

2015 annual report

progress comes through change.

LAKELAND COMMUNITY
REDEVELOPMENT AGENCY

welcome

TO LAKELAND



Progress comes through change.

In June 2015, the Lakeland Community Redevelopment Agency (LCRA) voted to consolidate the Dixieland, Downtown and Midtown CRA Advisory Boards to one single-purpose Community Redevelopment Advisory Board. Staff was confident the consolidation would further facilitate the Redevelopment Plans of the three areas which are contiguous and dependent each upon the other by virtue of that contiguity.

The strategy of merging specific initiatives and program goals has strengthened the redevelopment agency's efforts in the 2015 Fiscal Year. The staffing efficiency gained by the consolidation allowed LCRA staff to focus on measuring the impact of existing programs and gaining an understanding of how we could be more effective from industry and community leaders. We did some talking, but much more listening. What we learned has led us to new incentive programs, new real estate projects, process improvements and new partnerships.

We eagerly anticipate the chapters yet to be written for Dixieland, Downtown and Midtown. LCRA staff is dedicated to learning, creating partnerships and nurturing redevelopment projects to their success. After you review our recent activities, please let us know how we can continue to make a meaningful difference by helping the city of Lakeland become an even better place to work and live.

CITY OF LAKELAND STAFF

Tony Delgado

Interim City Manager

Brad Johnson

Assistant City Manager

Jim Studiale

Director of Community Development

Celeste Deardorff

Assistant Director of Community Development

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

Howard Wiggs

Mayor

Commissioners

Jim Malless

Keith Merritt

Don Selvage

Justin Troller

Phillip Walker

Edie Yates

LAKELAND COMMUNITY REDEVELOPMENT AGENCY ADMINISTRATIVE STAFF

Nicole Travis

CRA Manager

Patricia Hendler

CRA Project Manager

Judith Keller

CRA Project Manager

LAKELAND COMMUNITY REDEVELOPMENT AGENCY ADVISORY BOARD

Chairman **Cory Petcoff**, Dixieland

Co-Chairman **Earl Johnson**, Midtown

Brian Goding, Dixieland

Ben Mundy, Dixieland

Zelda Abram, Downtown

Todd Baylis, Downtown

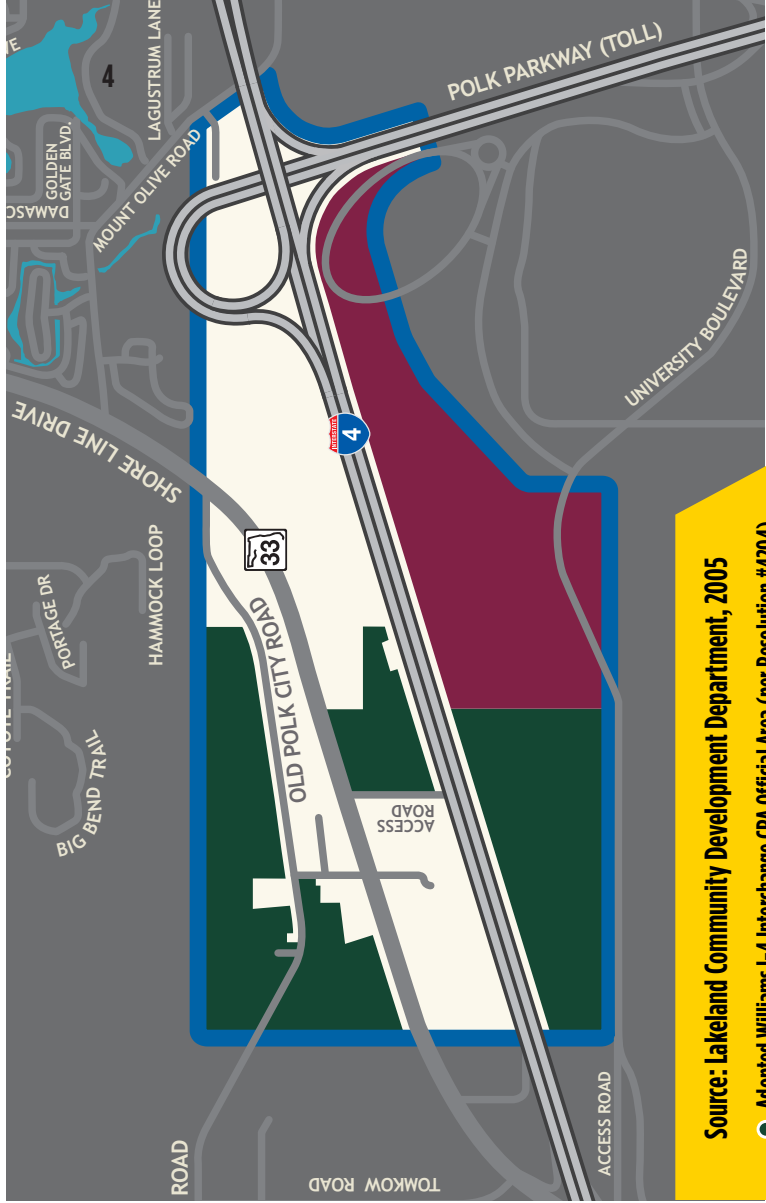
Cliff Wiley, Downtown

Dean Boring, Midtown

Dr. Sylinda Fulse, Midtown

Pastor Eddie Lake, At-Large

Commissioner **Jim Malless**, Mayoral Appointment



Source: Lakeland Community Development Department, 2005

- Adopted Williams I-4 Interchange CRA Official Area (per Resolution #4204)
- Expansion of Williams I-4 Interchange CRA Official Area
- Williams I-4 Interchange CRA Ultimate Area



LAKELAND'S ECONOMIC DEVELOPMENT AREAS

 DOWNTOWN CRA

 DIXIELAND CRA

 MIDTOWN CRA

 WILLIAMS CRA

 CORE IMPROVEMENT AREA



downtown

COMMUNITY REDEVELOPMENT AREA

**DOWNTOWN
COMMUNITY REDEVELOPMENT AREA
ADVISORY BOARD
OCTOBER 2014 – MAY 2015**

Todd Baylis
Qgiv, Inc.

Eric Belvin
Linksters Taproom

Bretta Christakos
CenterState Bank

Brandon Eady
Downtown Resident

Christopher McArthur
Black & Brew Coffee House
& Bistro

Grant Miller
Keller Williams Realty

Sara Olson
American Red Cross

Greg Sanoba
The Sanoba Law Firm

**Commissioner
Don Selvage**
City of Lakeland

Margret Stephens
Brooke Pottery



REVENUES

Tax Increment Revenues \$907,987	69.73%
Unappropriated Surplus \$304,411	23.37%
Interest & Miscellaneous \$89,835	6.90%

TOTAL \$1,302,233

EXPENSES

Operating \$11,488	.88%
Economic Development Incentives \$27,017	2.07%
Corridor Enhancements \$47,830	3.67%
Property Management \$3,793	.29%
Debt Service \$1,212,105	93.09%

TOTAL \$1,302,233

TAX INCREMENT REVENUE SOURCES

Polk County \$518,223	57.07%
City of Lakeland \$352,028	38.77%
LAMTD \$37,736	4.16%

TOTAL \$907,987

Bay Street Redevelopment

In January of 2015 the developers of Nobay, the first new residential development proposed and approved for Downtown since 2005, came to the City Commission to request a revision of their July 2015 Acquisition and Redevelopment Agreement to reduce the minimum number of units and to revise the design of the project. The higher cost of infill development was given as the reason for the reduction of units and change of design. The request was approved, and the required minimum number of residential units was reduced from 70 to 35 units. The revised agreement also reduced the amount of the City subsidy for the project from \$500,000 to \$400,000. Although the property being redeveloped was a City of Lakeland owned public parking lot, the CRA Staff was asked to oversee the project and work with the developers and City departments to facilitate

permitting and site review. The resulting final plans submitted for permitting were increased to include a 55 residential unit project with 12,000 SF of commercial/retail space. In July of 2015, the developers applied to the Downtown Community Redevelopment Agency to receive a Tax Increment Financing award for their proposed \$6,755,000 redevelopment project. The award was granted. The CRA continues to be the liaison between the City and the development team.

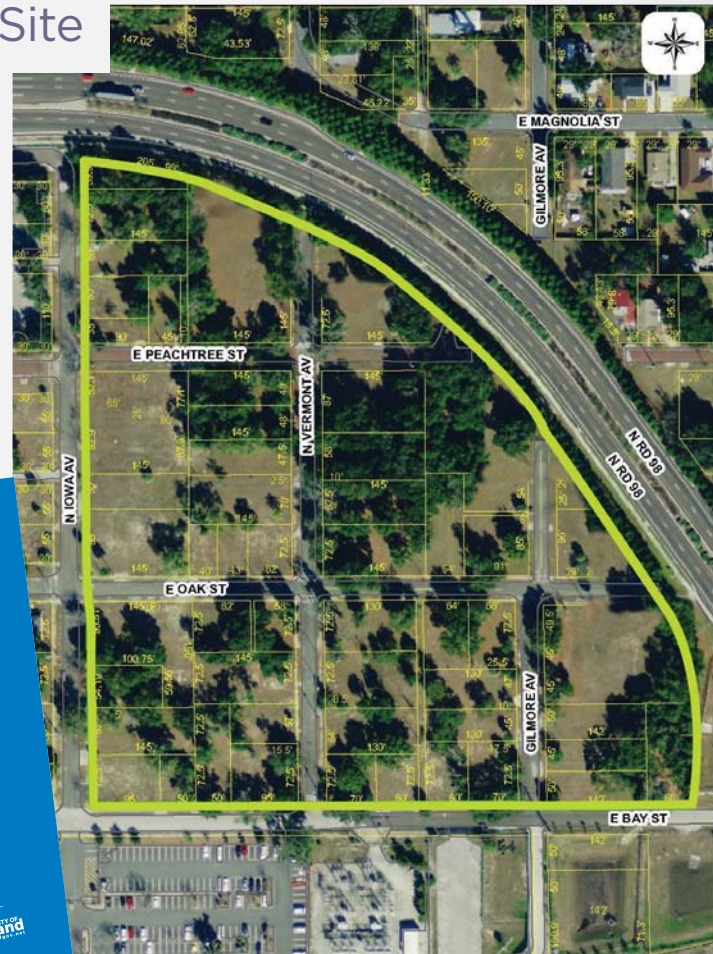
GROUNDBREAKING SCHEDULED FOR NOVEMBER OF 2015.

In anticipation of the loss of the public parking spaces at Bay Street, the CRA expanded their Oak Street parking lot which lies immediately to the north of the Nobay project. This expansion of Oak Street from 64 to 88 spaces completed in September 2015 is Phase I of a two Phase expansion which is anticipated to increase the Oak Street parking lot to 155 parking spaces to accommodate both permit holders and visitors to Downtown.



North Lake Mirror CRA Redevelopment Site

The 10 acre redevelopment site on the northeast edge of the Downtown CRA was acquired in individual lot purchases from 2005 – 2009. During that time as lots and buildings were acquired, residents relocated, and buildings demolished. An RFPQ was issued and the project was awarded to a single development team which proposed building 400+ residential units. The subsequent national real estate recession resulted in the developer walking away from the project and the CRA waiting for a more favorable time to begin a redevelopment project for the land. In late 2014, CRA facilitated a charrette with City Planning Staff to discuss the redevelopment of the property. Several examples of similar redevelopment sites in the southeast were studied. In anticipation of the reemerging real estate development market and a desire to issue a Request for Qualifications for developers, it was agreed that a planning consultant who could analyze both market demand and best practices for redevelopment of the site be engaged. Kimley-Horn was hired in summer 2015 to perform an evaluation of the market demand for residential development and options for massing of units on the site. In addition to meeting with CRA Community Development Planning Staff, there will be a town meeting to gather input from area stakeholders and interested developers. Kimley-Horn recommendations are scheduled to be delivered in early 2016.



dixieland

COMMUNITY
REDEVELOPMENT
AREA

DIXIELAND
COMMUNITY REDEVELOPMENT AREA
ADVISORY BOARD
OCTOBER 2014 – MAY 2015

Cory Petcoff
Baron Realty

Lauren Respass
Southside
Cleaners-Launderers

Brian Goding
Hillcrest Coffee

Mary Smith
Dixieland Neighborhood
Association

Jim Steinbauer
South Lake Morton
Neighborhood
Association

Tom Waller
The Waller Group

Kristin LaMonte
360 Unlimited



REVENUES

Tax Increment Revenues	180.9%
\$165,815	
Unappropriated Surplus	-105.53%
-\$96,729	
Interest & Miscellaneous	24.63%
\$22,578	

TOTAL \$91,664

EXPENSES

Operating	93.01%
\$85,259	
Economic Development Incentives	2.27%
\$2,085	
Corridor Enhancements	4.72%
\$4,320	

TOTAL \$91,664

TAX INCREMENT REVENUE SOURCES

Polk County	57.07%
\$96,698	
City of Lakeland	38.78%
\$65,687	
LAMTD	4.15%
\$7,041	

TOTAL \$169,426

Incentives Pays Dividends

Property owner incentives totaling \$45,630 were awarded in the 2015 fiscal year. The Dixieland Post Office located at 1053 S Florida was awarded a Design Assistance and a Façade Improvement matching grant. The Post Office is an icon in the CRA, as it has been in the same location for more than 52 years.

Nineteen61, a Latin cuisine restaurant, located at 1212 S Florida was a recipient of a Façade Improvement matching grant. It is worth noting that this location previously benefited from a Food-Related Service matching grant that provided for the purchase and installation of a vent hood. The **incentivized leasehold improvement made the site more attractive** to the Nineteen61 owner and contributed to the selection of this site over other locations.

Born and Bread Bakehouse, 1113A S. Florida Avenue, was awarded a Food-Related Services matching grant for the purchase and installation of a commercial grade oven. This bakery will be the home of a wildly popular vendor at the Downtown Farmer's Market. The bakery is scheduled to open in December 2015.



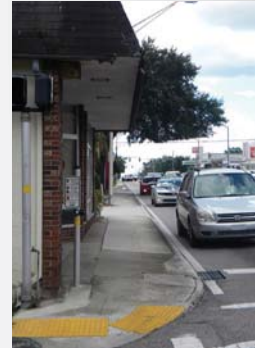
The relatively small investments in the Dixieland CRA continue to reap huge returns for the district. The incentive programs in the redevelopment toolbox are historically leveraging private investments made in commercial properties at approximately \$2.50 for every dollar invested by the CRA.



South Florida Avenue Makeover

In support of the CRA's goals to improve the vibrancy of the South Florida Avenue corridor through Dixieland and Downtown and to strengthen the connectivity between area businesses and adjacent neighborhoods, the Florida Department of Transportation is funding a transportation and land use study that will quantify the impacts of various roadway improvement options such as the reduction in the number of travel lanes through a "road-diet" project. If a road-diet is determined to be a viable improvement option, the number of travel lanes on Florida Avenue could be reduced from five to three, which when combined with sidewalk and intersection enhancements, would improve conditions for pedestrians, bicyclists and transit patrons. In Spring 2016 and as part of this study, the Central Florida and Treasure Coast Regional Planning Councils will conduct an extensive planning exercise to engage residents, business owners and other stakeholders to establish a long-term vision for the corridor. The recommendations resulting from this study will be implemented over the next several years, through stand-alone capital projects or in conjunction with a future resurfacing project on the Florida Avenue corridor.

We continue to be optimistic about the future of this district and the opportunities South Florida Avenue presents.



midtown

COMMUNITY REDEVELOPMENT AREA

MIDTOWN
COMMUNITY REDEVELOPMENT AREA
ADVISORY BOARD
OCTOBER 2014 – MAY 2015

Dean Boring
Boring Business Systems

Deborah Beall Boynton
Beall Insurance

Sylinda Fulse
Lakeland Family
Pharmacy

Frank Lansford
Payne Air

Commissioner
Jim Malless
City of Lakeland

Nancy Martinez
Watson Clinic, LP

Ryan Reis
Keiser University



REVENUES

Tax Increment Revenues \$1,656,923	272.99%
Rental Income \$21,604	3.56%
Unappropriated Surplus -\$2,227,765	-367.03%
Interest & Miscellaneous \$260,602	42.94%
Surplus Land Sales \$895,583	147.56%

TOTAL \$606,947

EXPENSES

Operating \$130,950	21.58%
Economic Development Incentives \$171,663	28.28%
Corridor Enhancements Northwest \$51,761	8.53%
Northeast \$74,290	12.24%
Neighborhoods Northwest \$39,783	6.55%
Northeast \$26,337	4.34%
Mixed Use Activity Centers \$62,586	10.31%
Property Management \$49,577	8.17%

TOTAL \$606,947

TAX INCREMENT REVENUE SOURCES

Polk County \$839,569	56.71%
City of Lakeland \$577,822	39.04%
LAMTD \$62,980	4.25%

TOTAL \$1,480,371

Salvation Army Redevelopment Site

The Midtown CRA Redevelopment Plan and subsequent Parker Street Small Area Study identified the North Massachusetts Avenue clustering of social services as an area of blight and a target for redevelopment. In an effort to facilitate the relocation of the Salvation Army's emergency and transitional housing and feeding programs from the area, the CRA agreed to purchase the 1.6 acre site in 2009 and closed on the property in 2012. Knowing that the Salvation Army intended to vacate the site in early 2015, the CRA entered into a contract with Green Mills a development company specializing in workforce housing using the Florida Housing Finance Corporation Low Income Housing Tax Credits. The tax credit program is awarded through a lottery system, and unfortunately Green Mills lottery number for this proposal was too high to participate in the 2015 awards. An award of the tax credits for another site within a 3 mile radius of the Salvation Army site meant disqualification of the site for development of tax credit housing for at least three years. So, the CRA began an assessment for reuse of the site and the two contiguous properties also owned by the CRA. CRA Staff researched commercial redevelopment successes on line and made site visits to locations which were comparable in scope and size. By September of 2015 plans for a commercial kitchen, art studio/gallery,

and market/event space were underway. Stay tuned for Mass Market: a major redevelopment project to break ground in 2016.





Lincoln Square

The years long process of acquiring/vacating/demolishing Lincoln Square, a troubled 120 unit apartment complex sitting at the border of two single family home neighborhoods, Webster Park and Paul A. Diggs, culminated in a community wide study funded by the CRA and undertaken by Blackmon-Roberts Group which recommended development of affordable single family housing on the site in their final report issued September 2014. CRA staff immediately began to research various approaches to the redevelopment of the site which was complicated by the low median home prices in the area. With the cost to build being the same regardless of the neighborhood, plans needed to be devised to not only provide safe, affordable, attractive homes, but to ensure that there would be buyers. The CRA met with staff from the Housing Authority, Neighborhood Services, consultants who had worked with NSP contracts, and area residents to understand who the potential buyers would be and what the market would support as an end price for the homes. By September of 2015, the CRA began to form a plan to develop the houses offering down payment assistance and make them available to a targeted market of municipal workers, police, teachers, fire fighters, etc. Jon Kirk, an architect with KCMH Architects, was hired to design a site plan and a variety of housing types for the site. Groundbreaking for the first five houses is expected in the fall of 2016.



Midtown Property Sales

The CRA continued to divest itself of property in the 2014-15 fiscal years. In the Parker Street neighborhood, the CRA sold three properties. 621 N. Iowa Avenue, a single family rental property was vacated by the long term lessee. The property sold to a homesteader at appraised value with a CRA 25% down payment assistance grant. 618 N. Stella Avenue, a long time vacant house in need of gut rehabilitation, was sold at appraised value to a homesteader with no down payment assistance. This was a first for the neighborhood since the CRA started the Model Block program in 2007. And finally, a house at 409 N. Stella in need of major repair after being abandoned by the tenant was donated to Habitat for Humanity for redevelopment. In preparation for the sale of vacant lots to homesteaders in the area, three vacant derelict houses 727 E. Magnolia, 612 and 402 N. Stella Avenue were demolished.

In the Midtown Medical District, five vacant lots were sold to Lakeland Regional Health Systems. The purchase price for these lots was determined by the costs that the CRA had to acquire, relocate occupants, abate, and demolish structures plus all carrying costs during the time of ownership. The sale price for the five lots was \$860,117 a total return of all funds invested in the properties by the CRA. These dollars are now available to invest in affordable housing redevelopment in the Midtown district.



Williams Community Redevelopment Area

In 2002 the City of Lakeland began working in conjunction with Polk County to establish the Williams CRA, with the Trust Fund established January of 2005. The single purpose of the CRA was to assist with what was allowed under statute at that time, which was to address transportation blight. Specifically, the CRA proposed to develop a new interchange on Interstate 4 near the proposed retail mall that was planned for the Williams Development of Regional Impact (DRI.)

In 2015 the Williams Company determined that a revised land use plan for the DRI was advisable and that the interchange was no longer necessary due to lower intensities planned in the project as well as the substantial additional/new city, state and county road network built since the CRA was established. The Polk TPO was requested to remove the proposed Williams I-4 Interchange from the Long Range Transportation Plan and the City removed this project from its comprehensive plan and the DRI was modified. In the coming year, Lakeland will pursue repeal of the CRA and the related interlocal agreement with Polk County; trust fund balances are expected to be reimbursed to relevant taxing authorities as part of or subsequent to that repeal process.

REVENUES

Tax Increment Revenues
\$13,891 **100%**

TAX INCREMENT REVENUE SOURCES

Polk County **\$8,272** **59.55%**
City of Lakeland **\$5,619** **40.45%**



Photo by Joel Morales



MEETING TIMES AND LOCATIONS

City Commission

1st and 3rd Mondays / 9:00 AM / City Commission Chambers

Planning and Zoning Board

3rd Tuesday / 8:30 AM / City Commission Chambers

Zoning Board of Adjustments and Appeals

1st Tuesday / 9:00 AM / City Commission Chambers

Historic Preservation Board

4th Thursday / 7:30 AM / Building Inspection Conference Room

Lakeland Downtown Development Authority

3rd Thursday / 8:00 AM / City Commission Conference Room

CRA Advisory Board

1st Thursday / 3:00 PM / City Commission Conference Room





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Photo credit: Tom Hagerty