructed within Polk County. The table below depicts the annual average construction activity of multi-family homes for the Study Area, the City of Lakeland, and Polk County:

Multi-Family Residential Construction 1990-1998		
	<u>Total Units</u>	<u>Avg. Per Year</u>
Study Area	285	32
City of Lakeland	1,040	116
Polk County	3,130	348

Historically, multi-family residential construction within the Study Area accounted for about 27 percent of the multi-family residential construction that occurred within the City, and about 9 percent of the multi-family residential construction that occurred within Polk County.

Similar to the single-family residential scenario, a significant level of multi-family residential development is not anticipated in the Study Area during the next five years. The table below outlines the possible scenarios.

Multi-Family Residential Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u># of Units/Year</u>
Pessimistic	20 or less
Most Likely	30-50
Optimistic	50 or more

Area Office Space Environment

There were approximately 79,000 sq.ft. of office space constructed within the Study Area between 1990 and 1998. This equates to an average of 8,800 sq.ft./year of office space construction. The City experienced about 213,400 sq.ft. of office space construction, while Polk County had 563,100 sq.ft. of office space construction. The table below depicts the annual average construction activity of office space for the Study Area, the City, and Polk County:

Office Space Construction 1990-1998	
	<u>Avg. Sq.ft./Year</u>
Study Area	8,800
City of Lakeland	23,700
Polk County	62,600

Historically, office space construction within the proposed Mid-Town CRA accounted for about 37 percent of office space construction that occurred within the City, and about 14 percent of the office construction that occurred within Polk County.

Barring any unforeseen circumstances, it is reasonable to expect that the historical trend in office construction will continue within the Study Area. The table below outlines the possible scenarios:

Office Space Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u>Avg Sq. ft./Year</u>
Pessimistic	7,000 or less
Most Likely	10,000-12,000
Optimistic	15,000 or more

Area Retail Environment

There was a total of 103,300 sq.ft. of retail space constructed within the Study Area between 1990 and 1998. This equates to about 11,478 sq.ft./year of retail space construction. The City experienced about 932,000 sq.ft. of retail space construction, while Polk County had 3,419,400 sq.ft. of retail space construction.

Historically, retail space construction within the Study Area accounted for about 11 percent of the retail space construction that occurred within the City, and about 3 percent of the retail construction that occurred within Polk County.

Retail Space Construction 1990-1998	
	<u>Avg. Sq.ft./Year</u>
Study Area	11,478
City of Lakeland	103,556
Polk County	379,933

A significant change from the historical trend in retail space construction within the Study Area is not anticipated. The following table outlines the possible scenarios:

Retail Space Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u>Avg Sq.ft./Year</u>
Pessimistic	10,000 or less
Most Likely	14,000-16,000
Optimistic	20,000 or more

Area Hotel Environment

There were no hotel properties constructed within the Study Area between 1990 and 1998. Three hotels were constructed within the City outside of the Study Area, totaling about 164,000 sq.ft.. There were six hotel properties, with a total of 232,800 sq.ft., constructed within Polk County.

Hotel Construction 1990-1998	
	<u>Avg. Sq.ft./Year</u>
Study Area	0
City of Lakeland	18,200
Polk County	25,900

The lack of hotel construction activity within the Study Area has historically accounted for 0 percent of the total hotel construction with the City and Polk County. It is not unreasonable for this trend to continue within the Study Area. However, there is vacant property near Interstate 4 that could be developed as hotel property. The following table outlines the possible scenarios.

Hotel Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u>Avg Sq.ft./Year</u>
Pessimistic	0
Most Likely	15,000-18,000
Optimistic	25,000 or more

Area Industrial Environment

Between 1990 and 1998, there was approximately 1,843,700 sq.ft. of industrial space constructed within the Study Area. Within the City, there was about 2,993,800 sq.ft constructed and approximately 14,253,600 sq.ft. within Polk County.

Industrial Construction 1990-1998	
	<u>Avg. Sq.ft./Year</u>
Study Area	204,900
City of Lakeland	332,600
Polk County	1,583,700

Historically, industrial space construction within the Study Area accounted for about 62 percent of the industrial space construction within the City and about 13 percent within Polk County. This trend should continue within the Study Area. The following table outlines the possible scenarios.

Industrial Space Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u>Avg Sq.ft./Year</u>
Pessimistic	150,000 or less
Most Likely	200,000-225,000
Optimistic	250,000 or more

Area Institutional Environment

Between 1990 and 1998 there were no institutional properties constructed within the Study Area. Within the City there were about 252,000 sq.ft. of institutional space constructed and approximately 492,500 sq.ft. within Polk County.

Institutional Space Construction 1990-1998	
	<u>Avg. Sq.ft./Year</u>
Study Area	0
City of Lakeland	28,000
Polk County	55,000

The lack of institutional space construction within the Study Area has historically accounted for 0 percent of the institutional space construction within the City and Polk County. It is not unreasonable for this trend to continue within the Study Area. However, there are several vacant properties, and properties that are suited for redevelopment just north of the downtown area, that could be developed for institutional space. The following table outlines the possible scenarios.

Institutional Space Construction Scenarios (2000-2005)	
<u>Scenario</u>	<u>Avg Sq.ft./Year</u>
Pessimistic	0
Most Likely	10,000-15,000
Optimistic	25,000 or more

Conclusions

This report documents the existence of several criteria that substantiate a "Finding of Necessity" for a blighted area. Based on the findings of this report, redevelopment within the Mid-Town Study Area is impeded by the following blighted conditions:



Boarded-up single-family residence

Predominance of defective or inadequate street layout: An abundance of curb openings, lack of curbs and shoulders contribute to quick deterioration of roadways and promote unsafe conditions for pedestrians and vehicles.

Faulty lot layout in relation to size, adequacy, accessibility, or usefulness: The preponderance of small lots with one or more separate access points along major roadways in the Study Area impedes the safe and efficient flow of traffic. The diverse ownership pattern of the parcels makes acquisition and re-assembly for new development difficult.



Vacant unkempt land

Unsanitary or unsafe conditions: Blighted building conditions provide the opportunity for unsafe conditions in a number of areas within the Mid-Town district. An infrastructure evaluation of the Study Area identified problems related to stormwater systems. Among other things, this deficiency contributes to potential public health problems, polluted stormwater runoff, and potential flooding that will affect roadway surfaces.

Deterioration of site or other improvements: Existing development in the Study Area has aged badly, a function of inadequate design as well as deferred maintenance. A survey of existing building conditions has indicated that more than half of the structures in the Study Area (60-65 percent) show some evidence of deterioration. Few existing facilities can accommodate the needs of the average retail or office tenant, and it is no longer economically feasible to rehabilitate many residential structures. Public recreation areas are frequently vandalized and generally perceived to be unsafe places, especially for children.



Unkempt mobile home park

Diversity of ownership or defective unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous areas: Numerous small lots typically result in multiple property owners, often making acquisition and re-assembly for new development difficult. Although uses may ultimately change their form, the process of change is a lengthy one, and the mix of uses that has occurred limits their long-term compatibility.

Each of these elements alone impairs the ability of the Mid-Town Study Area to be redeveloped. Taken together, they represent major constraints to revitalization. Florida laws require that a blighted area meet only one of the above criteria. Therefore, sufficient blight conditions exist within the Study Area to make it eligible for the establishment of a Community Redevelopment Agency in accordance with the requirements of Chapter 163, Part III, Florida Statutes.

Recommendations

Expand the Community Redevelopment Area

Based upon the results of this study, the City of Lakeland should include the Mid-Town Area in its existing Community Redevelopment Agency and prepare a redevelopment plan for the Study Area in accordance with the provisions of the Community Redevelopment Act. These actions present the best opportunity to accomplish many long-range goals that will benefit the community.

The redevelopment plan provides a framework for focus and oversight of the land development process while improving the appearance and marketability of the area. It can provide a strategy for funding capital improvements and economic incentives that will attract private sector investment and ensure that infrastructure is in place to support future growth and development.

Prepare a Redevelopment Plan

Section 163.362 F.S. contains a detailed description of the required contents of this Plan. The Plan is intended to address the needs identified in this study, define community redevelopment goals and objectives, set forth specific Agency policies and actions, and finally, to identify all publicly funded capital improvements, their costs and funding sources.

Redevelopment Trust Fund

Program funding and accounting is administered through a Redevelopment Trust Fund, created by ordinance of the governing authority. The Downtown Redevelopment Trust Fund was established in 1980 and provides for the collection of tax increment revenues to finance capital improvements identified in the Downtown Redevelopment Plan. It is recommended that a separate Trust Fund be established for the collection of tax revenues from the proposed Mid-Town area.

Upon adoption, the ordinance freezes the tax base and thereby establishes the base valuation of the property located within the boundaries of the redevelopment district. Thereafter, all taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the district are diverted to the Redevelopment Trust Fund. All taxes assessed on the value of property determined prior to adoption of the ordinance continue to generate revenues for local taxing authorities. Community Redevelopment Agencies are not considered Special Tax Districts since they do not have the authority to levy ad valorem taxes.

Define Organizational Roles and Relationships

It is recommended that the City define the roles and relationships of the various organizations that will be involved in the implementation of the redevelopment effort. The redevelopment planning process provides an opportunity to evaluate the existing organizational structure in order to streamline operating efficiencies and enable a greater impact from those organizations currently involved in the various aspects of community development in Lakeland.

APPENDIX I

- 1 City of Lakeland 1999 assessed values and square footage by land use
- 2 Mid-Town Redevelopment Area 1999 assessed values and square footage by land use
- 3A Comparison of land uses and square feet 1994 and earlier
- 3B Comparison of land uses and square feet 1995 to 1998
- 3C Comparison of land uses and square feet 1999
- 4 1999 assessed values, land uses, and square feet
- 5 1999 assessed values in excess of \$500,000
- 6 Non-residential construction by year
- 7 Profile of non-residential construction by year
- 8 Potential disinvestments for residential properties
- 9 Potential disinvestments for non-residential properties

APPENDIX II

1992 Housing Conditions Survey

Source: City of Lakeland, Community Development Department, 1992

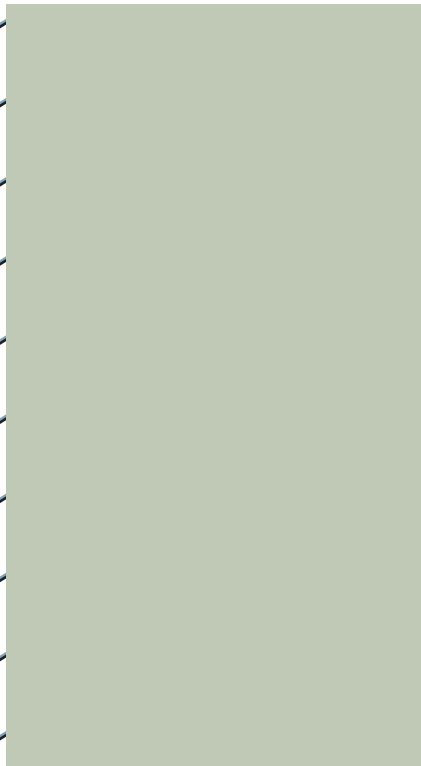
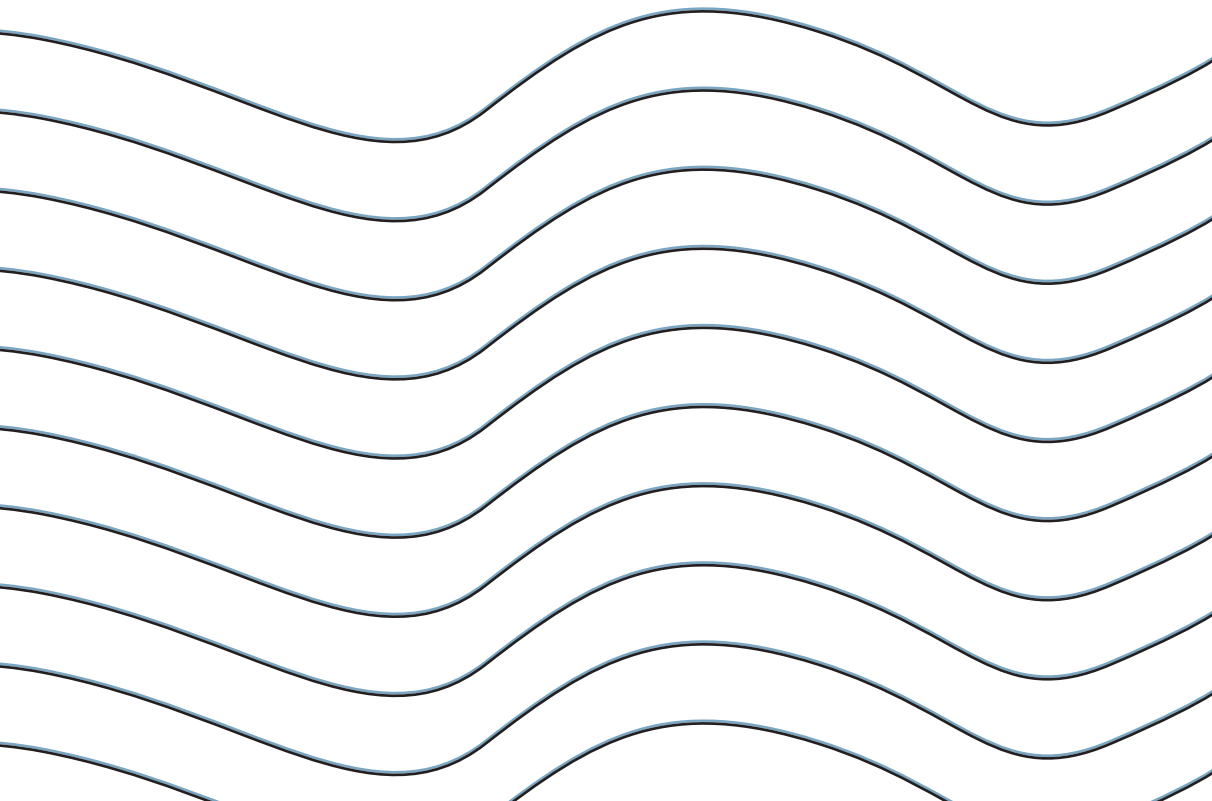
APPENDIX III

List of Planned and Programmed Transportation Improvement Projects

Source: City of Lakeland, Community Development Department, 2001

Appendixes published under separate cover.

Tax Increment Analysis



**City of Lakeland CRA Expansion
Mid-Town District**

TAX INCREMENT ANYALYSIS

Prepared For:

City of Lakeland
Community Development Department
228 S. Massachusetts Avenue
Lakeland, FL 33801

Prepared By:

Real Estate Research Consultants
200 East Robinson Street, Suite 400
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REAL ESTATE RESEARCH CONSULTANTS

Memorandum



Economic &
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200 East Robinson Street
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Phone: (407) 843-5635
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DATE: November 17, 2000

TO: Herbert Halback

FROM: Owen Beitsch
Karl Zenith Nieva
REAL ESTATE RESEARCH CONSULTANTS
Suite 400
200 East Robinson Street
Orlando, FL 32801

OF (407) 843-5635 FAX (407) 839-6197

E-Mail OMB@RERCinc.COM or RERCOMB@AOL.COM

RE: Tax Increment Analysis

RECEIVED
MAR 1 2001
Glatting Jackson Kercher
Anglin Lopez Rinchart, Inc.

Over the last two weeks, we have completed an estimate of the prospective tax increment revenue that might be received by the City of Lakeland if the Community Redevelopment Area (CRA) plan is implemented as anticipated. The stream of prospective revenue is dependent on several factors, including the pace of development which occurs in the area, the content of that development, its assessed and taxable value, the millage levied against the taxable base, the rate of appreciation in the existing tax base and the level of public intervention.

Together, these many variables suggest a wide range of outcomes, all possible depending on the specific conditions imputed into the analysis. We have attempted to illustrate these many possibilities by producing alternative estimates and projections that incorporate optimistic, probable, and low assumptions. The alternative set(s) reflect a range of parameters in which we believe sound financial planning should occur.

METHODOLOGY AND APPROACH

The analysis is based on preliminary tax roll data provided by the Polk County Property Appraiser for tax year 2000. That data indicates a taxable value of all properties within the study area of approximately \$278,000,000. We have assumed that the base year will be set as of July 2001 and that the actual base year will be about 3% higher than the 2001 estimate, an increase reasonably consistent with county wide changes over the last several years. As a result, the base year would be set at about \$286,340,000. Ultimately this value could prove conservative since properties within the study area have probably appreciated at a much lower

Memorandum

November 17, 2000

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increase reasonably consistent with county wide changes over the last several years. As a result, the base year would be set at about \$286,340,000. Ultimately this value could prove conservative since properties within the study area have probably appreciated at a much lower rate of growth than the county as a whole. Increasing the base year at a rate consistent with county increases would have the effect of understating the potential tax increment revenue in the early years.

Specific increases in the tax base are shown in terms of expected development and its value. This expected development mirrors that shown in the RERC analysis provided to Herbert Halback and dated October 16, 2000. The development shown in that document spanned a period of five years, from 2000-2005. For years beyond 2005, variations in the rate of development were applied. This added development should be considered largely conjectural since the basis for growth beyond 2005 is speculative and not reasonably foreseeable.

Values of this development were based on industry sources but generally reflect the cost of construction adjusted for the difference between the expected assessed and taxable value.

Millages incorporated in the analysis are held constant over the planning horizon. For the last several years, the operating millages of both Polk County and the City of Lakeland have been relatively unchanged. In the case of Polk County, it should be observed that the constitutional limit is 10.0000 mills so the current levy of 7.247 does not permit a substantial increase. The City now operates at about 2.9995 mills, well below the constitutional cap.

As for the structure of the revenues that might accrue, only the taxable value(s) net of the base year taxable value is considered in calculating current or future tax increment revenue. The general procedures used to calculate available revenue are shown in the following equations.

- Assessed values, including new construction, LESS exemptions or exclusions EQUAL current taxable values. These are shown in Tables 1,2 and 3.
- Current taxable values less established base year taxable values EQUAL net valuations subject to applicable jurisdictional millages. This is shown in Table 3.
- Net valuations TIMES applicable millages(s) EQUAL tax increment revenue. This revenue is shown in Table 3. By Florida Law the maximum revenue available to a CRA is 95% of the calculated tax increment.

SCENARIOS

As noted in the introduction, the analysis incorporated the expected pace of development documented in our earlier market analysis. Like the market analysis, this study also casts future development in terms of optimistic, probable and low scenarios. These various scenarios are extended well past the five-year horizon used in the earlier study, however. Given the nature of economic cycles and future uncertainties, the near term analysis should be considered materially more reliable than the term extending past the year 2005.

Memorandum

November 17, 2000

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Among scenarios, we also varied the rate of appreciation in the underlying tax base. The variations in rate of increase reflect changes county wide net of new construction, the mix of residential and non-residential development in the study area, and the relatively poor conditions that qualify the study area for designation as a community redevelopment area.

ISSUES

The study area is unlikely to appreciate at the same rate as the balance of the county because of the conditions that have created the currently unfavorable environment. As a consequence, enhancement in the overall tax base may be realized not through appreciating valuations but rather through increased construction.

At least for the foreseeable future, much of this development is likely to be of moderate value. There are number of homes planned or under construction which enrich the community fabric of the study area but individually do little to impact total valuations. Industrial activity has tremendous development potential but momentum will require some time to build:

It should be recognized that almost half of the total taxable values in the study area are residential. Florida's constitution limits residential valuations to a maximum increase of 3% per year unless a specific property is sold, at which time the valuation can be reconciled to a level more in line with the larger market. Given the condition and number of residential properties generally, it has to be assumed that the residential emphasis of the study area imposes rather strict limits on the rate of appreciation overall.

The rate of development shown in the aforementioned market analysis reflected an average annual rate of construction activity. It should not be assumed that the pace of development will be constant. Instead it is more likely to build to some larger level that averages across the planning horizon.

In any case, the probability of achieving the pace of development identified herein is highly dependent on the City achieving its redevelopment goals. While the probable scenario might be achieved, the low scenario is most consistent with an absence of planned intervention.

Table 1A

Development Anticipated In Study Area Over Planning Horizon, By Year Completed, Low Scenario

Year	Estimated Number of Units or Square Footage of Additions Completed During Tax Year						Estimated Value	Retail	Estimated Value	Industrial	Estimated Value
	Residential	Office	Estimated Value	Office	Estimated Value	Industrial					
July, 2000 - July, 2001	5		\$375,000	0	\$0	0	0	\$0	0	\$0	
July, 2001 - July, 2002	10		\$750,000	0	\$0	0	0	\$0	10,000	\$300,000	
July, 2002 - July, 2002	20		\$1,500,000	3,500	\$213,500	5,000	5,000	\$265,000	50,000	\$1,500,000	
July, 2003 - July, 2004	30		\$2,250,000	5,000	\$305,000	7,500	7,500	\$397,500	75,000	\$2,250,000	
July, 2004 - July, 2005	40		\$3,000,000	7,000	\$427,000	10,000	10,000	\$530,000	100,000	\$3,000,000	
July, 2005 - July, 2006	40		\$3,000,000	0	\$0	0	0	\$0	0	\$0	
July, 2006 - July, 2007	40		\$3,000,000	0	\$0	0	0	\$0	10,000	\$300,000	
July, 2007 - July, 2008	40		\$3,000,000	3,500	\$213,500	5,000	5,000	\$265,000	50,000	\$1,500,000	
July, 2008 - July, 2009	40		\$3,000,000	5,000	\$305,000	7,500	7,500	\$397,500	75,000	\$2,250,000	
July, 2009 - July, 2010	40		\$3,000,000	7,000	\$427,000	10,000	10,000	\$530,000	100,000	\$3,000,000	
July, 2010 - July, 2011	40		\$3,000,000	0	\$0	0	0	\$0	0	\$0	
July, 2011 - July, 2012	30		\$2,250,000	0	\$0	0	0	\$0	10,000	\$300,000	
July, 2012 - July, 2013	20		\$1,500,000	3,500	\$213,500	5,000	5,000	\$265,000	50,000	\$1,500,000	
July, 2013 - July, 2014	10		\$750,000	5,000	\$305,000	7,500	7,500	\$397,500	75,000	\$2,250,000	
July, 2014 - July, 2015	5		\$375,000	7,000	\$427,000	10,000	10,000	\$530,000	100,000	\$3,000,000	
Total	410		\$30,750,000	46,500	\$2,836,500	67,500	67,500	\$3,577,500	705,000	\$21,150,000	
Annual Average	27		\$2,050,000	3,100	\$189,100	4,500	4,500	\$238,500	47,000	\$1,410,000	

Table 2A

Estimated Taxable Value of Development Anticipated In Study Area Over Planning Horizon, Low Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Base Year Appreciation	Taxable Value of Additions Certified and Completed During Tax Year			
			Residential	Office	Retail	Industrial
July, 2000	\$278,000,000		\$375,000	\$0	\$0	\$0
July, 2001	\$286,716,875	\$286,340,000	\$750,000	\$0	\$0	\$300,000
July, 2002	\$288,489,859	\$287,055,850	\$1,500,000	\$213,500	\$265,000	\$1,500,000
July, 2003	\$292,710,562	\$287,773,490	\$2,250,000	\$305,000	\$397,500	\$2,250,000
July, 2004	\$298,683,193	\$288,492,923	\$3,000,000	\$427,000	\$530,000	\$3,000,000
July, 2005	\$306,447,162	\$289,214,156	\$3,000,000	\$0	\$0	\$0
July, 2006	\$310,271,362	\$289,937,191	\$3,000,000	\$0	\$0	\$300,000
July, 2007	\$314,414,376	\$290,662,034	\$3,000,000	\$213,500	\$265,000	\$1,500,000
July, 2008	\$320,263,185	\$291,388,689	\$3,000,000	\$305,000	\$397,500	\$2,250,000
July, 2009	\$327,118,292	\$292,117,161	\$3,000,000	\$427,000	\$530,000	\$3,000,000
July, 2010	\$335,015,376	\$292,847,454	\$3,000,000	\$0	\$0	\$0
July, 2011	\$338,973,334	\$293,579,572	\$2,250,000	\$0	\$0	\$300,000
July, 2012	\$342,497,002	\$294,313,521	\$1,500,000	\$213,500	\$265,000	\$1,500,000
July, 2013	\$346,969,595	\$295,049,305	\$750,000	\$305,000	\$397,500	\$2,250,000
July, 2014	\$351,687,832	\$295,786,928	\$375,000	\$427,000	\$530,000	\$3,000,000
July, 2015	\$357,060,464	\$296,526,396				

Table 3A

Estimated Tax Collections Anticipated In Study Area Over Planning Horizon, Low Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Less: Base Year	Subject to Tax Increment Calculations/ Millage		Estimated Millage		Estimated Tax Increment Collections
			Base Year	Calculations/ Millage	City	County	
July, 2000	\$278,000,000						
July, 2001	\$286,716,875	\$286,340,000	\$376,875	\$1,131	\$3,006	\$3,930	
July, 2002	\$288,489,859	\$286,340,000	\$2,149,859	\$6,450	\$17,149	\$22,419	
July, 2003	\$292,710,562	\$286,340,000	\$6,370,562	\$19,112	\$50,818	\$66,433	
July, 2004	\$298,683,193	\$286,340,000	\$12,343,193	\$37,030	\$98,462	\$128,717	
July, 2005	\$306,447,162	\$286,340,000	\$20,107,162	\$60,321	\$160,395	\$209,680	
July, 2006	\$310,271,362	\$286,340,000	\$23,931,362	\$71,794	\$190,900	\$249,560	
July, 2007	\$314,414,376	\$286,340,000	\$28,074,376	\$84,223	\$223,949	\$292,764	
July, 2008	\$320,263,185	\$286,340,000	\$33,923,185	\$101,770	\$270,605	\$353,756	
July, 2009	\$327,118,292	\$286,340,000	\$40,778,292	\$122,335	\$325,288	\$425,242	
July, 2010	\$335,015,376	\$286,340,000	\$48,675,376	\$146,026	\$388,283	\$507,594	
July, 2011	\$338,973,334	\$286,340,000	\$52,633,334	\$157,900	\$419,856	\$548,868	
July, 2012	\$342,497,002	\$286,340,000	\$56,157,002	\$168,471	\$447,964	\$585,614	
July, 2013	\$346,969,595	\$286,340,000	\$60,629,595	\$181,889	\$483,642	\$632,255	
July, 2014	\$351,687,832	\$286,340,000	\$65,347,832	\$196,043	\$521,280	\$681,457	
July, 2015	\$357,060,464	\$286,340,000	\$70,720,464	\$212,161	\$564,137	\$737,484	
Total				\$1,566,655	\$4,165,737	\$5,445,773	
Annual Average				\$104,444	\$277,716	\$363,052	

Table 1B

Development Anticipated In Study Area Over Planning Horizon, By Year Completed, Probable Scenario

Estimated Number of Units or Square Footage of Additions Completed During Tax Year

Year	Residential	Estimated Value	Office	Estimated Value	Retail	Estimated Value	Industrial	Estimated Value	Estimated Value
July, 2000 - July, 2001	5	\$375,000	0	\$0	0	\$0	0	\$0	\$0
July, 2001 - July, 2002	25	\$1,875,000	0	\$0	0	\$0	50,000	\$0	\$1,500,000
July, 2002 - July, 2002	35	\$2,625,000	7,000	\$427,000	5,000	\$265,000	100,000	\$265,000	\$3,000,000
July, 2003 - July, 2004	50	\$3,750,000	8,000	\$488,000	10,000	\$530,000	150,000	\$530,000	\$4,500,000
July, 2004 - July, 2005	60	\$4,500,000	10,000	\$610,000	14,000	\$742,000	200,000	\$742,000	\$6,000,000
July, 2005 - July, 2006	60	\$4,500,000	0	\$0	0	\$0	0	\$0	\$0
July, 2006 - July, 2007	60	\$4,500,000	0	\$0	0	\$0	50,000	\$0	\$1,500,000
July, 2007 - July, 2008	60	\$4,500,000	7,000	\$427,000	15,000	\$795,000	100,000	\$795,000	\$3,000,000
July, 2008 - July, 2009	60	\$4,500,000	8,000	\$488,000	22,500	\$1,192,500	150,000	\$1,192,500	\$4,500,000
July, 2009 - July, 2010	60	\$4,500,000	10,000	\$610,000	30,000	\$1,590,000	200,000	\$1,590,000	\$6,000,000
July, 2010 - July, 2011	60	\$4,500,000	0	\$0	0	\$0	0	\$0	\$0
July, 2011 - July, 2012	50	\$3,750,000	0	\$0	0	\$0	50,000	\$0	\$1,500,000
July, 2012 - July, 2013	35	\$2,625,000	7,000	\$427,000	15,000	\$795,000	100,000	\$795,000	\$3,000,000
July, 2013 - July, 2014	25	\$1,875,000	8,000	\$488,000	22,500	\$1,192,500	150,000	\$1,192,500	\$4,500,000
July, 2014 - July, 2015	5	\$375,000	10,000	\$610,000	30,000	\$1,590,000	200,000	\$1,590,000	\$6,000,000
Total	650	\$48,750,000	75,000	\$4,575,000	164,000	\$8,692,000	1,500,000	\$8,692,000	\$45,000,000
Annual Average	43	\$3,250,000	5,000	\$305,000	10,933	\$579,467	100,000	\$579,467	\$3,000,000

Table 2B

Estimated Taxable Value of Development Anticipated In Study Area Over Planning Horizon, Probable Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Base Year Appreciation	Taxable Value of Additions Certified and Completed During Tax Year			
			Residential	Office	Retail	Industrial
July, 2000	\$278,000,000		\$375,000	\$0	\$0	\$0
July, 2001	\$286,716,875	\$286,340,000	\$1,875,000	\$0	\$0	\$1,500,000
July, 2002	\$291,546,084	\$287,771,700	\$2,625,000	\$427,000	\$265,000	\$3,000,000
July, 2003	\$299,363,678	\$289,210,559	\$3,750,000	\$488,000	\$530,000	\$4,500,000
July, 2004	\$310,197,449	\$290,656,611	\$4,500,000	\$610,000	\$742,000	\$6,000,000
July, 2005	\$323,697,479	\$292,109,894	\$4,500,000	\$0	\$0	\$0
July, 2006	\$329,876,532	\$293,570,444	\$4,500,000	\$0	\$0	\$1,500,000
July, 2007	\$337,598,015	\$295,038,296	\$4,500,000	\$427,000	\$795,000	\$3,000,000
July, 2008	\$348,101,532	\$296,513,488	\$4,500,000	\$488,000	\$1,192,500	\$4,500,000
July, 2009	\$360,637,484	\$297,996,055	\$4,500,000	\$610,000	\$1,590,000	\$6,000,000
July, 2010	\$375,281,174	\$299,486,035	\$4,500,000	\$0	\$0	\$0
July, 2011	\$381,757,660	\$300,983,465	\$3,750,000	\$0	\$0	\$1,500,000
July, 2012	\$389,024,611	\$302,488,383	\$2,625,000	\$427,000	\$795,000	\$3,000,000
July, 2013	\$397,940,996	\$304,000,825	\$1,875,000	\$488,000	\$1,192,500	\$4,500,000
July, 2014	\$408,128,430	\$305,520,829	\$375,000	\$610,000	\$1,590,000	\$6,000,000
July, 2015	\$418,904,663	\$307,048,433				

Table 3B

Estimated Tax Collections Anticipated In Study Area Over Planning Horizon, Probable Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Less: Base Year	Subject to Tax Increment Calculations/ Millage	Estimated Millage		Estimated Tax Increment Collections
				City	County	
July, 2000	\$278,000,000			\$1,131	\$3,006	\$3,930
July, 2001	\$286,716,875	\$286,340,000	\$376,875	\$15,618	\$41,529	\$54,290
July, 2002	\$291,546,084	\$286,340,000	\$5,206,084	\$39,071	\$103,890	\$135,813
July, 2003	\$299,363,678	\$286,340,000	\$13,023,678	\$71,572	\$190,311	\$248,789
July, 2004	\$310,197,449	\$286,340,000	\$23,857,449	\$112,072	\$298,001	\$389,569
July, 2005	\$323,697,479	\$286,340,000	\$37,357,479	\$130,610	\$347,291	\$454,005
July, 2006	\$329,876,532	\$286,340,000	\$43,536,532	\$153,774	\$408,885	\$534,526
July, 2007	\$337,598,015	\$286,340,000	\$51,258,015	\$185,285	\$492,672	\$644,059
July, 2008	\$348,101,532	\$286,340,000	\$61,761,532	\$222,892	\$592,671	\$774,785
July, 2009	\$360,637,484	\$286,340,000	\$74,297,484	\$266,824	\$709,484	\$927,492
July, 2010	\$375,281,174	\$286,340,000	\$88,941,174	\$286,253	\$761,147	\$995,030
July, 2011	\$381,757,660	\$286,340,000	\$95,417,660	\$308,054	\$819,115	\$1,070,811
July, 2012	\$389,024,611	\$286,340,000	\$102,684,611	\$334,803	\$890,241	\$1,163,792
July, 2013	\$397,940,996	\$286,340,000	\$111,600,996	\$365,365	\$971,506	\$1,270,028
July, 2014	\$408,128,430	\$286,340,000	\$121,788,430	\$397,694	\$1,057,468	\$1,382,404
July, 2015	\$418,904,663	\$286,340,000	\$132,564,663			
Total				\$2,891,018	\$7,687,217	\$10,049,323
Annual Average				\$192,735	\$512,481	\$669,955

Table 1C

Development Anticipated In Study Area Over Planning Horizon, By Year Completed, Optimistic Scenario

Estimated Number of Units or Square Footage of Additions Completed During Tax Year

Year	Residential	Estimated Value	Office	Estimated Value	Retail	Estimated Value	Industrial	Estimated Value	Estimated Value
July, 2000 - July, 2001	5	\$375,000	0	\$0	0	\$0	0	\$0	\$0
July, 2001 - July, 2002	25	\$1,875,000	5,000	\$305,000	0	\$0	75,000	\$0	\$2,250,000
July, 2002 - July, 2002	50	\$3,750,000	10,000	\$610,000	10000	\$530,000	150,000	\$0	\$4,500,000
July, 2003 - July, 2004	75	\$5,625,000	12,000	\$732,000	15,000	\$795,000	200,000	\$0	\$6,000,000
July, 2004 - July, 2005	100	\$7,500,000	15,000	\$915,000	20000	\$1,060,000	250,000	\$0	\$7,500,000
July, 2005 - July, 2006	100	\$7,500,000	0	\$0	0	\$0	0	\$0	\$0
July, 2006 - July, 2007	100	\$7,500,000	5,000	\$305,000	0	\$0	75,000	\$0	\$2,250,000
July, 2007 - July, 2008	100	\$7,500,000	10,000	\$610,000	10000	\$530,000	150,000	\$0	\$4,500,000
July, 2008 - July, 2009	100	\$7,500,000	12,000	\$732,000	15,000	\$795,000	200,000	\$0	\$6,000,000
July, 2009 - July, 2010	100	\$7,500,000	15,000	\$915,000	20000	\$1,060,000	250,000	\$0	\$7,500,000
July, 2010 - July, 2011	100	\$7,500,000	0	\$0	0	\$0	0	\$0	\$0
July, 2011 - July, 2012	75	\$5,625,000	5,000	\$305,000	0	\$0	75,000	\$0	\$2,250,000
July, 2012 - July, 2013	50	\$3,750,000	10,000	\$610,000	10000	\$530,000	150,000	\$0	\$4,500,000
July, 2013 - July, 2014	25	\$1,875,000	12,000	\$732,000	15,000	\$795,000	200,000	\$0	\$6,000,000
July, 2014 - July, 2015	5	\$375,000	15,000	\$915,000	20000	\$1,060,000	250,000	\$0	\$7,500,000
Total	1,010	\$75,750,000	126,000	\$7,686,000	135,000	\$7,155,000	2,025,000	\$7,155,000	\$60,750,000
Annual Average	67	\$5,050,000	8,400	\$512,400	9,000	\$477,000	135,000	\$477,000	\$4,050,000

Table 2C

Estimated Taxable Value of Development Anticipated In Study Area Over Planning Horizon, Optimistic Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Base Year Appreciation	Taxable Value of Additions Certified and Completed During Tax Year			
			Residential	Office	Retail Industrial	
July, 2000	\$278,000,000		\$375,000	\$0	\$0	\$0
July, 2001	\$286,718,750	\$286,340,000	\$1,875,000	\$305,000	\$0	\$2,250,000
July, 2002	\$294,060,238	\$289,203,400	\$3,750,000	\$610,000	\$530,000	\$4,500,000
July, 2003	\$306,484,740	\$292,095,434	\$5,625,000	\$732,000	\$795,000	\$6,000,000
July, 2004	\$322,833,107	\$295,016,388	\$7,500,000	\$915,000	\$1,060,000	\$7,500,000
July, 2005	\$343,206,188	\$297,966,552	\$7,500,000	\$0	\$0	\$0
July, 2006	\$354,213,250	\$300,946,218	\$7,500,000	\$305,000	\$0	\$2,250,000
July, 2007	\$367,910,933	\$303,955,680	\$7,500,000	\$610,000	\$530,000	\$4,500,000
July, 2008	\$384,861,442	\$306,995,237	\$7,500,000	\$732,000	\$795,000	\$6,000,000
July, 2009	\$403,887,326	\$310,065,189	\$7,500,000	\$915,000	\$1,060,000	\$7,500,000
July, 2010	\$425,070,950	\$313,165,841	\$7,500,000	\$0	\$0	\$0
July, 2011	\$436,896,659	\$316,297,499	\$5,625,000	\$305,000	\$0	\$2,250,000
July, 2012	\$449,527,426	\$319,460,474	\$3,750,000	\$610,000	\$530,000	\$4,500,000
July, 2013	\$463,506,600	\$322,655,079	\$1,875,000	\$732,000	\$795,000	\$6,000,000
July, 2014	\$477,637,686	\$325,881,630	\$375,000	\$915,000	\$1,060,000	\$7,500,000
July, 2015	\$492,362,563	\$329,140,446				

Table 3C

Estimated Tax Collections Anticipated In Study Area Over Planning Horizon, Optimistic Scenario

Year	Estimated Taxable Value of Study Area for Tax Purposes	Less: Base Year	Subject to Tax Increment Calculations/ Millage	Estimated Millage		Estimated Tax Increment Collections
				City	County	
July, 2000	\$278,000,000			\$1,136	\$2,745	\$3,687
July, 2001	\$286,718,750	\$286,340,000	\$378,750	\$23,157	\$55,949	\$75,150
July, 2002	\$294,060,238	\$286,340,000	\$7,720,238	\$60,424	\$145,989	\$196,092
July, 2003	\$306,484,740	\$286,340,000	\$20,144,740	\$109,461	\$264,466	\$355,230
July, 2004	\$322,833,107	\$286,340,000	\$36,493,107	\$170,570	\$412,109	\$553,545
July, 2005	\$343,206,188	\$286,340,000	\$56,866,188	\$203,586	\$491,877	\$660,690
July, 2006	\$354,213,250	\$286,340,000	\$67,873,250	\$244,672	\$591,145	\$794,026
July, 2007	\$367,910,933	\$286,340,000	\$81,570,933	\$295,515	\$713,985	\$959,025
July, 2008	\$384,861,442	\$286,340,000	\$98,521,442	\$352,583	\$851,865	\$1,144,226
July, 2009	\$403,887,326	\$286,340,000	\$117,547,326	\$416,123	\$1,005,383	\$1,350,431
July, 2010	\$425,070,950	\$286,340,000	\$138,730,950	\$451,595	\$1,091,084	\$1,465,545
July, 2011	\$436,896,659	\$286,340,000	\$150,556,659	\$489,481	\$1,182,619	\$1,588,495
July, 2012	\$449,527,426	\$286,340,000	\$163,187,426	\$531,411	\$1,283,926	\$1,724,571
July, 2013	\$463,506,600	\$286,340,000	\$177,166,600	\$573,797	\$1,386,334	\$1,862,125
July, 2014	\$477,637,686	\$286,340,000	\$191,297,686	\$617,965	\$1,493,046	\$2,005,460
July, 2015	\$492,362,563	\$286,340,000	\$206,022,563			
Total				\$4,541,477	\$10,972,522	\$14,738,299
Annual Average				\$302,765	\$731,501	\$982,553

Table 4

Proposed Mid Town Redevelopment Area
Taxable Value and Total Exemptions by Land Use

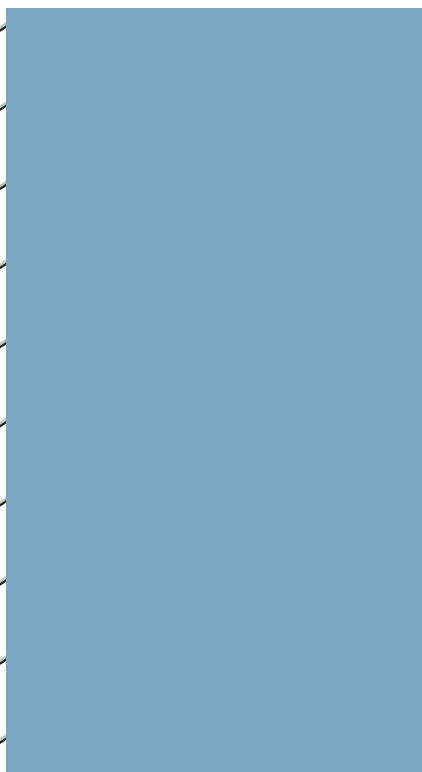
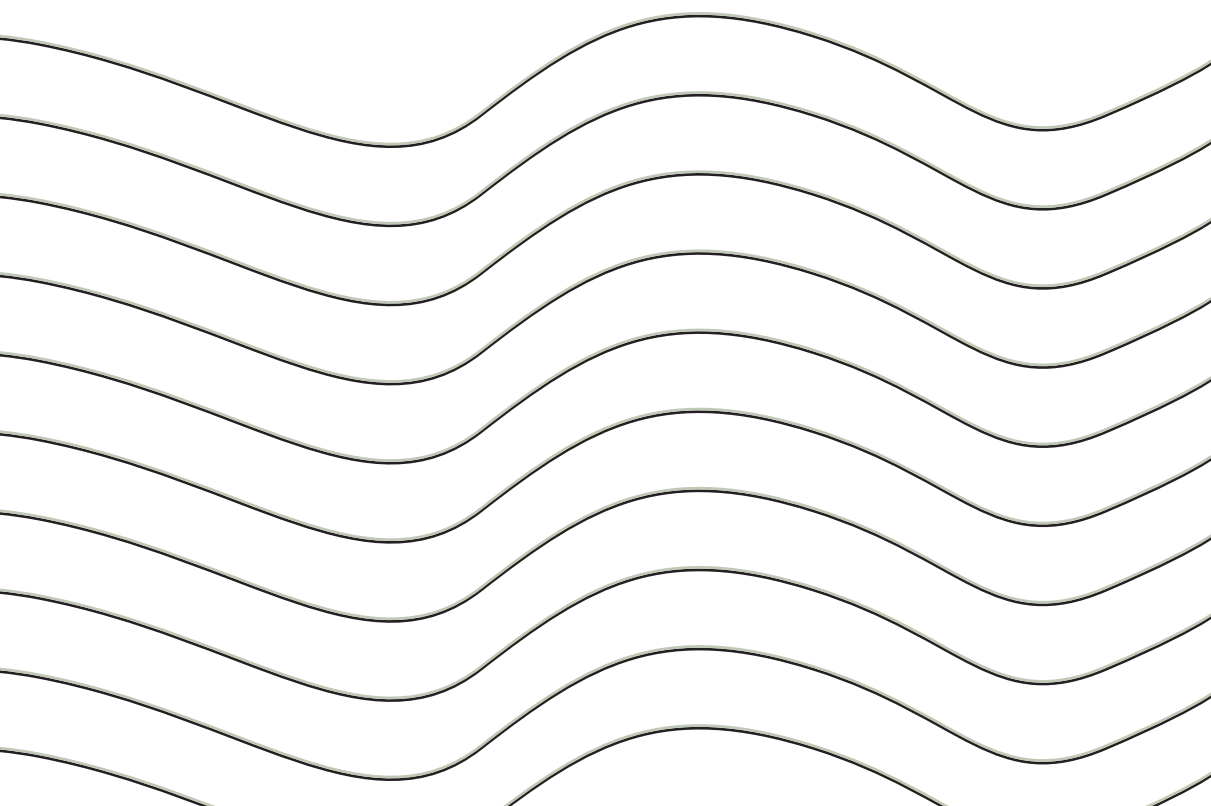
Land Use Code	Widow Exempt	Homestead Exempt	Disability Exempt	Energy Exempt	Other Exempt	Total Exemptions	Land Value	Improved Value	Total Assessed Value	Taxable Value (Assessed less Exemptions)	% Taxable Value of Assessed Value
1	\$500	\$23,160	\$0	\$0	\$39,975	\$63,635	\$7,113,060	\$9,190	\$7,122,250	\$7,058,615	99.11%
4	\$0	\$0	\$0	\$0	\$0	\$0	\$215,550	\$64,200	\$279,750	\$279,750	100.00%
81	\$0	\$0	\$0	\$0	\$0	\$0	\$56,490	\$0	\$56,490	\$56,490	100.00%
84	\$0	\$0	\$0	\$0	\$0	\$0	\$20,740	\$140	\$20,880	\$20,880	100.00%
100	\$161,500	\$51,042,048	\$30,000	\$0	\$643,730	\$51,877,276	\$29,296,237	\$88,382,043	\$117,678,280	\$65,801,004	55.92%
119	\$0	\$31,510	\$0	\$0	\$0	\$31,510	\$14,980	\$17,350	\$32,330	\$820	2.54%
180	\$500	\$600,000	\$500	\$0	\$0	\$601,000	\$794,340	\$1,460,830	\$2,255,170	\$1,654,170	73.35%
210	\$5,000	\$1,510,853	\$500	\$0	\$0	\$1,516,353	\$1,317,069	\$1,996,593	\$3,313,662	\$1,797,309	54.24%
220	\$0	\$0	\$0	\$0	\$0	\$0	\$29,430	\$2,170	\$31,600	\$31,600	100.00%
230	\$0	\$0	\$0	\$0	\$0	\$0	\$122,830	\$20,820	\$143,650	\$143,650	100.00%
320	\$0	\$0	\$0	\$0	\$0	\$0	\$1,507,840	\$9,133,320	\$10,641,160	\$10,641,160	100.00%
330	\$0	\$0	\$0	\$0	\$0	\$0	\$80,160	\$341,860	\$422,020	\$422,020	100.00%
400	\$9,500	\$1,692,550	\$2,000	\$0	\$0	\$1,704,050	\$988,640	\$3,545,200	\$4,533,840	\$2,829,790	62.41%
409	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
650	\$0	\$0	\$0	\$0	\$0	\$0	\$443,690	\$3,223,330	\$3,667,020	\$3,667,020	100.00%
651	\$0	\$0	\$0	\$0	\$0	\$0	\$1,743,750	\$3,766,420	\$5,510,170	\$5,510,170	100.00%
810	\$500	\$331,600	\$0	\$0	\$0	\$332,100	\$1,200,715	\$4,553,625	\$5,754,340	\$5,422,240	94.23%
820	\$500	\$25,000	\$0	\$0	\$0	\$25,500	\$156,337	\$893,793	\$1,050,130	\$1,024,630	97.57%
840	\$0	\$25,000	\$0	\$0	\$0	\$25,000	\$16,480	\$58,020	\$74,500	\$49,500	66.44%
1001	\$0	\$0	\$0	\$0	\$0	\$0	\$8,269,091	\$7,160	\$8,276,251	\$8,276,251	100.00%
1002	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$15,000	100.00%
1100	\$0	\$75,000	\$0	\$0	\$0	\$75,000	\$8,160,387	\$11,756,852	\$19,917,239	\$19,842,239	99.62%
1174	\$0	\$0	\$0	\$0	\$0	\$0	\$1,228,240	\$1,294,690	\$2,522,930	\$2,522,930	100.00%
1179	\$0	\$0	\$0	\$0	\$0	\$0	\$8,290	\$30,420	\$38,710	\$38,710	100.00%
1203	\$0	\$25,000	\$0	\$0	\$0	\$25,000	\$180,840	\$108,670	\$289,510	\$264,510	91.36%
1204	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$556,860	\$914,910	\$1,471,770	\$1,421,770	96.80%
1211	\$0	\$0	\$0	\$0	\$0	\$0	\$627,660	\$453,600	\$1,081,260	\$1,081,260	100.00%
1376	\$0	\$0	\$0	\$0	\$0	\$0	\$295,750	\$667,970	\$963,720	\$963,720	100.00%
1475	\$0	\$0	\$0	\$0	\$0	\$0	\$128,280	\$348,280	\$476,560	\$476,560	100.00%
1668	\$0	\$0	\$0	\$0	\$0	\$0	\$516,570	\$912,410	\$1,428,980	\$1,428,980	100.00%
1669	\$0	\$0	\$0	\$0	\$0	\$0	\$526,820	\$1,103,960	\$1,630,780	\$1,630,780	100.00%
1670	\$0	\$0	\$0	\$0	\$0	\$0	\$49,950	\$125,920	\$175,870	\$175,870	100.00%
1671	\$0	\$0	\$0	\$0	\$0	\$0	\$4,017,510	\$5,880,418	\$9,897,928	\$9,897,928	100.00%
1700	\$0	\$0	\$0	\$0	\$0	\$0	\$190,550	\$405,850	\$596,400	\$596,400	100.00%
1906	\$0	\$0	\$0	\$0	\$0	\$0	\$218,740	\$483,170	\$701,910	\$701,910	100.00%
1942	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,389	\$3,967,997	\$5,268,386	\$5,268,386	100.00%
1943	\$0	\$0	\$0	\$0	\$0	\$0	\$6,184,270	\$18,640,780	\$24,825,050	\$24,825,050	100.00%
1944	\$0	\$0	\$0	\$0	\$0	\$0	\$48,840	\$13,780	\$62,620	\$62,620	100.00%
1945	\$0	\$0	\$0	\$0	\$0	\$0	\$389,920	\$408,280	\$798,200	\$798,200	100.00%
2180	\$0	\$0	\$0	\$0	\$0	\$0	\$2,428,900	\$2,250,900	\$4,679,800	\$4,679,800	100.00%
2281	\$0	\$0	\$0	\$0	\$0	\$0	\$3,013,770	\$1,607,820	\$4,621,590	\$4,621,590	100.00%
2340	\$0	\$0	\$0	\$0	\$0	\$0	\$270,740	\$196,090	\$466,830	\$466,830	100.00%
2441	\$0	\$0	\$0	\$0	\$0	\$0	\$171,100	\$274,990	\$446,090	\$446,090	100.00%
2577	\$0	\$0	\$0	\$0	\$0	\$0	\$1,692,340	\$1,660,540	\$3,352,880	\$3,352,880	100.00%
2623	\$0	\$0	\$0	\$0	\$0	\$0	\$1,572,780	\$635,890	\$2,208,670	\$2,208,670	100.00%
2720	\$0	\$0	\$0	\$0	\$0	\$0	\$2,106,420	\$2,602,370	\$4,708,790	\$4,708,790	100.00%

Table 4

Proposed Mid Town Redevelopment Area
Taxable Value and Total Exemptions by Land Use

Land Use Code	Widow Exempt	Homestead Exempt	Disability Exempt	Energy Exempt	Other Exempt	Total Exemptions	Land Value	Improved Value	Total Assessed Value	Taxable Value (Assessed less Exemptions)	% Taxable Value of Assessed Value
2722	\$0	\$0	\$0	\$0	\$0	\$0	\$39,000	\$30,500	\$69,500	\$69,500	100.00%
2723	\$0	\$0	\$0	\$0	\$0	\$0	\$578,130	\$65,380	\$643,510	\$643,510	100.00%
2724	\$0	\$0	\$0	\$0	\$0	\$0	\$287,770	\$209,910	\$497,680	\$497,680	100.00%
2805	\$0	\$0	\$0	\$0	\$0	\$0	\$2,247,791	\$271,700	\$2,519,491	\$2,519,491	100.00%
2840	\$0	\$25,000	\$0	\$0	\$0	\$25,000	\$2,478,350	\$3,631,760	\$6,110,110	\$6,085,110	99.59%
2953	\$0	\$0	\$0	\$0	\$0	\$0	\$669,030	\$1,994,400	\$2,663,430	\$2,663,430	100.00%
3078	\$0	\$0	\$0	\$0	\$0	\$0	\$33,480	\$44,180	\$77,660	\$77,660	100.00%
3335	\$0	\$0	\$0	\$0	\$0	\$0	\$844,270	\$802,510	\$1,646,780	\$1,646,780	100.00%
3537	\$0	\$0	\$0	\$0	\$0	\$0	\$80,640	\$169,100	\$249,740	\$249,740	100.00%
3910	\$0	\$0	\$0	\$0	\$0	\$0	\$4,845,310	\$7,809,170	\$12,654,480	\$12,654,480	100.00%
4001	\$0	\$0	\$0	\$0	\$2,110	\$2,110	\$1,954,580	\$11,020	\$1,965,600	\$1,963,490	99.89%
4100	\$0	\$0	\$0	\$0	\$0	\$0	\$1,244,790	\$6,346,190	\$7,590,980	\$7,590,980	100.00%
4303	\$0	\$0	\$0	\$0	\$0	\$0	\$1,857,990	\$2,651,230	\$4,509,220	\$4,509,220	100.00%
4612	\$0	\$0	\$0	\$0	\$0	\$0	\$1,007,270	\$7,835,830	\$8,843,100	\$8,843,100	100.00%
4814	\$0	\$0	\$0	\$0	\$0	\$0	\$2,647,760	\$12,358,110	\$15,005,870	\$15,005,870	100.00%
4924	\$0	\$0	\$0	\$0	\$0	\$0	\$213,100	\$169,900	\$383,000	\$383,000	100.00%
5120	\$0	\$0	\$0	\$0	\$0	\$0	\$89,210	\$0	\$89,210	\$89,210	100.00%
5150	\$0	\$0	\$0	\$0	\$0	\$0	\$47,730	\$850	\$48,580	\$48,580	100.00%
6000	\$0	\$0	\$0	\$0	\$0	\$0	\$60,420	\$60,420	\$60,420	\$60,420	100.00%
6004	\$0	\$0	\$0	\$0	\$0	\$0	\$1,810	\$400	\$2,210	\$2,210	100.00%
6099	\$0	\$0	\$0	\$0	\$0	\$0	\$960	\$0	\$960	\$960	100.00%
6985	\$0	\$0	\$0	\$0	\$0	\$0	\$15,350	\$30,500	\$45,850	\$45,850	100.00%
7023	\$0	\$0	\$0	\$0	\$1,788,220	\$1,788,220	\$1,135,620	\$652,600	\$1,788,220	\$0	0.00%
7110	\$0	\$0	\$0	\$0	\$20,062,152	\$20,062,152	\$6,339,940	\$13,828,462	\$20,168,402	\$106,250	0.53%
7224	\$0	\$0	\$0	\$0	\$351,320	\$351,320	\$99,320	\$252,000	\$351,320	\$0	0.00%
7320	\$0	\$0	\$0	\$0	\$3,777,320	\$3,777,320	\$1,177,990	\$2,599,330	\$3,777,320	\$0	0.00%
7728	\$0	\$0	\$0	\$0	\$2,466,632	\$2,466,632	\$643,422	\$1,823,210	\$2,466,632	\$0	0.00%
8202	\$0	\$0	\$0	\$0	\$19,310,760	\$19,310,760	\$9,467,260	\$9,843,500	\$19,310,760	\$0	0.00%
8300	\$0	\$0	\$0	\$0	\$6,440,330	\$6,440,330	\$875,530	\$5,564,800	\$6,440,330	\$0	0.00%
8604	\$0	\$0	\$0	\$0	\$770,110	\$770,110	\$198,150	\$570,960	\$770,110	\$0	0.00%
8605	\$0	\$0	\$0	\$0	\$39,860	\$39,860	\$39,860	\$0	\$39,860	\$0	0.00%
8706	\$0	\$0	\$0	\$0	\$3,036,070	\$3,036,070	\$1,452,520	\$1,583,550	\$3,036,070	\$0	0.00%
8807	\$0	\$0	\$0	\$0	\$1,062,400	\$1,062,400	\$1,062,400	\$0	\$1,062,400	\$0	0.00%
8908	\$0	\$0	\$0	\$0	\$142,418,860	\$142,418,860	\$12,973,320	\$129,445,540	\$142,418,860	\$0	0.00%
9130	\$0	\$0	\$0	\$0	\$0	\$0	\$73,640	\$0	\$73,640	\$73,640	100.00%
9190	\$0	\$0	\$0	\$0	\$0	\$0	\$120,630	\$333,760	\$454,390	\$454,390	100.00%
9482	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400	\$0	\$2,400	\$2,400	100.00%
9681	\$0	\$0	\$0	\$0	\$0	\$0	\$43,970	\$0	\$43,970	\$43,970	100.00%
9829	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
9900	\$0	\$0	\$0	\$0	\$0	\$0	\$1,345,770	\$0	\$1,345,770	\$1,345,770	100.00%
9905	\$0	\$172,445	\$0	\$0	\$0	\$172,445	\$717,570	\$825,690	\$1,543,260	\$1,370,815	88.83%
9920	\$0	\$0	\$0	\$0	\$0	\$0	\$899,920	\$0	\$899,920	\$899,920	100.00%
9925	\$0	\$0	\$0	\$0	\$0	\$0	\$225,050	\$30,000	\$255,050	\$255,050	100.00%
9944	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total	\$178,000	\$55,629,164	\$33,000	\$0	\$202,209,849	\$258,050,013	\$149,428,368	\$386,008,663	\$535,437,031	\$277,387,018	51.81%

Community Redevelopment Plan



**City of Lakeland CRA
Mid-Town District**

COMMUNITY REDEVELOPMENT PLAN

HISTORY OF THE LAKELAND COMMUNITY REDEVELOPMENT AGENCY

The City of Lakeland has a long-standing history of community building. The City also has a strong commitment to downtown redevelopment and the improvement of blighting conditions in residential and business areas of the community.

On October 15, 1979, The City Commission of the City of Lakeland adopted Resolution #2306 that found the existence of certain slum or blighted areas within the boundary of the Lakeland Downtown Development Authority District (the Area). The resolution stated the following findings of blight in the Area:

- Substantial number of substandard or deteriorating structures within the Area; and,
- Conditions which endanger life or property by fire or other causes In the Area; and,
- Conditions which are detrimental to the sound growth of the municipality and which substantially impair or arrest the growth within the Area and adjacent territory, and present conditions and uses in the Area that are detrimental to public health safety, morals, and public welfare; and,
- Predominance of inadequate or defective street layout within the Area; and
- Unsanitary and unsafe conditions exist within the Area; and,
- Deterioration of site or other improvements within the Area; and,
- Diversity of ownership, defective or unusual condition of title which prevent the free alienability of land within the Area

Resolution # 2306 created the Downtown Lakeland Community Redevelopment Area. That area was expanded on March 9, 1981 when the City adopted Resolution #2543. The proposed plan establishes a new CRA district, with boundaries to include the Mid-Town Area.

INTRODUCTION TO MID-TOWN

The City of Lakeland has a well-established program of neighborhood planning and redevelopment. The City is constantly addressing opportunities and needs of residents, businesses and service organizations. Establishment of the Mid-Town Community Redevelopment Area is another step that creates additional ways to strengthen the community.

The Mid-Town Area is an intense and diverse place that is about 7 square miles, or nearly 4,500 acres, in size [*Map 1 - Proposed Mid-Town Redevelopment Area*]. The area is the home to over 13,000 people and numerous businesses. The 2000 taxable value of property in the Area exceeded \$278 million.

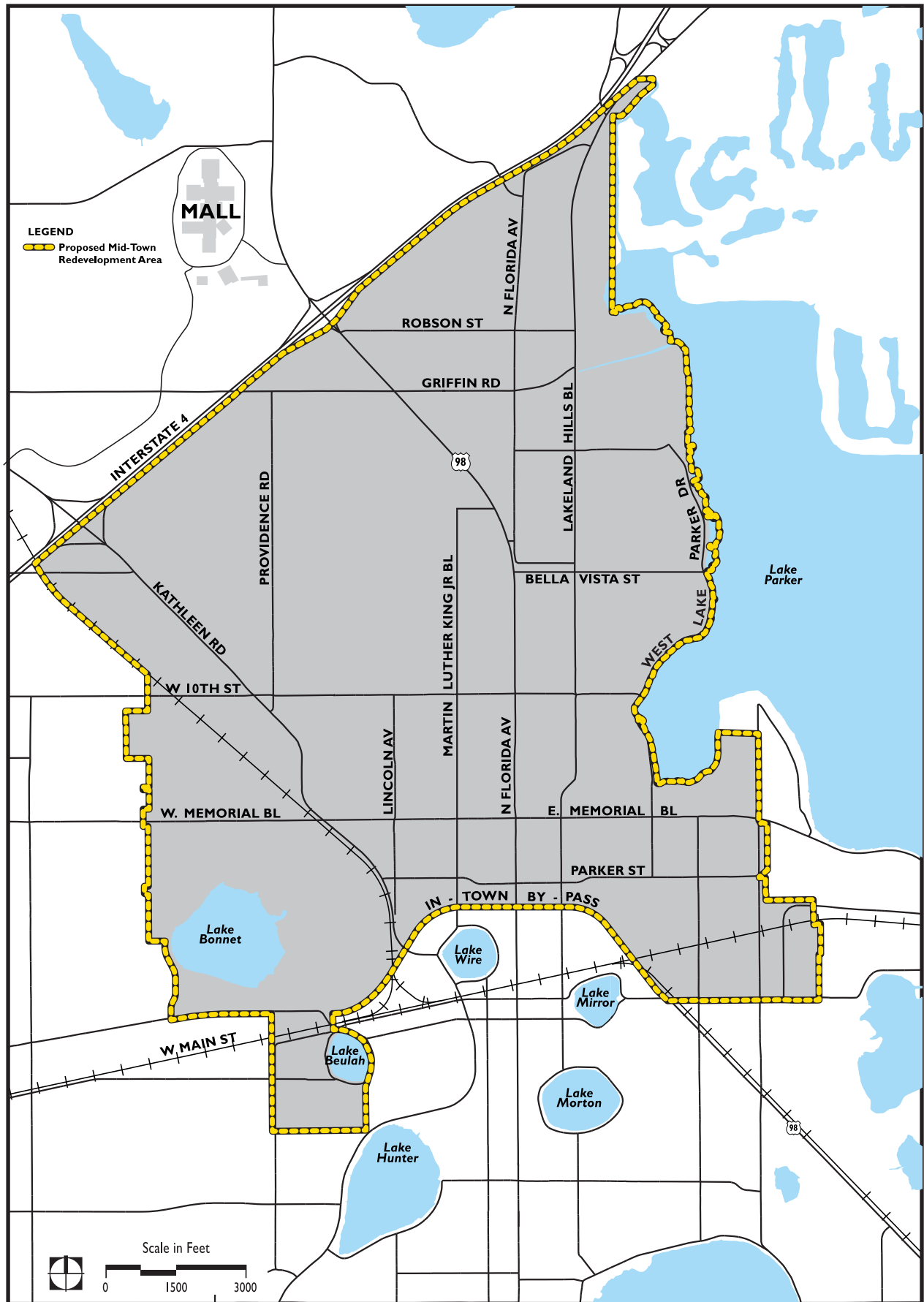
Mid-Town's physical framework is fairly transparent. The Area includes all or part of 13 neighborhoods, 5 development corridors, 4 activity centers, the southern half of 3 interchanges with Interstate 4, over 2 miles of waterfront on Lake Parker and a significant natural area in the center of Mid-Town.

Neighborhoods have been defined and neighborhood organizations have been established. Commercial intrusions into neighborhoods have generally been held in check. However, Mid-Town is also characterized by poverty, crime and blight. The most impoverished neighborhoods in the City are found in the Mid-Town area. Crime in the area is prevalent, though declining; however, the perception of crime remains strong.

There is also a concentration of social service agencies in the area to serve the disadvantaged residents and a sizeable transient population. This concentration has the beneficial effect of providing important services to the community, but it also attracts needy people into the Area from throughout the City. Collectively, the poverty, blight and crime have dampened the Area's neighborhood building activities and new investment. The Mid-Town Finding of Necessity Report documents the blight conditions in the Area.

Additional factors that support the Finding of Necessity Report have been identified in The City of Lakeland's Consolidate Plan for Federal Housing Programs including CDBG and HOME programs. According to The Consolidated Plan, more that 37 percent of the City's population earned less than 80 percent of the City's 1993 median family income of \$32,400. The average sale price of a single family home in 1994 was reported to be \$80,517, over a 35 percent increase from the average sales price four years earlier (\$20,117).

According to the City's Affordable Housing Incentive Program, a non-subsidized housing unit selling below \$70,000 would be considered affordable to households earning less than 95 percent of the median family income. Consequently, there was a considerable gap between the cost of housing in the City and the housing price that can be afforded by over 37 percent of the City's population.



Map I

Proposed Mid-Town Redevelopment Area



The Consolidated Plan also reports that more than 11,000 housing units occupied by very low- and low-income households [nearly 75 percent of the total] contained some lead based paint. This is a significant health and safety threat that requires substantial renovation or replacement of dwellings.

In addition, the Finding of Necessity Report indicates that in at least three of the thirteen neighborhoods that comprise the Mid-Town CRA, a high percentage of housing can be classified as structurally substandard [*Exhibit 1 – 1992 Housing Survey*]. In the Paul A. Diggs neighborhood, over 13.5 percent of the dwelling units were classified as substandard in 1995. Over 9.5 percent of the dwellings in the North Lake Wire neighborhood were considered substandard. And over 11.2 percent of the houses in the Parker Street neighborhood were considered substandard.

On April 16, 2001, the City of Lakeland adopted Resolution #4116 that confirmed the conditions of blight identified by the City in the Finding of Necessity Report. The blight conditions include:

1. Predominance of defective or inadequate street layout;
2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
3. Unsanitary or unsafe conditions;
4. Deterioration of site or other improvements; and
5. Diversity of ownership of defective unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous areas.

**Exhibit 1:
1992 Housing Survey – City of Lakeland
Structure Totals and Substandard Totals by Neighborhood**

	HOUSING	SUBSTANDARD	
	STRUCTURES	HOUSING	PERCENT
NEIGHBORHOOD	TOTAL	TOTAL	SUBSTANDARD
CAMPBOR	688	5	.73%
CENTRAL	947	14	1.48%
CLEVELAND HEIGHTS	1109	8	.72%
CRYSTAL LAKE	921	0	.00%
DIXIELAND	879	18	2.05%
DOWNTOWN	126	15	11.90%
EAST LAKE MORTON	356	7	1.97%
GRANADA	372	8	2.15%
KATHLEEN	856	21	2.45%
LAKE BONNET	199	4	2.01%
LAKE BENTLEY	724	0	.00%
LAKE BONNY	800	0	.00%
LAKE HOLLINGSWORTH	1481	0	.00%
LAKE HORNEY	631	0	.00%
LAKESHORE	570	0	.00%
MARTIN LUTHER KING*	1009	137	13.58%
NORTH LAKE WIRE	461	44	9.54%
PARKER STREET	481	54	11.23%
SOUTH LAKE MORTON	1030	4	.39%
SOUTHWEST	1003	1	.10%
WABASH	102	1	.98%
WEBSTER	716	33	4.61%
NORTH LAKELAND PERIPHERY	1147	0	.00%
SOUTH LAKELAND PERIPHERY	3633	2	.06%
CITY TOTAL	20241	376	1.86%

Source: City of Lakeland, Community Development Department

*Note: Martin Luther King neighborhood now referred to as Paul A. Diggs neighborhood

GOALS FOR MID-TOWN

In the face of the existing conditions in Mid-Town, there are several on-going studies and plans that are pursuing goals for Mid-Town. The Lakeland Comprehensive Plan expresses the following objective and policy that relate to Mid-Town:

1. Objective FLU 5 recommends “programs for the redevelopment and renewal of neighborhoods including blighted areas” continue to be promoted.
2. Policy FLU 5D states, “The City of Lakeland will continue to actively identify, develop and implement programs for the redevelopment and renewal of blighted areas.”

A second set of goals emerged from the discussions with residents as the City began organizing the Mid-Town CRA in mid-2000. The following goals were expressed:

1. Long Term
 - ❑ Make Hope VI happen.
 - ❑ Grow the medical district on Lakeland Hills Blvd.
 - ❑ Place more value on Florida Avenue and Memorial Blvd.
 - ❑ Identify more buildable lots for housing.
2. Short Term
 - ❑ Build political and leadership support.
 - ❑ Establish a Mid-Town CRA.
 - ❑ Complete a realistic “Sketch Plan” for redevelopment.
 - ❑ Acquire buildable lots for housing.

A third process that resulted in goals was initiated by the Housing Division of the City as part of the CDBG/HOME program. The Consolidate Plan and Strategy, Five-Year Plan 2000 – 2005 expresses goals for the City:

“The primary goal for the City of Lakeland is to provide a decent home and suitable living environment for City residents. This can be accomplished through a variety of programs aimed at stabilizing and reversing the deterioration of neighborhoods, creating affordable housing opportunities for low to moderate income families and promoting self sufficiency.”

The Consolidated Plan also presents the City’s programs for providing funds and support to improve housing in the City. The City’s two-part program [Consolidated Plan, 04.03.00, p22] serves as a sound basis for these many activities:

1. “Lakeland’s primary response to the housing affordability problem has been ongoing efforts to preserve older housing stock and maintain the desirability of all neighborhoods, in particular neighborhoods in the central City which are closest to all urban services and which tend to contain the oldest housing stock.”
2. “Secondly, the City continues to work with the private market on separate initiatives to create a greater supply of new affordable owner-occupied, single-family housing and affordable apartments or rental housing.”

The Consolidated Plan also presents the following six long-term Community Development objectives that have been established for the years 2000 through 2005:

1. Utilize CDBG and HOME funds [along with SHIP funds and local housing assistance programs] in a manner that provides maximum flexibility and positive results for very low, low and moderate-income residents and areas.
2. Give highest priority to projects and activities that improve physical facilities and conditions.
3. Eliminate blighted neighborhoods and substandard housing conditions through a comprehensive program of:
 - ❑ Code enforcement,
 - ❑ Private housing rehabilitation,
 - ❑ Loans to low and moderate income persons from local financial institutions for housing rehabilitation and home ownership which leverage CDBG, HOME, SHIP and other funds,
 - ❑ Construction of affordable housing for low and moderate income persons by nonprofit organizations and for profit businesses,
 - ❑ Public housing modernization and new construction,
 - ❑ Utilization of available state and federal housing assistance programs which involve publicly and privately owned dwelling units, and
 - ❑ Crime prevention through increased law enforcement efforts in target neighborhoods.
4. Assist in the provision of a variety of public services designed to educate, and encourage self-sufficiency for lower income persons.
5. Assist in the implementation of the capital improvements program for public works, community facilities and recreation facilities.
6. Support economic development activities which expand and strengthen downtown Lakeland as a regional commercial center and which strengthen commercial corridors and activity centers in target neighborhoods, as identified in the City's Future Land Use Plan.

In summary, the City has a consistent and comprehensive commitment to increasing the supply of affordable housing, eliminating blight in neighborhoods, promoting economic development in corridors and activity centers and providing a sound infrastructure system. The City's focused commitment provides the basis for the Mid-Town Development Strategy.

A DEVELOPMENT STRATEGY FOR MID-TOWN

Overview

The overall objective of the City of Lakeland is to have Mid-Town, and all of its neighborhoods, become places where people choose to live and raise their families. The strategy that will lead to this end consists of four parts:

- ❑ Preserve and Enhance Neighborhoods,
- ❑ Define, Design and Strengthen the Distinct Mixed-Use Activity Centers in Mid-Town,
- ❑ Intensify and Beautify the Development Corridors in Mid-Town, and
- ❑ Continue to Improve Community Open Space and Infrastructure, Services and Facilities

Preserve and Enhance Neighborhoods

The most important asset of any community is a strong neighborhood. Every neighborhood needs to provide a decent home and suitable living environment for families. The essential ingredients of a sound neighborhood are:

- ❑ Pride of Place and Property that ensures well maintained homes and neighborhoods.
- ❑ Public Safety so everyone feels safe in their home, on their street and in their park.
- ❑ Neighborhood Serving Business Districts that provide the goods and services for the daily needs of neighborhood residents without attracting regional customers into the neighborhood.
- ❑ Parks and Open Spaces that are safe and accessible places of beauty.
- ❑ Neighborhood Oriented Schools.
- ❑ Pedestrian and Bicycle Paths and Connections for transportation and recreation.
- ❑ Places for parking cars that are safe, unobtrusive and non-disruptive to the neighborhood.
- ❑ Civic and Spiritual Institutions as places of community activity.
- ❑ In-fill Development Activity to keep the neighborhood fresh.
- ❑ Mass Transit Service.

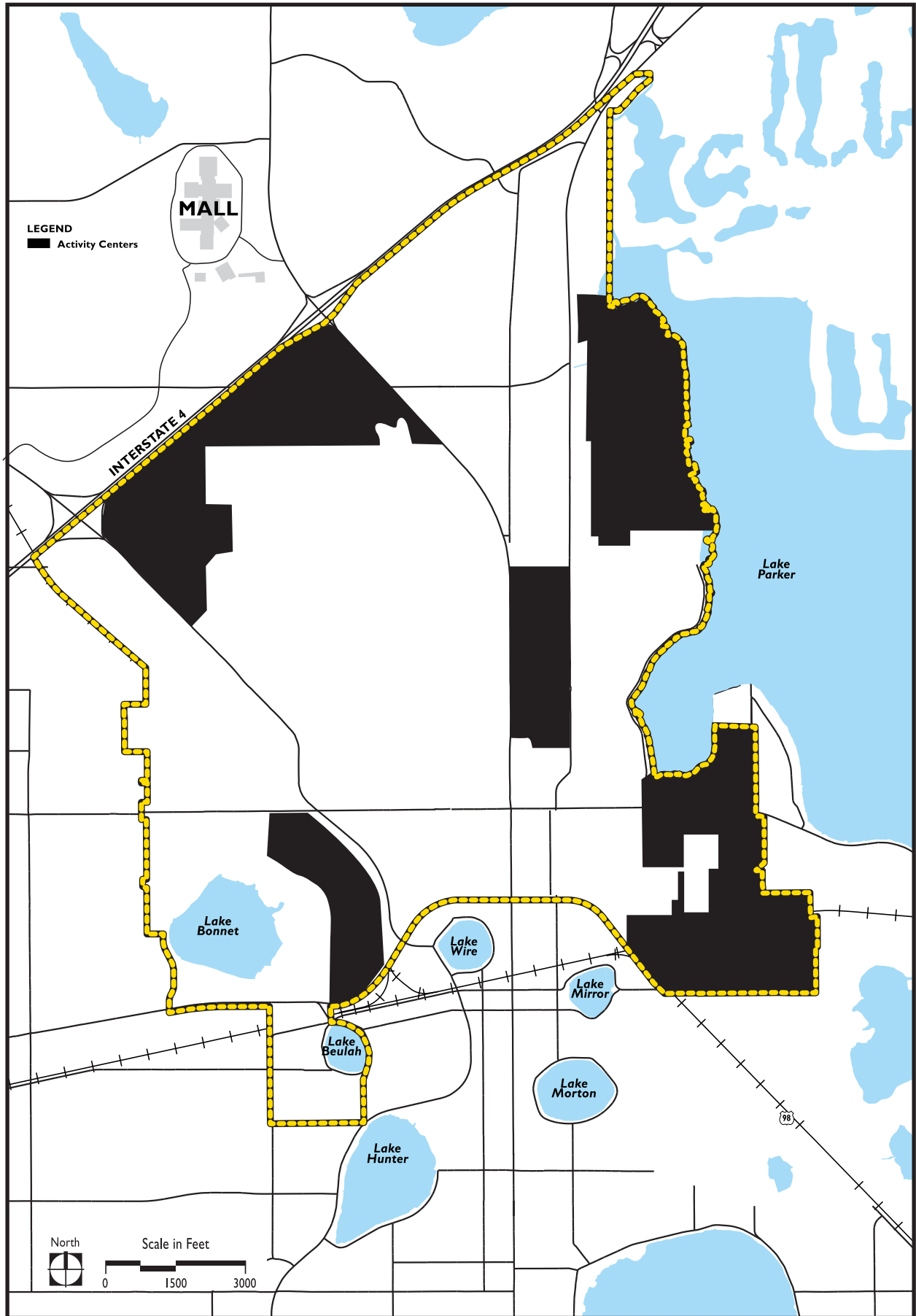
The neighborhood planning process needs to build on neighborhood organization, it needs to pursue a checklist of criteria to be met for each neighborhood, it needs to result in a collaborative, grass-roots plan that identifies neighborhood needs along with the actions necessary to deliver the facilities and services required by the neighborhood.

Lakeland's Neighborhood Services Unit provides such services to support the 35 identified neighborhoods in the City [*Map 2 - 1999 Neighborhood Boundaries*]. The Unit's goal is to prepare profiles, asset maps and plans for each neighborhood, along with organizational support and coordination.

Define, Design and Strengthen the Distinct Mixed-Use Activity Centers in Mid-Town

There are five distinct centers of activity in Mid-Town. These are presented in *Map 3 - Mixed-Use Activity Centers*, and described as follows:

- ❑ The Interstate Economic Center, adjacent to Interstate 4 between Kathleen Road and US 98, dominated by the Interstate Business Park and Watkins Motor Lines Company. The area includes approximately 640 acres. An industrial park with access to two I-4 interchanges, excellent visibility from the interstate, comprehensive infrastructure and buffering from adjacent residential neighborhoods could be very beneficial to the occupants, owners and the City.
- ❑ The North Ingraham Activity Center includes two sub-areas. One is the commercial/institutional activity area at the intersection of Memorial Blvd. and N. Ingraham Ave. with the former Lakeland Mall, the former Sears Center and the cemetery. The second is the industrial area that includes Mutual Wholesale and the many smaller industrial operations adjacent to the railroad. The combined area is about 350 acres in size. This loosely organized area is well located and well served with streets and infrastructure. A “re-positioning” of the area to promote the locational advantages for economic development may be appropriate.
- ❑ The Lakeland Sports Complex is the 300 acre area anchored by Tiger Town and Lake Parker Park with a mile of lake frontage on Lake Parker and a mile of frontage on Lakeland Hills Blvd. Over a period of time, this activity center could be the location of not only sports facilities and existing street-front commercial, but also hotels, sports-restaurants, wellness centers, sports medicine centers, housing for athletes, sports related businesses and other operations that re-enforce the concept of a “sports” district.
- ❑ The Lakeland Hills Medical Center hosts the Lakeland Regional Medical Center and Watson Clinic. The District is about 140 acres in size. The district already is the location for hospital and clinic parking, offices, specialty clinics and other support activities. The cooperation of the two medical centers on issues of mutual interest, such as parking, stormwater management, security and training, could create an activity center that works to the advantage of the City and both organizations.
- ❑ The CSX Property is a fifth significant area that is a “potential” economic center in the Mid-Town Area and the City. The recent history of this property leaves it in the “yet to be decided” category regarding future contribution to the City, however, this is an important tract. The City’s interests are served by the successful development of this property and the City should consider helping the property owner devise a strategy for the economic use of the land.



Map 3
Mid-Town Activities Centers



The advantage offered by these mixed-use activity centers is that they focus on special services that are of value to the City. As an example, once the Lakeland Hills Medical Center is declared to be a priority of the City, other public and private investments will gravitate to the area. The infrastructure will become more legible and coherent which, in turn, will further entice investment.

With a consolidated and acknowledged Medical district, the community will know not only where to get medical assistance, they will also know where to invest in medical businesses that are safe from intrusions, safe from conflicts with other activities and likely to be supported by the City and related private activities. The economic centers and the sports center will realize the same advantages.

The approach to activating these mixed-use activity centers is; 1) to obtain agreement of the parties about the advantages of cooperation, 2) to initiate a design process that identifies opportunities and proposes actions, 3) to solidify an organizational arrangement of the parties and 4) to secure a funding source for the activities of common interest.

Intensify and Beautify the Development Corridors in Mid-Town

There are three types of streets in the City. There are local residential streets, neighborhood connectors and development corridors.

The first type includes local residential streets that need to be protected as integral parts of the neighborhood. In fact, they are an important element of the neighborhoods open space system and should be developed as such.

The second type of street is the neighborhood connector. This street is typically a two lane residential street that may provide direct access to homes with driveways, but it also accommodates the residential traffic from other local streets. Some neighborhood connectors have four lanes; these need to be “traffic calmed” and protected from commercial intrusion. In Mid-Town, these streets are:

- ❑ Providence Road
- ❑ Lincoln Avenue
- ❑ Martin Luther King Jr. Blvd.
- ❑ West Lake Parker Drive
- ❑ Robson Street
- ❑ Bella Vista Street
- ❑ 10th Street/ Parkview Place
- ❑ Parker Street

While these neighborhood connector streets carry more traffic than a local road, they are residential in character and need to be protected as residential streets. The temptation is to react to the increased traffic by adding travel lanes; which induces more traffic and begins a cycle of increased intrusions that are a detriment to the residents.

These streets need to be preserved as small-scale, residential streets with limited non-residential land uses. Neighborhood connectors that already have four (4) travel lanes should be studied carefully to provide a plan for the continuing of their residential role.

The third type of street is the development corridor that has a multi-lane arterial highway as its spine [*Map 4 follows - Development Corridors*]. There are five development corridors in Mid-Town: Kathleen Road, N. Florida Ave./US 98, Lakeland Hills Blvd., Griffin Road (under development) and Memorial Blvd. These roads have been designed with through travel capacity as the primary objective. The potential is that they carry high volumes of traffic and they create increased economic value while improving the aesthetic character of the area. These roads should be developed as intense, mixed-use corridors with interconnected parcels and parking lots, horizontal and vertical mix of uses including medium and high density residential, commercial and office. Public buildings also fit well into this environment. Beautification is a big part of the program.

Design standards that create functionally and aesthetically desirable results are the key to the success of these streets and the adjacent development. Promoting this concept without well thought out and widely discussed standards can be disastrous. Successful corridors can enhance the visual image of the community and the economic performance of the land for both private and public gain.

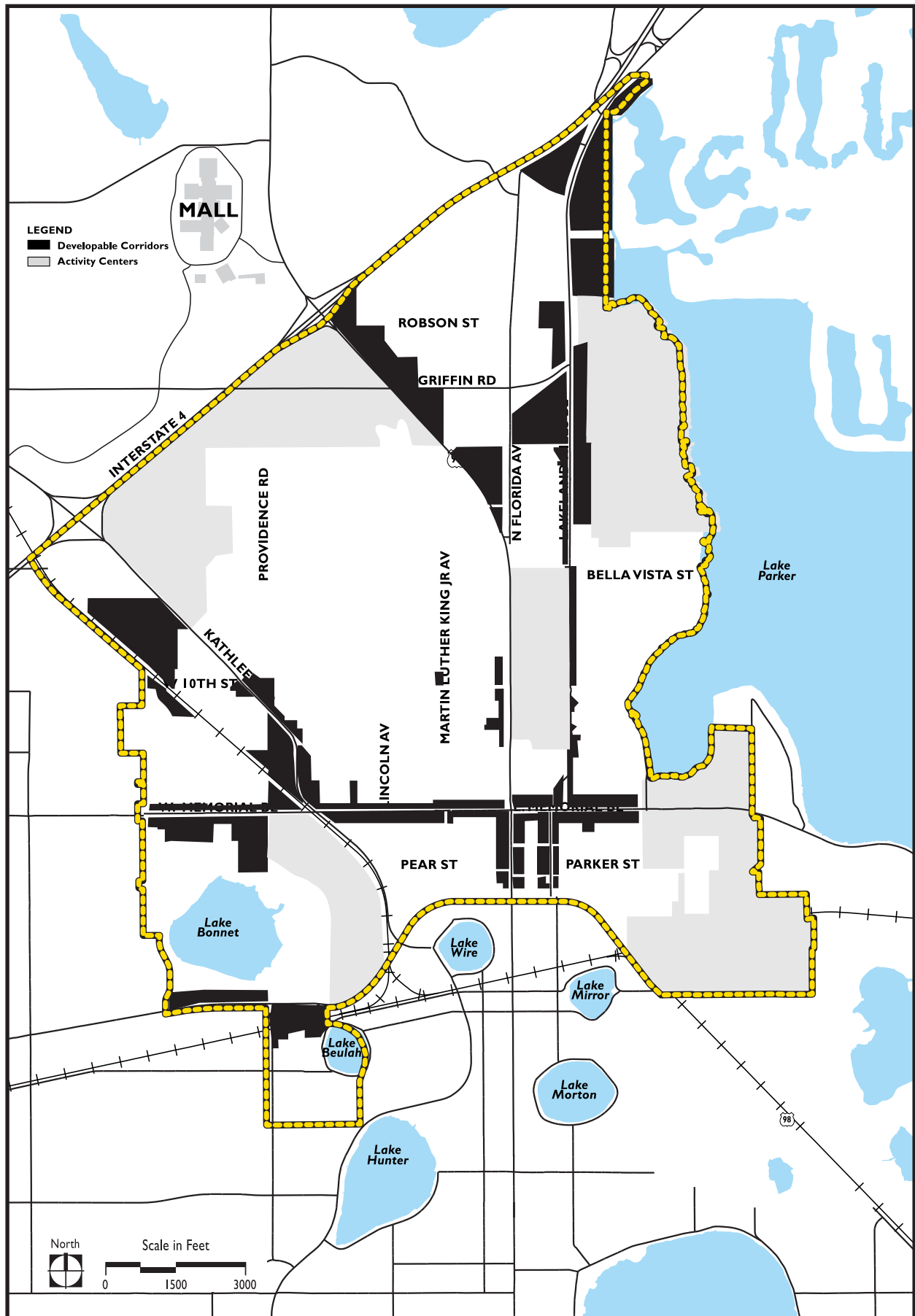
The one unique road in Mid-Town is the In-Town By-Pass. This new road will change the character of downtown and the Parker Street and North Lake Wire neighborhoods. The concept of the road is to move traffic around the downtown on a through street with few intersections. The road will be bounded by residential development on both sides.

The important work necessary to make the By-Pass a community-connector rather than a community divider is to have a detailed design plan for landscaping, pedestrian systems, crossings, signs, lighting, and buffering. As phase one design is finalized, an urban design plan should be prepared to ensure the advantageous effects of this significant facility.

Continue to Improve Area-wide Open Space and Infrastructure, Services and Facilities.

Community services and facilities for Mid-Town cover a wide range of programs. They include services related to housing, safety, transit, recreation, training and economic development. The City and other agencies provide a wide range of services in the community today. An overview of existing programs for Mid-Town includes:

- Housing – The City’s Housing Division manages the Consolidated Plan for CDBG and HOME funds. It also manages the local housing assistance program supported by SHIP funds. These programs offer a variety of housing assistance to qualified low and moderate-income residents. The Housing Division coordinates its activities with the Lakeland Housing Authority and Keystone Challenge Fund.



Map 4

Mid-Town Development Corridors



- Funding – In its role as the Community Housing Development Organization (CHDO), Keystone Challenge Fund is funded, in part, by The Consolidated Plan.

These housing and redevelopment efforts focus on:

- In-fill incentives, down payment and closing cost assistance and title settlements,
 - Rehabilitation of existing owner-occupied homes with funds from CDBG, HOME and SHIP,
 - Financing of new homes through the CHDO and other sources,
 - Provision of title-cleared lots for HOPE VI, and
 - Code enforcement by the City.
- Safety – Defending neighborhoods from intruders and transgressors results from combined police and resident actions. Organizational assistance from the City and others, resident involvement, law enforcement and physical improvements are all necessary to make neighborhoods defensible. The three aspects of neighborhood safety are:
 - Law Enforcement with adequate patrols, response to calls, and confrontation of people not contributing to the peace and tranquility of the neighborhood.
 - Physical Improvements that provide visibility including tree and shrub trimming, lighting and the removal of unused structures.
 - Resident Involvement through organizations, training and awareness.
 - Transit – The transit service, routes and frequency, should continue to be designed to support the development concept for Mid-Town. Routes need to be accessible to neighborhoods but not intrusive. Bus shelters are not generally available in Mid-Town.
 - Recreation and Education – There are parks and schools in the Mid-Town area. The fact that the two schools are not neighborhood schools does not negate the opportunity to use the school facilities to support neighborhood needs for pre-school and after school programs, adult education and organized and casual recreation. The continued coordination of park and school activities and facilities is essential to strengthening the neighborhoods.
 - Open Space- the large natural area south of Griffin Road and east of Providence Road is a significant part of the City’s open space system. Lake Parker, Lake Parker Park, Simpson Park and Adair Park are also significant resources. Continuing to improve these facilities and their connections is important.
 - Training – There are many training programs in process in Mid-Town. A comprehensive list of these programs has yet to be assembled.

- Economic Development – Economic development is a broad term that is used in many ways. It can mean job development, job training, business financing, business development subsidies/incentives or all of the above. Economic development is not an excuse to put business activities in residential neighborhoods. The protection of neighborhoods from commercial intrusion is an important objective in wealthy and modest neighborhoods. The development strategy for Mid-Town proposes a two part approach:
 - Increase Family Disposable Incomes – Training, job placement services and the reduction of living costs all affect disposable family income.
 - Increasing Business Success in the Development Corridors and the Mixed Use Activity Centers – Success in these venues will increase jobs, business incomes, payrolls, property values and City tax receipts.

Protection and enhancement of neighborhoods is the primary goal. The success of the development corridors and mixed-use activity centers is a critical part of the program. The improvement of the area-wide open space and infrastructure system is necessary to support the entire plan.

Issue-Basis of the Community Redevelopment Plan

Mid-Town Meetings

The purpose of a Community Redevelopment Plan is to create a framework to prioritize *neighborhood* redevelopment needs and to create an action plan to correct deficiencies and deteriorating conditions. As part of the process of developing the Mid-Town CRA Plan, the City of Lakeland has placed particular emphasis on soliciting extensive input and participation from the residents of the communities for which the Plan is being created.

The residents of the Mid-Town area and the neighborhood Planners from the City have collaborated to develop a preferred area-wide vision. A series of meetings were held to identify issues and determine strategies to promote revitalization within the Mid-Town CRA, as described below:

- ❑ On March 2, 2000 an organizational meeting was held to discuss the objectives of the planning process and outline the requirements of the State of Florida's requirements for a CRA plan.
- ❑ On March 23, 2000 the project team conducted a meeting to discuss the boundaries of the CRA and provide an overview of the Community Redevelopment process. During this meeting, participants assembled a list of issues of concern within the Mid-Town area.
- ❑ On April 13, 2000 a meeting of the Project Team was convened to develop a list of strategies that might be employed to help revitalize the Mid-Town area.
- ❑ On May 8, 2000 a meeting was convened with staff members of the Planning Division to identify possible redevelopment concepts and strategies.

Mid-Town Issues

The Project Team meetings conducted throughout 2000, as well as discussions with members of the City of Lakeland's Planning staff, revealed a series of revitalization and redevelopment issues within the Mid-Town area including:

- ❑ Many vacant lots scattered throughout the area
- ❑ Lack of recreational activities, especially for teens
- ❑ Absence of structured after-school programs for youth and teens
- ❑ Recreational opportunities in the Parker Street neighborhood
- ❑ Low economic base in the 33805 zip code area
- ❑ Lack of industry in the Mid-Town area
- ❑ Low opportunity for job advancement
- ❑ Poorly maintained alleys behind homes, presenting unsafe and unsanitary conditions
- ❑ Stray animals roaming throughout the neighborhood
- ❑ Need for public improvements along existing and proposed roadways
- ❑ The presence of billboards and the lack of clear aesthetic standards conveying a sense of decline along the roadways that border the Mid-Town area;
- ❑ Poorly maintained housing owned by absentee landlords has become occupied by transient populations who do not have a vested interest in the long-term viability of the neighborhood, a condition particularly evident in the duplex subdivisions on the west side;

- ❑ Concern that the In-Town By-Pass could separate and isolate the Mid-Town area
- ❑ The absence of neighborhood schools, forcing neighborhood children out of the area
- ❑ Clear disinvestments in the traditional neighborhood retail areas as outlying malls and strip commercial developments have located within the City
- ❑ Excessive through-traffic speed along many of the roadways within the community redevelopment area
- ❑ Lots along primary roadways through the district are often very small and not suited to redevelopment

REQUIRED CONTENTS OF A COMMUNITY REDEVELOPMENT PLAN

Chapter 163.362 of the Florida Statutes lists the mandatory requirements of a Community Redevelopment Plan. The following section specifically addresses each of those requirements. In order to satisfy the requirements of Florida Statutes Chapter 163.362, a Community Redevelopment Plan shall:

1. Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries in the plan.

The proposed Mid-Town Redevelopment Area includes the area outlined in *Map 1* and contains approximately 4,500 acres. The legal description for the area follows as *Exhibit 2*. The boundaries established for the Mid-Town Redevelopment Area are based upon Resolution # 4116 passed by the Lakeland City Commission on April 16, 2001, declaring a “Finding of Necessity”. The Finding of Necessity report established that present conditions within the identified redevelopment area constitute an economic and social liability. The “Finding of Necessity” is supported by substantial evidence satisfying the requirements of Florida Statute 163.335.

2. Show a diagram and in general terms:

a. The approximate amount of open space to be provided and the street layout.

Map 5 illustrates the Mid-Town Redevelopment Plan. The approximate amount of open space currently contained in the Mid-Town Redevelopment Area is approximately 400 acres, or 9.0 percent of the total 4,500 acres. Following the completion of identified projects in the Mid-Town Redevelopment Plan, the amount of open space will be approximately the same with the addition of neighborhood parks and enhanced connections of existing open spaces.

b. Limitations on the type, size, height, number and proposed use of buildings.

The type, size, height, number and proposed use of buildings must conform to the Land Development Regulations of the City of Lakeland. However, the City should consider amending zoning district boundaries to promote a two-part strategy: 1) protection of neighborhoods from intrusion of commercial activity randomly interspersed within residential neighborhoods, and 2) concentration of commercial development in development corridors and mixed-use activity centers.

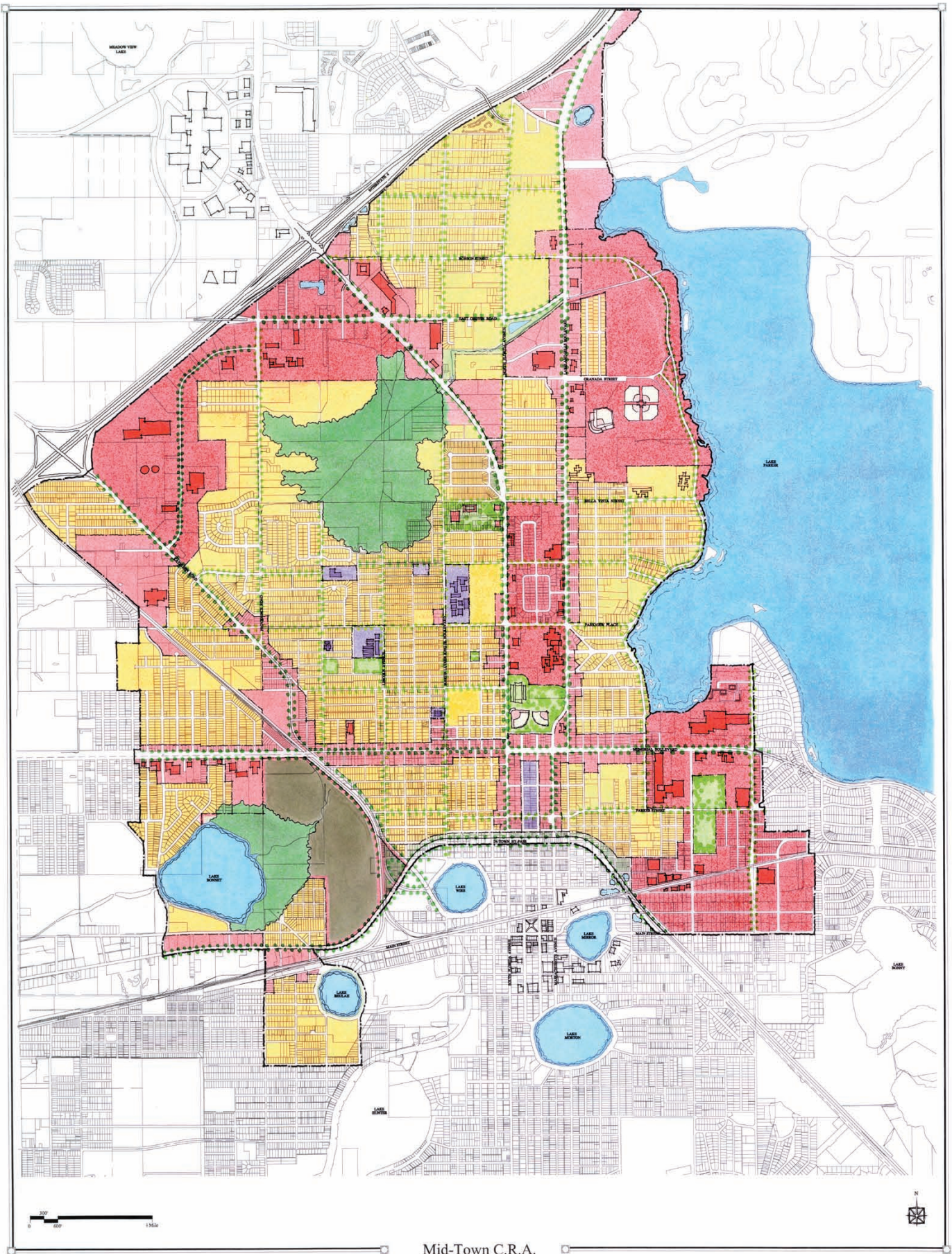
Presently, commercial development lines many of the roadways that bisect the Study Area. In the interest of stabilizing and protecting the surrounding neighborhood, consideration should be given to channeling commercial activity with a regional draw to major corridors such as North Florida Avenue, Lakeland Hills and Memorial Boulevards. Mixed-use development that combines retail, office and residential uses should also be encouraged.

c. The approximate number of dwelling units

The approximate number of dwelling units in the Mid-Town Redevelopment Area in 2000 was 4,000 to 4,500 dwellings.

Exhibit 2: Legal Description

Beginning at the intersection of the centerline of North Florida Ave. and the north right-of-way line of the proposed In-Town By-Pass (State Project #16000-6502-SR 548) run southwesterly along the north right-of-way line of said In-Town By-Pass to an intersection with the north right-of-way line of George Jenkins Blvd; thence southeasterly along said right-of-way line of George Jenkins Blvd to the centerline of Lake Beulah Dr; thence southeasterly along Lake Beulah Dr to the centerline of Hartsell Ave.; thence southerly along Hartsell Ave. to the centerline of Ruby St; thence west along Ruby St. to the centerline of South Central Ave.; thence north along South Central Ave. extended to the centerline of George Jenkins Blvd.; thence westerly along George Jenkins Blvd. to the centerline of North Brunnell Parkway; thence northerly along North Brunnell Parkway to the south line of the NE ¼ of Section 14, Township 28 S, Range 23 E; thence west along said NE¼ to the SW corner of the NE ¼ of said Section 14; thence northerly along the current City of Lakeland corporate limits line to an intersection with the north right-of-way line of CSX Railroad (Map V-5 Fla. 103 S-104 & S-104 AA); thence northwesterly along said CSX right-of-way line to an intersection with the south right-of-way line of Interstate 4; thence northeasterly along said right-of-way line to the north line of Section 31, Township 27 S, Range 24 E; thence east along said Section line 331.4ft; thence southerly approximately 137ft m/l to the waters edge of Lake Crago; thence meander southwesterly along the waters edge of said Lake Crago to the west line of the E ½ of the W ½ of said Section 31; thence south along the west line of the E ½ of the W ½ of said Section 31 approximately 4100ft m/l to the waters edge of Lake Parker; thence meander southerly and easterly along the waters edge of said Lake Parker to the intersection with a property line located approximately 121ft north of the north line of Lot 5, J.W. Scally's Addition, as recorded in PB 1, Pg. 77; thence east to the centerline of North Lake Parker Ave.; thence south along North Lake Parker Ave. to the south right-of-way line of East Memorial Blvd.; thence southeasterly along said right-of-way line to the centerline North Fortner Ave; thence south along North Fortner Ave. to the centerline of Golconda Road; thence southwesterly along Golconda Road to East Parker St.; thence east along East Parker St. to the NE corner of Lot 1, Blk. 3, of Lake Parker Terrace, as recorded in PB 10, Pg. 5; thence south to the south right-of-way line of East Myrtle Street; thence east along said right-of-way line to the NE corner of Lot 21, Block 4, of said Lake Parker Terrace; thence south along east line of said Lot 21 to the NE corner of Lot 24, Block 4, of said Lake Parker Terrace; thence east to the centerline of Alicia Road; thence south along Alicia Road to the intersection with the south right-of-way line of CSX railroad (Map V# FLA-51); thence easterly along CSX Railroad right-of-way to the NW corner of Lot 21, Block 9 of Shore Acres, as recorded in PB 7, Pg. 15; thence south to the north line of Lot A of the re-plat of Lake Bonny View, as recorded in PB 30, Pg. 48 A; thence southwesterly along said north line to the centerline of Alicia Road; thence south along Alicia Road to the centerline of East Main Street; thence west along East Main Street to the east right-of-way line of the proposed In-Town By-Pass; thence northwesterly along said proposed In-Town By-Pass to the POB. Containing approximately 4464.59 acres m/l.



Map 5
Mid-Town Redevelopment Plan



d. Such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature.

Map 5 illustrates the Mid-Town Redevelopment Plan outlining proposed parks, recreation areas, streets and public improvements.

3. If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon a) the residents of the redevelopment area and the surrounding areas in terms of relocation, b) traffic circulation, c) environmental quality, d) availability of community facilities, e) effect on school population, and other matters affecting the physical and social quality of the neighborhood.

The general approach of the Mid-Town Redevelopment Plan relies on housing rehabilitation and in-fill development, not extensive demolition. The impacts of the Plan are:

- a) Relocation - It is anticipated that no significant relocation will occur during the course of implementing the Mid-Town Redevelopment Plan. Public infrastructure projects may involve business establishments as well as residential households, but significant relocation is not expected to be necessary. However, if relocation becomes necessary as a consequence of any of the projects, the City will follow its existing policies established in conjunction with the administration of its Community Development Block Grant and HOME Investment Partnership funds programs.
- b) Traffic Circulation – The designation of neighborhood local streets, neighborhood connectors and development corridors will clarify the circulation system and protect neighborhoods.
- c) Environmental Quality – The City’s on-going progress will continue to address water, sewer and drainage improvements.
- d) Community Facilities – The City has many facilities that support the Mid-Town neighborhoods. The Redevelopment Plan supplements these facilities with neighborhood parks and a proposed Resource Center.
- e) School Population – If the redevelopment program is successful, the number of residents will grow gradually. The Polk County School Board will continue to provide this service.

4. Identify specifically any publicly funded capital projects to be undertaken within the Community Redevelopment Area.

Mid-Town is a dynamic area. In the face of poverty, blight and crime, new developments are occurring in selected areas of Mid-Town. In addition, there are significant publicly funded projects in the proposed Mid-Town redevelopment area. *Exhibit 3 - Publicly Funded Capital Projects – City Capital Improvement Program*, outlines publicly funded capital projects to be undertaken within the Mid-Town Redevelopment Area. Also attached is *Exhibit 4* that lists capital projects funded by CDBG/Home programs.

The major physical improvement activities currently in process or soon to be started in Mid-Town are:

1. The In-Town By-Pass – The By-Pass (phase 1) will be constructed as a five-lane road from Bartow Highway to N. Florida Avenue beginning in 2002. The balance will be completed to George Jenkins Blvd. in 2006 (Phase 2). This road will go through the North Lake Wire and Parker Street neighborhoods.
2. Tiger Town – A new spring training stadium will be constructed on the site of the existing facility. The budget is about \$7.5 million, which includes \$5.0 million from the State of Florida. Construction is scheduled to begin in 2002.
3. The US 98/Interstate 4 Interchange Improvement – The FDOT will re-construct this interchange in 2002. The budget is \$60 million.
4. The Lakeland Interstate Business Park – This business park continues to be developed and approximately half of the sites contain warehouses or similar industrial buildings. Watkins Motor Lines has a large facility located on the southeast quadrant of Griffin Road and Providence Road.
5. Lakeland Regional Medical Center Expansion – The hospital is expanding its facility to the west of the current building. The demand for parking continues to grow, as does the need for additional office and support space for both the Hospital and the Watson Clinic. The two operations employ approximately 3,500 people.
6. Volunteers in Medicine Walk-in Clinic - The opening of Volunteers in Medicine provides a tremendous health care resource to those in need throughout Mid-Town and the City.
7. Hope VI – The Lakeland Housing Authority has been successful in obtaining a \$21.8 million grant to re-construct Washington Park and Lake Ridge apartments as more livable residential communities. Relocation of residents is nearly complete and construction will begin in 2002. In addition to the two specific housing developments, the Hope VI program will also develop up to 100 single-family homes on individual lots in Mid-Town.

**Exhibit 3: Mid-Town Redevelopment Plan
Publicly Funded Capital Projects – City Capital Improvement Program**

Project	Adjusted 2001 Budget	2002 Projected	2003 Projected	2004 Projected	2005 Projected	2006 Projected
CSX Property						
Land Acquisition	3,400,000					
Park Development		1,600,000	450,000	2,000,000	2,000,000	
Washington Park Renovation	119,141					
Replace Jackson Park Playground Equipment	50,000					
Beautification Projects						
Memorial Boulevard	137,000	400,000		400,000	400,000	
North Florida Avenue			400,000			
Simpson Park						
Expansion	1,489					
Liquid Chlorine Tank				35,000		
Pool	119,978					
Baseball Complex	417,868					
Renovate Buildings and Playgrounds	138,244	100,000	100,000	100,000	100,000	100,000
Recreation Complex						2,500,000
P&R IMPACT FEE PROJECTS						
District 1:						
Parker Street Neighborhood Park		25,000	225,000			
District 2:						
Westside Complex – Walking Path	200,000					
NON-DEPARTMENTAL						
Neighborhood Redevelopment	97,460	50,000	50,000	50,000	50,000	50,000
Neighborhood Matching Grant Program	64,025	50,000	50,000	50,000	50,000	50,000
N. Lake Wire Neighborhood Park		25,000				
North Florida Avenue Landscaping		200,000				
Martin Luther King Jr. Ave. Landscaping			200,000	100,000		
Coleman Bush Parking		50,000	25,000			

Source: City of Lakeland

Exhibit 4: Capital Projects funded by CDBG/Home Programs

**PROJECTED USE OF FUNDS
27th YEAR CDBG & 7th YEAR HOME PROGRAM**

ACTIVITY	CDBG	HOME FUNDS	TOTAL PER ACTIVITY
Program Administration City Housing Division 1104 N. Martin Luther King, Jr. Avenue Lakeland, FL 33805	\$115,000	\$31,700	\$146,700
Planning (Mid-Town Development) 228 South Massachusetts Ave. Lakeland, FL 33801	20,000	-0-	20,000
Code Enforcement 228 South Massachusetts Avenue Lakeland, FL 33801	180,000	-0-	180,000
Public Works (Side Walk) 228 South Massachusetts Avenue Lakeland FL 33801	10,600	-0-	10,600
Affordable Housing Assistance Program City Housing Division 1104 N. Martin Luther King, Jr. Avenue Lakeland FL 33805			
Rehabilitation	319,400	132,400	451,800
Relocation	100,000	-0-	100,000
Clearance	8,000	-0-	8,000
Home Purchase Assistance	-0-	220,000	220,000
Housing Activity Delivery	275,000	-0-	275,000
Keystone Challenge Fund, Inc.: 1003 South Florida Avenue Lakeland FL 33801			
Activity Delivery Costs	60,000	23,600	83,600
Housing Development	-0-	70,800	70,800
Public Services (Various Addresses)	145,000	N/A	145,000
Public Works			
TOTALS	\$1,233,000	\$478,500	\$1,711,500

**PUBLIC SERVICE FUNDING
CDBG FY 2001-2002
City of Lakeland, FL**

AGENCY/ACTIVITY	PROJECTED FUNDING
Big Brothers & Big Sisters, Inc. - Youth Services 113 Palmola Street Lakeland FL 33803	\$7,500
Boys & Girls Clubs of Lakeland - Summer Day Camp 1525 Martin Luther King, Jr. Avenue Lakeland FL 33805	\$12,000
Campfire Boys & Girls . Program for Youth In Homeless Shelters 2600 Buckingham Ave. Lakeland, FL 33803	\$3,000
Lake Morton Senior Center Computer Class Instructor 90 Lake Morton Drive Lakeland, FL 33801	\$4,000
Heart of Florida Girl Scout Council, Inc - Mentoring Program 1831 N. Gilmore Avenue Lakeland FL 33805	\$5,000
Homeless Coalition of Polk County Assistance for the Homeless Population 835 North Kentucky Ave. Lakeland, FL 33801	\$3,500
Habitat for Humanity, Inc. Lot Purchase 418 North Ingraham Ave. Lakeland, FL 33801	\$7,500
Police Athletic League (PAL) Counselor Services 1725 Martin Luther King, Jr. Ave. Lakeland, FL 33805	\$5,000

**City of Lakeland CRA
Mid-Town District**

New Life Ministries Outreach Program – Job Coaching P.O. Box 965 Lakeland, FL 33802	\$5,000
Parker Street Ministries, Inc. 605 East Oak Street Lakeland, FL 33801 Food Pantry Teen Summer Camp	\$5,000 \$5,000 \$10,000
The Salvation Army Canteen Mobile Outreach Program Salvation Army . Center of Hope 830 North Massachusetts Ave. Lakeland, FL 33801	\$2,000
Sunrise Community of Polk County, Inc. Outdoor Recreation Equipment for the Handicapped 807 N. Lake Parker Ave. Lakeland, FL 33801	\$4,000
Volunteers In Service to the Elderly (VISTE) 853 South New York Ave. Lakeland, FL 33815 Bathing Assistance Hot Meals for the Elderly Prescription Drug Program Respite Care Program	\$6,000 \$5,000 \$6,000 \$3,000 \$20,000
Lakeland Parks & Recreation 228 South Massachusetts Ave. Lakeland, FL 33801-5086 Summer Recreation Program- Simpson Park/Lincoln Academy Summer Recreation Program . Parker St Neighborhood Swimming Passes Swimming Lessons Art Classes-Simpson Park Modeling Class-Simpson Park After School Tutoring . Coleman Bush Building Summer Tutoring . Coleman Bush Building Computer Upgrade/Internet . Coleman Bush Building	\$30,000 \$10,000 \$1,000 \$500 \$2,000 \$1,000 \$8,000 \$2,000 \$2,000 \$56,500
Total	\$145,000

Source: City of Lakeland, The Consolidated Plan

8. Griffin Road Widening – Griffin Road will be widened to 5 lanes from Lakeland Hills Blvd. to N. Florida Ave (US-98) in 2002. The widening will continue westward to Kathleen Road in 2006.
9. Central Wetland Drainage Project – The City has commenced a major stormwater project to connect the central wetland between N. Florida Ave. and Providence Road to Lake Parker. The project will improve stormwater management in the area and supply water to Lake Parker.
10. The CSX Property – This parcel of land is extremely well located on the west side of downtown. The contamination clean-up costs have recently been estimated to be \$30 million. The rehabilitation of the land and development of this property will be a major asset for the City.
11. North Florida Avenue Road Enhancement Project – The City and the FDOT will make this improvement in 2002. The 4000 lineal foot project extends from Main Street to Memorial Blvd. The budget is \$565,000 with a significant Highway Beautification Grant from the State of Florida.

The net effect of these projects will be improvements in the housing stock, additional jobs in the area and improved infrastructure. The secondary impact may be an increased interest in private investment in Mid-Town for additional affordable housing and economic development.

5. Contain adequate safeguards that the work of the redevelopment plan will be carried out pursuant to the plan.

The Community Redevelopment Agency will carry out the work of redevelopment. The redevelopment process has been established consistent with Chapter 163, Part III, Community Redevelopment of the Florida Statutes. It is the intent of the Lakeland City Commission to comply with those requirements as established in Chapter 163, Part III, of the Florida Statutes as it has since the CRA was established in 1979.

6. Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this plan.

The proposed Mid-Town Redevelopment Plan conforms to the Lakeland Comprehensive Plan and the Land Development Code. As development occurs in the Mid-Town CRA, the Comprehensive Plan and/or Land Development Code will be updated, as appropriate, to support the redevelopment. This provision of a Community Redevelopment Plan will be satisfied on an individual basis as each project is carried through final documentation or design.

7. Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the Community Redevelopment Area.

As noted in Item #3, if relocation of persons becomes necessary on either a temporary or permanent basis as a result of implementation of the projects included within the Mid-Town Redevelopment Plan, the City will follow the relocation policies it has established in conjunction with the administration of its Community Development Block Grant and HOME Investment Partnership funds or other programs of the City.

8. Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly or if the plan is not intended to remedy such shortage, the reasons therefore.

Creating strategies for maintaining and attracting safe, decent and affordable housing is an essential element of the Mid-Town Redevelopment Plan. The Mid-Town neighborhoods are primary target areas for such efforts. These initiatives will be coordinated through City, state, federal and private initiatives.

9. Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the Community Redevelopment Area and any indebtedness of the Community Redevelopment Agency, the County or the Municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

The Mid-Town Redevelopment Plan includes a detailed list of projects identified in *Exhibit 5*, with the estimated costs for each project. The program has been designed based on the Tax Increment Analysis that projected a probable increase in property values by 2015 to generate incremental property tax receipts of \$10 million. No long-term indebtedness is anticipated in this Plan.

10. Provide a time certain for completing all redevelopment if financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved or adopted.

It is anticipated that the redevelopment projects will require no more than 30 years to complete after adoption of the Mid-Town Redevelopment Plan. The funds and projects will be processed by the CRA in conjunction with the financial accounting system of the City of Lakeland.

**Exhibit 5: Mid-Town Redevelopment Plan
Proposed Capital Projects and Programs**

	Phase 1 2001-2005	Phase 2 2006-2015
RELOCATION/TRANSITION HOME CONSTRUCTION		
(\$60K each on a City owned lot)		
4 homes in a selected neighborhood		\$240,000
NEIGHBORHOOD PARKS-PROPERTY ACQUISITION		
(3acres w/houses, 6 units/acre @ \$50K/home)		
Parker Street	\$900,000	
North Lake Wire	\$900,000	
Lake Beulah		\$900,000
Webster Park South	\$900,000	
Lakeshore		\$900,000
Granada		\$900,000
TRAFFIC CALMING FOR RESIDENTIAL CONNECTORS		
(\$100,000 retrofit traffic calming measure every 300 ± feet - at intersections where possible)		
Parker Street – 8 traffic calming measures from N. Fla. Ave. to N. Ingraham Ave.	\$800,000	
Martin Luther King Jr. Ave – 6 traffic calming measures from ITBP to Memorial Blvd.	\$600,000	
Martin Luther King Jr. Ave – 8 traffic calming measures from Memorial Blvd. to 10 th St	\$800,000	
Providence Rd. – 16 traffic calming measures from 10 th St to Alameda Dr.		\$1,600,000
10 th St – 16 traffic calming measures from Providence Rd. to N. Fla. Ave.	\$1,600,000	
“MODEL BLOCKS” – PROPERTY ACQUISITION & START UP COSTS		
(2 acres, 12du, \$50K/du = \$600,000 / block) (Start up with down payment assistance, clear title, closing costs = \$10,000/ house)		
Paul A. Diggs neighborhood	\$660,000	
Parker Street Property	\$660,000	
North Lake Wire Property	\$660,000	
Webster Park South Property		\$660,000
7 th Street Property		\$660,000

RESIDENTIAL BUFFERS W/ ECONOMIC CENTERS		
(\$90/ LF for 6' stucco finished concrete block wall with canopy tree 40' O.C. and vine planting 18" O.C.)		
Parker Street/Neighborhood/ Memorial, Estate, ITBP, Massachusetts Ave. Interface-- 6500 LF	\$585,000	
North Lake Wire / N Fla. Ave., ITBP Interface -2600 LF	\$234,000	
Lake Shore/ Lakeland Hills Blvd. Interface - 9500 LF	\$855,000	
Kathleen Rd. / Memorial Blvd. to I-4 – 4600 LF		\$414,000
Memorial Blvd. Corridor/ Massachusetts Ave. to western CRA boundary – 16,300 LF		\$1,467,000
N. Fla. Ave. at 10 th St –3000 LF	\$270,000	
THE LEARNING CENTER – RETROFIT EXISTING CITY BUILDING (\$50/ SF x 5,000 SF)	\$250,000	
CORRIDOR ENHANCEMENT		
(\$150/ LF based on N. Fla. Ave. experience)		
N. Florida Ave. from Memorial Blvd to Bella Vista St. – 5300 LF		\$954,000
N. Florida Ave. from Bella Vista to Interstate 4 – 6700 LF		\$1,206,000
Total	\$10,674,000	\$9,901,000

Source: City of Lakeland, The Community Development Department
Glating Jackson Kercher Anglin Lopez Rinehart, Inc.

ACTION PLAN FOR MID-TOWN

1. Preserve and Enhance Neighborhoods

Strong neighborhoods are vital to the City of Lakeland. Overall and neighborhood-specific actions are:

Overall Actions

1. Refine the Neighborhood Boundaries to reflect the corridor boundaries and potential splits in areas.
2. Continue to work on the organizational efforts with neighborhood leadership including the Neighborhood Association Council.
3. Develop a checklist of “standard” features of a neighborhood to use in evaluating each neighborhood citywide along with “Neighborhood Design Principles” and a rehabilitation standards handbook.
4. Review zoning designations to correct intrusions of incompatible uses into the refined neighborhood boundary areas.
5. Target code enforcement efforts based on neighborhood direction.
6. Overall, encourage social service agencies as they make new location and relocation decisions, to locate in the area framed by Memorial Blvd., Lakeland Hills Blvd., the In-Town By- Pass and North Florida Ave.
7. Design Local Residential Streets [*Exhibit 6 follows– Prototype Neighborhood Street*] to be integral parts of the neighborhoods open space system where it is safe for children to play.
8. Designate and Design Residential Connector Streets to carry more traffic than local streets, but to retain their residential character.
 - Streets should be no more than two lanes in width.
 - Traffic calming techniques should be considered, especially on Martin Luther King Blvd. and Parker Street.
 - Uses on the street should be designated to be residential or limited neighborhood-oriented businesses in small buildings.
 - Signs, street trees and sidewalks that re-enforce the residential character of the street should be programmed.
 - Ownership of Martin Luther King Blvd. and 10th Street from FDOT should be obtained.
 - The eight [8] streets to be designated residential connectors are:
[*See Exhibit 7 – Prototype Neighborhood Connector*]
 - Providence Road,
 - Lincoln Ave,
 - Martin Luther King Jr. Blvd.
 - W. Lake Parker Drive
 - Robson Street,
 - Bella Vista Street,
 - 10th Street/Parkview Place, and
 - Parker Street

Prototype Local Neighborhood Streets

(Unmarked on-street parking)

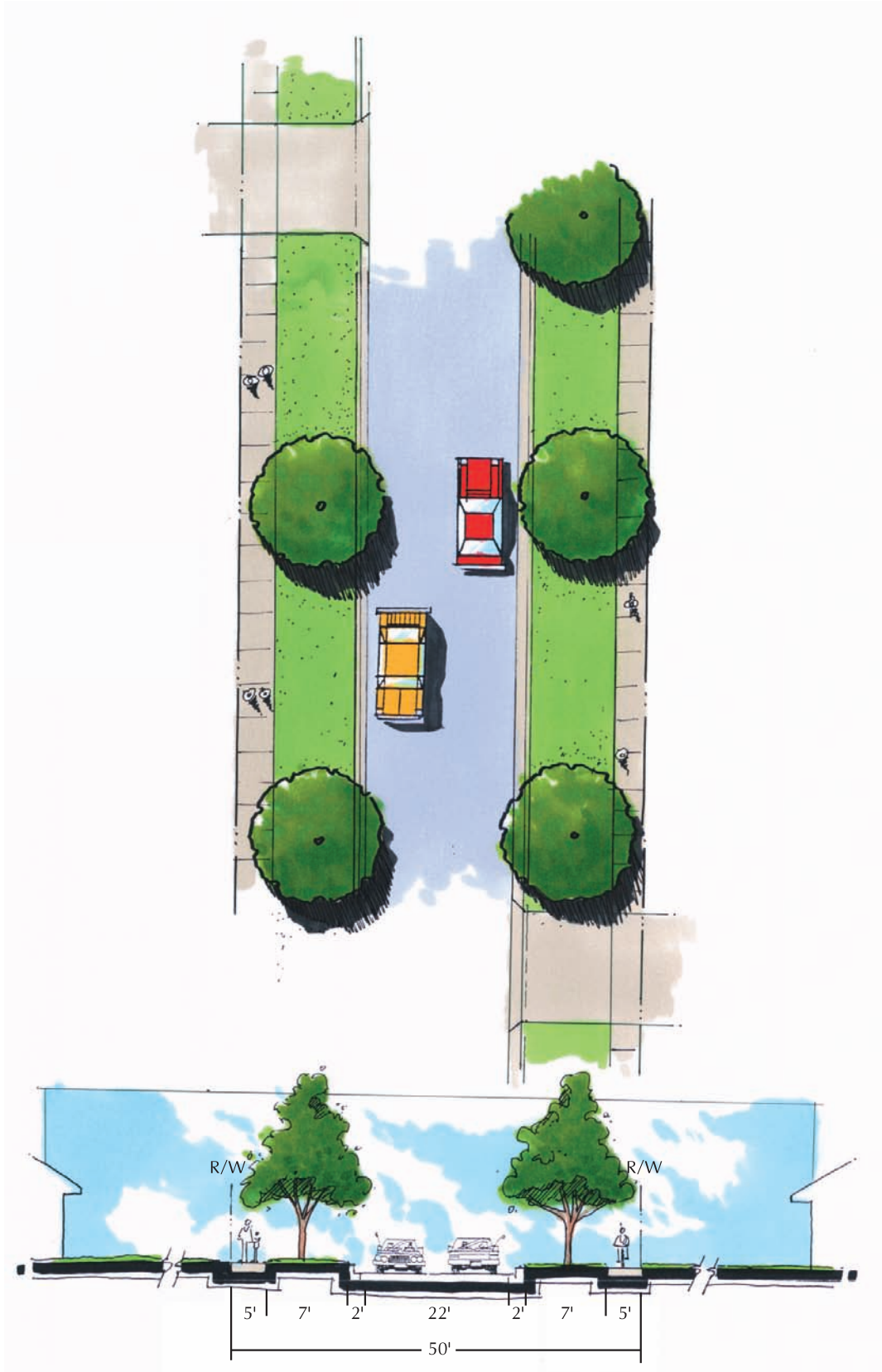


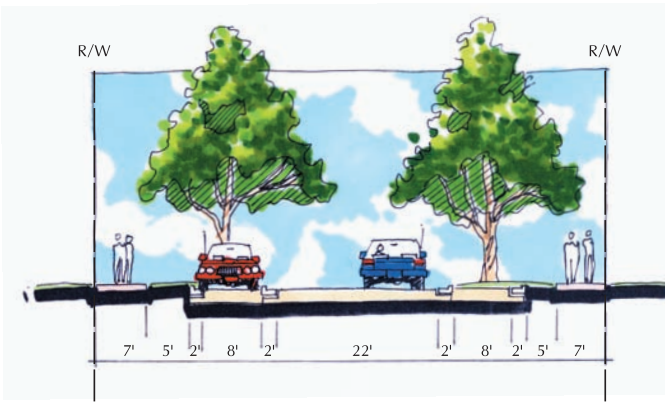
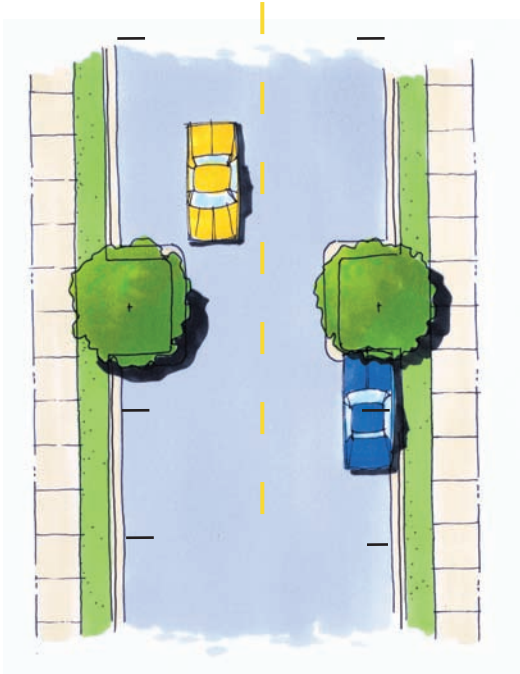
Exhibit 6

Prototype Local Neighborhood Street



Neighborhood Connector

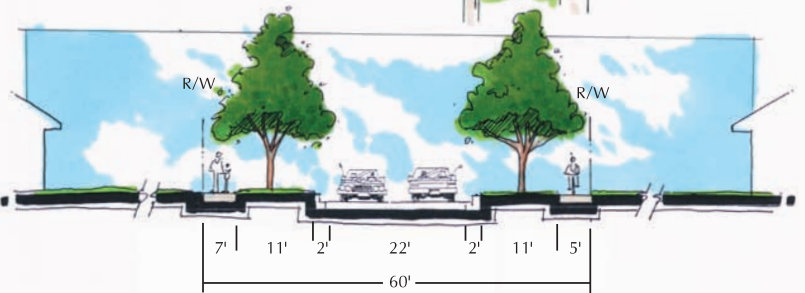
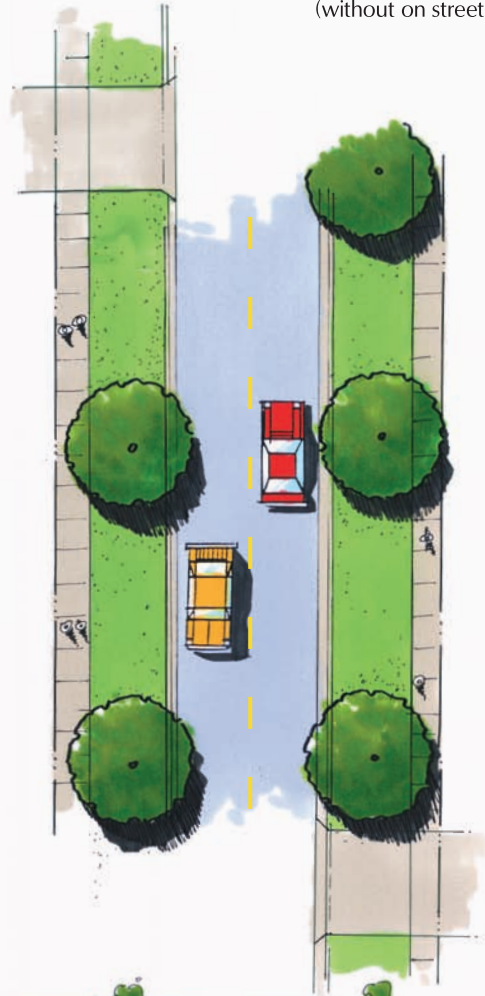
(with on street parking)



70'

Neighborhood Connector

(without on street parking)



60'

Exhibit 7

Prototype Neighborhood Connector



9. Develop a “Model Block” program based on the concept used in the Hope VI program. The intent of this action is to completely restore a small area rather than partially restore a larger area. The role of the CRA is to find a “block” or equivalent small area that can be completely rehabilitated to City Code. The CRA will obtain the land, provide clear title and upgrade infrastructure. Housing rehabilitation and new construction to be done by other agencies or private entities.

Neighborhood-Specific Actions

Granada

10. Prepare a plan for the neighborhood in response to the widening of Griffin Road.

Kathleen

11. Develop a serious buffer to protect the Providence Road neighborhoods from the Interstate Economic Center.
12. Develop standards to protect the “residential connector” character of Providence Road.

Lake Beulah

13. Consider adjusting the boundaries to coincide with the CRA boundary.
14. Identify a neighborhood park to serve this neighborhood.
15. Examine the feasibility of using the West Coast Baptist Retreat (100 W. Olive St.) as a vocational training center for the construction trades.

Lake Bonnet

16. Anticipate development of the CSX property and begin to “grow” a buffer.

Lake Bonny

17. Refine boundary definition.
18. Consider developing access to Lake Bonny Park for residents in the absence of a neighborhood park for the neighborhood.

Lakeshore

19. Define a defensible edge along Lakeland Hills Blvd. to stop the intrusion of non-residential uses and activities.
20. Enhance Lake Parker Dr. to encourage recreational use.
21. Develop a strategy for the conversion of the duplexes to another form of housing.

North Lake Wire

22. Design a safe and convenient connection from the neighborhood across the In-Town By-Pass to Lake Wire.
23. Design the edge of the In-Town By-Pass with buffers to protect adjacent homes.
24. Find property and develop a neighborhood park in North Lake Wire
25. Designate an area in this neighborhood as a “Model Block”.

Parker Street

26. Find property and develop a neighborhood park.
27. Develop design standards and plans to “traffic calm” Parker Street as a “residential connector”.

28. Design safe and convenient ways for pedestrians and bicyclists to cross the In-Town By-Pass.
29. Design the edges of the In-Town By-Pass with buffers to protect adjacent homes.
30. Prepare a site plan for the existing multi-family housing complexes to explore ways to minimize the impact of apartments on single-family housing by relocating entrances, landscaping or other site plan solutions.
31. Work with Mutual Wholesale to prepare a master site plan for the environs with the intent of minimizing neighborhood intrusion of truck traffic and creating a buffer between the industrial and residential uses.
32. Resist locating any additional “social service” agencies in the neighborhood.
33. Evaluate where sidewalks can be added and develop a sidewalk improvement program.
34. Designate an area in the Parker Street neighborhood as a “Model Block” for concentrated revitalization of housing, infrastructure and skills development.

Paul A. Diggs

35. Continue to work with the Housing Authority on the HOPE VI project.
36. Design standards to ensure that 10th Street remains a “residential connector” without non-residential uses.
37. Design standards to ensure that Martin Luther King Blvd. remains a “residential connector” without non-residential uses.
38. Resist locating any additional “social service” agencies in the neighborhood.
39. Build 4 “transition homes” in the neighborhood on City-owned lots to be used by residents while their homes are being rehabilitated.
40. Develop Booker T. Washington Park as a neighborhood park.
41. Work with the Lakeland Housing Authority as they develop a “Model Block” on the south edge of Booker T. Washington Park.

7th Street

42. Designate an area in the 7th Street neighborhood as a “Model Block” for concentrated revitalization of housing, infrastructure and skills development.
43. Develop a strategy for the conversion of the duplexes to another form of housing, possibly in conjunction with the “Model Block” program.

Shore Acres

44. Develop a buffer plan to protect residents from the commercial development along Memorial Blvd. and from the North Ingraham Economic Center.

Webster Park North

45. Develop standards to protect the “residential connector” character of Providence Road.
46. Find property and develop a neighborhood park, possibly in conjunction with Webster Park South and Kathleen (south).

Webster Park South

47. Find property and develop a neighborhood park, possibly in conjunction with Webster Park North and Kathleen (south).
48. Designate an area in this neighborhood as a “Model Block”.

2. Define, Design and Strengthen Five Distinct Mixed-Use Activity Centers in Mid-Town

The economic performance of the City's employment centers is critical. The actions designed to create private and public benefits associated with these economic zones are:

The Interstate Economic Center

The Interstate Economic Center is a 640-acre area located adjacent to Interstate 4 between Kathleen Road and US 98. It is dominated by the Lakeland Interstate Business Park and Watkins Motor Lines Company. The 12-acre Fairbanks industrial site west of Kathleen Road should also be considered. An industrial district with access to two I-4 interchanges, excellent visibility from the interstate, comprehensive infrastructure and buffering from adjacent residential neighborhoods will be very prosperous and enhance the economic performance of the businesses in the district and the City. Actions include:

1. Select a name to designate this activity center.
2. Re-align the proposed expansion of Griffin Road to connect directly from Kathleen to N. Florida Ave. (US98).
3. Seek FDOT signs on Interstate 4 to identify the district.
4. Provide signs on Kathleen Road and US 98 to identify the district and provide directions.
5. Work with the property owners and tenants to identify actions that will improve the economic performance of the district and the individual businesses in the district including zoning entitlements, utilities, signs and lighting.
6. Work with the business owners within the district to identify training opportunities and jobs for Mid-Town residents.
7. Continue to work with the property owners and the adjacent neighbors to develop an effective buffer between the two areas.

The North Ingraham Activity Center

The North Ingraham Activity Center includes two sub-areas. One is the commercial/government activity at the intersection of Memorial Blvd. and N. Ingraham Ave. with the former Lakeland Mall, the former Sears Center and the cemetery. The second area is more industrial in character and includes the many smaller operations adjacent to the railroad.

The combined area is about 350 acres in size. This loosely organized area is well located and well served with infrastructure. A re-positioning of the area to promote the locational advantages for offices, office/warehouses, service businesses and other economic development is appropriate. Actions include:

8. Select a name for this activity center.
9. Prepare an Urban Design Plan for the unified development of this district with parking, street organization, zoning and signs designed to promote the success of this district.
10. Work with the property owners and businesses to define ways for intensifying development of the property to improve economic performance for the City and the businesses.

11. Work with business owners to identify training opportunities and jobs for Mid-Town residents.
12. Work with the businesses, the Parker Street residents and the Shore Acres residents to establish effective buffers between industrial and residential uses and toward the reduction/prevention of business traffic in the residential areas.

The Lakeland Sports Complex

Lakeland is a sports town. Parks and stadiums are part of the community's life and image. The evolution of Tiger Town/Lake Parker Park into a center that is bigger in scope than the individual activities is a strong potential. The establishment of a multi-venue sports complex can attract investment, tourism, tournaments and other economic development into the City. The location near I-4 and the downtown is valuable. The initial facilities are in place with Lake Parker Park and the opportunity to design Tiger Town's new baseball stadium facility. Declaration of a larger mission is timely. Actions include:

13. Select a name for this activity center.
14. Prepare an Urban Design Plan, including marketing, operating and financing elements, for the 300-acre district that includes Tiger Town, Lake Parker Park, the lake frontage and the Lakeland Hills Blvd. street frontage.
15. Adopt a policy to encourage sports related activities to locate in the district, including businesses such as hotels, restaurants, sports medicine clinics [connected with the medical district], wellness centers, sports bars, sporting goods shops, housing for athletes and other uses that support the mission of the area.
16. Work with the sports and business owners to identify training opportunities and jobs for Mid-Town residents.
17. Develop a buffer and neighborhood protection program for the residents now living in the vicinity of the district to ensure the continuing viability of adjacent neighborhoods.

The Lakeland Hills Medical District

The advantage offered by this activity center is that it focuses on special services that are of value to the City. Once the medical district is declared to be a priority of the City, other public and private investments will gravitate to the area. A collaborative effort between Lakeland Regional Medical Center, Watson Clinic and the City of Lakeland can produce results that serve the individual and collective interests of all parties. Actions include:

18. Select a name for this activity center.
19. Prepare an Urban Design Plan for the district that includes expansion plans for both medical institutions; support needs of the two groups such as offices; service business support needs such as labs and other third party activities; infrastructure needs that can be facilitated by the City such as consolidated parking with security; zoning and other regulatory needs that enable growth and intensification; and services that can be considered in common such as safety on and around the grounds of the district.
20. Facilitate a plan for cooperative training that uses the services of existing organizations, Polk Community College, the HOPE VI commitments, the proposed "Resource Center" and other programs to provide training and job opportunities to Mid-Town residents.

21. Seek public/private-funding sources for the activities of common interest.
22. Develop a transitional program for the residents of the neighborhood included in the medical district to protect the neighborhood for as long as possible as it transitions to medical use and to treat the owners and residents fairly.

Interstate 4 Interchanges

Although not “activity centers”, the I-4 interchange areas warrant special attention. Plans for each should address functional, developmental and aesthetic issues. The interchange areas need to be successful assets for the City. Planning for lands in the vicinity of the near-term US 98/I-4 interchange improvement is timely.

3. Intensify and Beautify the Development Corridors in Mid-Town

Lakeland’s development corridors should be ideal locations for strong businesses, they should be inviting gateways into the downtown and they should be good neighbors to the adjoining residential areas. Actions necessary to have successful development corridors are:

1. Designate and design Development Corridors using the major arterial streets in Mid-Town to be the location of an intense mix of higher density residential dwellings, offices, commercial and public/institutional activities. These corridors are the gateways to the City and should be aesthetically pleasing, safe and functionally efficient.
 - ❑ Streets should have a maximum of four (4) travel lanes; existing six (6) lane highways should be studied to reduce the adverse impact of the facilities.
 - ❑ On-street parking should be considered where practical.
 - ❑ Sidewalks, streetlights and street trees should re-enforce the active, mixed-use character of the corridors.
 - ❑ Connections of the uses through interconnected parking areas, frontage/backage roads, coordinated driveways should be part of the entitlement process that provides higher intensities to the property owners and businesses.
 - ❑ The five [5] streets in Mid-Town that are Development Corridors are:
[Exhibit 8 follows – Prototype Development Corridor Street]
 - Kathleen Road,
 - N. Florida Ave./US 98,
 - Lakeland Hills Road,
 - Griffin Road and
 - Memorial Blvd.
2. Pursue a “global” arrangement with FDOT regarding ownership of streets and design standards for different classes of street.

Development Corridor Street

(Typical)

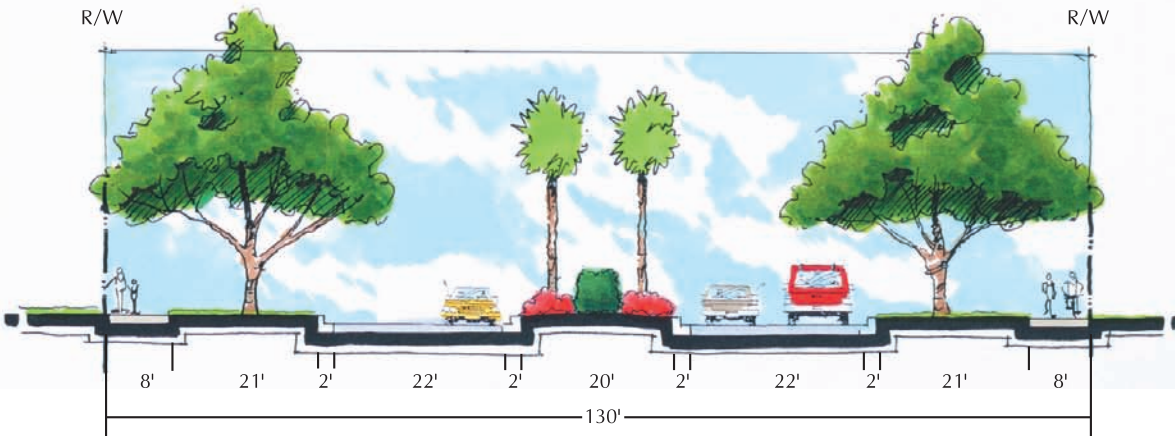
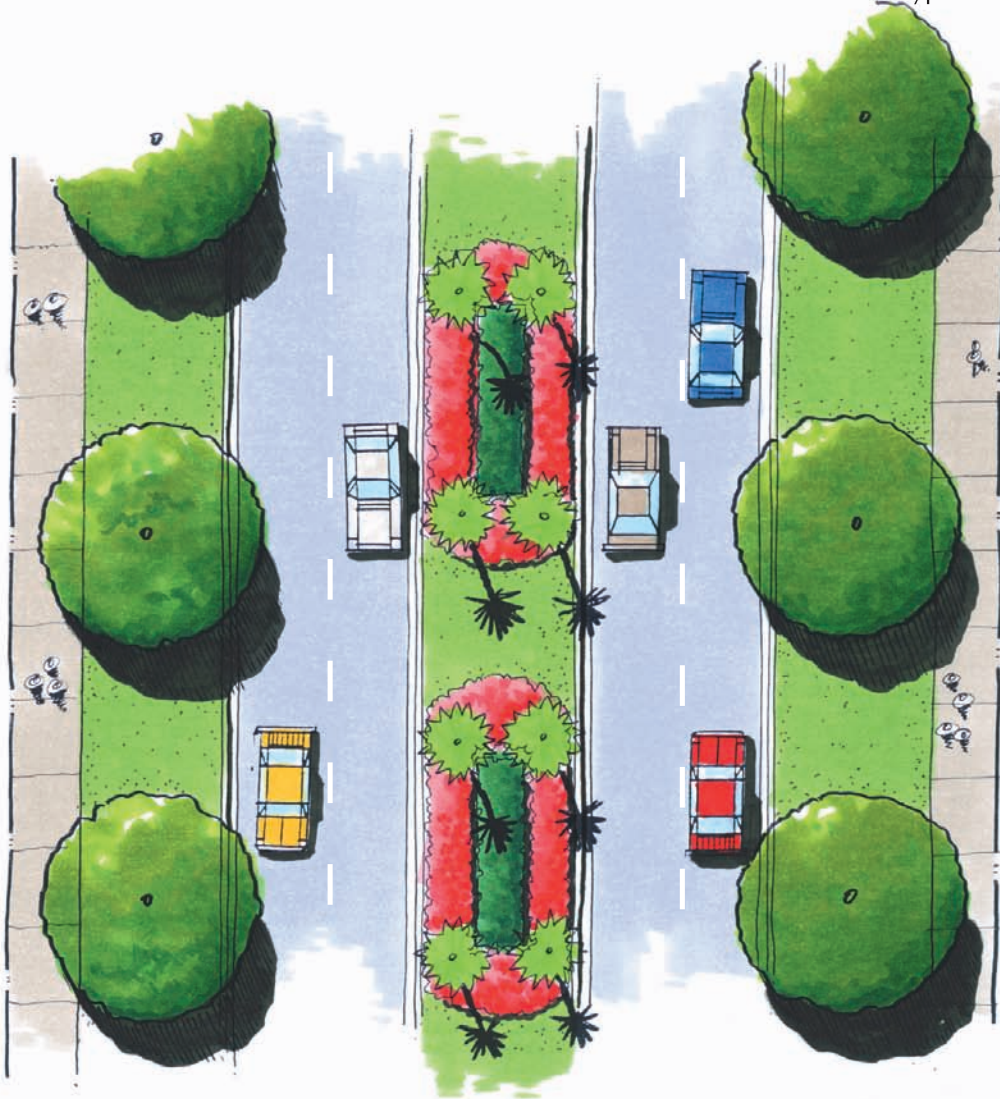


Exhibit 8

Prototype Development Corridor Street



In addition, an Urban Design Plan should be prepared for the In-Town By-Pass to ensure that it meets its dual role of moving traffic around the downtown while bordering several residential neighborhoods. This new road will change the character of downtown and the Parker Street and North Lake Wire neighborhoods. The concept of the road is to move traffic around the downtown on a through street with few intersections. The road will be bounded by residential development of both sides. The design principles for this corridor include:

- ❑ Street trees, street lights and signs should be supportive of the residential neighborhoods.
- ❑ A proper street name should be provided.
- ❑ Retention ponds should be designed as community amenities with landscaping, contoured edges, and no fences.
- ❑ Crossings should be designed to be safe and convenient for pedestrians and bicyclists.
- ❑ The remnant local streets should be re-constructed in a pattern that re-enforces the residential character of the adjoining neighborhoods.

The important work necessary to make this road a community-connector rather than a community divider is to have a detailed design plan for landscaping, pedestrian systems, crossings, signs, lighting, and buffering. As phase one design is finalized, an urban design plan should be prepared to ensure the advantageous effects of this significant facility.

4. Continue to Improve Community Open Space and Infrastructure, Services and Facilities

Community services and facilities for Mid-Town cover a wide range of programs. They include services related to housing, safety, transit, recreation, training and economic development. The City and other agencies provide a wide range of services in the community today. Existing and proposed programs include:

1. Housing programs should continue to focus on the blighted neighborhoods and focus on specific objectives, such as:
 - ❑ Continue providing down payment and closing cost assistance.
 - ❑ Continue the Lakeland Infill Housing Assistance Program.
 - ❑ Rehabilitation of existing owner-occupied homes with funds from CDBG, HOME and SHIP.
 - ❑ Financing of new homes through the CHDO and other sources.
 - ❑ Establishment of a pool of “Transition Relocation Homes” to be used by families temporarily relocated during a City-sponsored rehabilitation of their homes.
 - ❑ Provision of title-cleared lots for HOPE VI, the Transition Relocation Homes of the City and others programs.
 - ❑ Code enforcement coordinated with rehabilitation and new construction programs.
 - ❑ Prototypical designs for houses on 50’ lots that can be used by the City and other organizations as a resource for new construction and rehabilitation.
 - ❑ Training for homeownership, job skills, debt/financial management, home maintenance and other skills can be coordinated with the temporary relocation program and at a proposed “Resource Center”.

- Selection of a small area for concentrated revitalization of housing, (the “Model Blocks”) infrastructure and skills development that focuses efforts on a specific area where a complete rehabilitation of the homes and the neighborhood can be accomplished. Purchase the property and provide buildable lots to homebuilders. Select areas in the following neighborhoods:
 - Select Area #1 – Paul A. Diggs neighborhood
 - Select Area #2 - Parker Street neighborhood
 - Select Area #3 - North Lake Wire neighborhood
 - Select Area #4 - Webster Park South neighborhood
 - Select Area #5 – 7th Street neighborhood
 - Continue to Support the City’s Neighborhood Services Program, including
 - Neighborhood Leadership Training
 - Outstanding Neighborhood Volunteer of the Year Award
 - Annual Neighborhood Conference
 - Neighborhood Newsletters
 - Work with Business and Industry, such as The Home Depot, to build and maintain the City’s stock of affordable housing.
2. As a matter of policy and practice by the City, safety programs have consistently been focused on the blighted neighborhoods. The redevelopment plan for Mid-Town relies on the continuing empowerment of residents to defend their neighborhoods through awareness, City support and the provision of facilities and services. Organizational assistance from the City and others, resident involvement, law enforcement and physical improvements are all necessary to enable residents to make their neighborhood defensible. Specific aspects regarding neighborhood safety that could be considered for the Select Areas are:
- Law Enforcement - Concentrate law enforcement efforts in the Select Areas for the first year of their occupation, including animal control from the County.
 - Physical Improvements – “Crime Prevention through Environmental Design” (CPTED) principles should be used in the design of the physical and programmatic aspects of the Select Areas, including ideas such as improving general visibility in the neighborhood by tree and shrub trimming, lighting and the removal of unused structures.
 - “Weed and Seed” – continue to provide the program services.
 - Resident Involvement – Continue training, education and programming such as Neighborhood Watch through neighborhood organizations.
3. Transit service should continue to be coordinated with the needs of the residents for employment–related transportation. The location and timing of routes should continue to be coordinated with the economic needs of the residents. Bus shelters and other facilities should be provided.
4. Recreation and education through the parks and schools in the area are intended to serve the children and other residents. Programs to continue to pursue are:
- Agreements with the schools to increase the use of school grounds for programmed and casual recreation of the neighbors.

- ❑ Continued use of schools, parks and community centers for pre-school and after school programs, adult education, organized recreation and casual play. The continued coordination of park and school activities and facilities is essential to strengthening the neighborhoods.
- ❑ Examine the potential advantages of a City sponsored charter school.
- ❑ Complete Simpson Park.
- ❑ A prototype neighborhood park should be designed that responds to the needs of the target neighborhoods [*Exhibit 9 follows – Prototype Neighborhood Park*]. The program for a children’s park is that it should be 3-4 acres in size with a tot lot, an open play field with a backstop, half court children’s basketball, no restrooms and no parking. Different parameters may be involved in the design of a park for elders. Locational standards should also be set.
- ❑ Plan a pedestrian bike trail that connects the Central wetland, Lake Parker Park, W. Lake Parker Drive, Simpson Park and Adair Park with the City’s Lake-to-Lake Connector system.

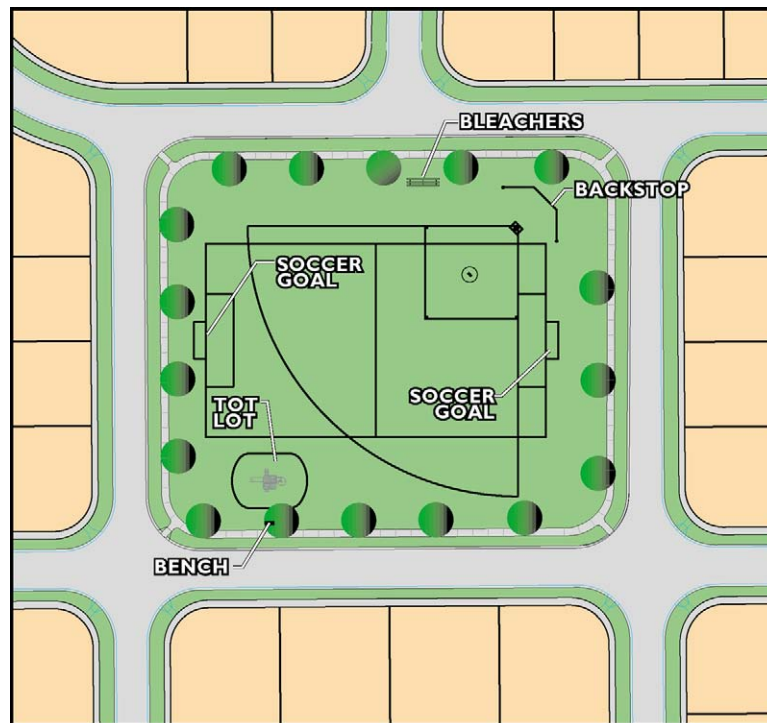
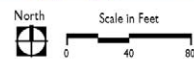


Exhibit 9

Prototype Neighborhood Park



5. Training and the focusing of the many training programs in process in Mid-Town is a specific action to be facilitated by the City or a similar organization, including:
 - ❑ Establishment of a “clearinghouse”, a Mid-Town Resource Center, that:
 - Establishes a pallet of programs that address needs in the community such as financial management, debt management, homeownership training, home maintenance, car maintenance, job skills, computer training, child rearing or other programs based on community needs,

- Enables residents to know what programs are being offered,
 - Develops, finds and promotes new programs to fill gaps not now being met,
 - Partners with established programs from the Community College, businesses like The Home Depot, Keystone Challenge Fund’s financial management program, the hospitals training program associated with HOPE VI and others, and
 - Provides a place where training can occur with transit service support and childcare.
- ❑ Examination of the types of training and education needed by residents with an inventory of existing programs and venues.
 - ❑ Comprehensive training and skills development programs perhaps tailored to each neighborhood or group of neighborhoods, that provides the needed training at sites accessible to the users.
 - ❑ A “center” for training that offers courses, as needed, with childcare and transportation. One such center could be provided in the North Lake Wire/Paul A. Diggs area with another in the Parker Street neighborhood.
 - ❑ Partners with new or existing programs for funding, operations and locations.
6. Economic development is a continuing activity of the City and others in order to increase employment and income of neighborhood residents. The approach is to reduce family operating costs and to increase family income by the following actions:
- ❑ The most significant family household expenses are housing, transportation and health care.
 - Housing and housing costs are being substantially addressed by the City, the Housing Authority and others. These programs need to continue to be enhanced to improve the affordability of standard housing to residents consistent with their incomes.
 - Transportation costs to families and employees can be lowered through good transit service, pedestrian and bicycle systems, rideshare clearinghouses at employment centers and in neighborhoods with car maintenance training. Bus shelters and related improvements will increase mobility.
 - Health care costs can be reduced through preventative programs at clinics such as Volunteers in Medicine, and improved transportation service to preventative and treatment centers.
 - ❑ Family income growth results from job training and education, new jobs and access to jobs.
 - Job training is provided now by many agencies. It is proposed above that existing programs be evaluated and examined to find improvements in the scope and accessibility of programs.
 - Business ownership/management training is also a needed service. The “Mid-Town Resource Center” should have the charge to develop and promote this program. Business incubators should be evaluated.
 - New jobs are provided by new and expanded businesses. Based on the Mid-Town development concept there will be an effort to expand the number of new businesses and jobs in the Economic Centers.

- Businesses are also encouraged to intensify in the five Mid-Town “Development Corridors”. New businesses are not encouraged on the residential connectors.
- The City should encourage private or not-for-profit businesses skilled in the area of business finance to provide loans in Mid-Town. These services could be organized at the “Resource Center”. Financing businesses is a specialty service not well suited to public agencies. It is not expected that the City, the CRA or other City-related agencies will be financing new businesses.
- ❑ Regulatory Programs - The City should examine the Comprehensive Plan, the Land Development Code and the Code Enforcement Program to ensure it is supportive of the Mid-Town Redevelopment Plan.
- ❑ Funding - The City should continue to provide financial resources to Mid-Town through the City’s Capital Improvement Budget and The Consolidated Plan. CRA monies will provide additional resources. The City should also consider enabling each neighborhood, development corridor or mixed-use activity center to tax itself for specific improvements.

CONCLUSIONS

In summary, the development strategy for Mid-Town consists of four basic approaches with several supporting and implementing actions. The four elements of the strategy are:

- ❑ Preserve and Enhance Neighborhoods,
- ❑ Define, Design and Strengthen the Distinct Mixed-Use Activity Centers in Mid-Town,
- ❑ Intensify and Beautify the Development Corridors in Mid-Town, and
- ❑ Continue to Improve Community Open Space and Infrastructure, Services and Facilities.

The pursuit of this strategy will lead to the revitalization of Mid-Town as a place where people will choose to live and raise their families.



LAKELAND FLORIDA