

LAKELAND CRA

COMMUNITY REDEVELOPMENT AGENCY

AGENDA

Community Redevelopment Agency Advisory Board

Thursday, June 1, 2023 | 3:00 PM

*Lakeland Electric Conference Rooms 1A & 1B
501 E. Lemon Street*

A. Call to Order and Roll Call

B. Updates:

1. Monthly Financial Update, Project Trackers, Manager's Report*
2. Upcoming Events:*
 - [SolSmart](#) Presentation – June 5th City Commission Meeting
 - [Inaugural Lakeland BizBash](#) – June 20th RP Funding Center

C. Action Items

1. Meeting Minutes April 6, 2023 (Pg. 9-11)

D. Discussion Items

1. CRA Priorities FY24
2. Draft Budget FY24

E. Public Comments from Audience

F. Comments from Board Chair and Advisory Board Members

G. Adjourn

* For Information

NEXT REGULAR MEETINGS:

Thursday, July 6, 2023 – Cancelled Meeting

Thursday, August 3, 2023, 3:00pm City Hall Commission Conference Room

Thursday, September 7, 2023 – ANNUAL RETREAT, Location TBD

**REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

**Dixieland
May-23**

	FY 22 Final	FY 23 Budget	To Date	Encumbered
REVENUES:				
Ad Valorem Taxes	\$322,069.35	\$380,654.00	\$387,597.32	
Other	\$51,960.85	\$54,000.00	\$39,394.65	
Unappropriated Surplus Year Prior	\$886,672.00	\$778,404.51		
Revenues Total	\$1,260,702.20	\$1,213,058.51	\$426,991.97	
EXPENSES:				
Operating	\$81,194.76	\$107,227.00	\$9,068.29	\$107,227.00
Community Improvement	\$3,447.00	\$7,134.00	\$4,161.50	\$7,134.00
<u>Incentives:</u>				
Small Project Assistance	\$205,913.97	\$350,000.00	\$2,148.00	\$77,979.00
Infill Adaptive Reuse Assistance	\$50,000.00	\$300,000.00	\$0.00	\$100,000.00
Arts & Entertainment	\$29,590.53	\$25,000.00	\$9,128.12	\$37,932.00
Special Projects:				
Alley Improvement Projects	\$429.39	\$108,484.00	\$1,328.84	\$108,484.00
SFLA Corridor	\$111,594.72	\$849,455.00	\$2,599.00	\$849,455.00
Dixieland Sign	\$127.32	\$12,446.00	\$4,029.30	\$10,000.00
Expenses Total	\$482,297.69	\$1,759,746.00	\$32,463.05	\$1,298,211.00
Unappropriated Surplus Surplus (Refer to CIP)	\$778,404.51	-\$546,687.49	\$394,528.92	

**REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

**Downtown
May-23**

	FY 22 Final	FY 23 Budget	To Date	Encumbered
REVENUES:				
Ad Valorem Taxes	\$2,071,240.24	\$3,153,716.00	\$3,185,518.59	
Other	\$148,976.86	\$103,000.00	\$130,339.84	
Unappropriated Surplus Year Prior	\$2,074,444.00	\$2,588,656.95		
Revenues Total	\$4,294,661.10	\$5,845,372.95	\$3,315,858.43	
EXPENSES:				
Operating	\$119,286.28	\$192,448.00	\$15,256.80	\$192,448.00
Community Improvement	\$30,756.00	\$56,053.00	\$32,697.56	\$56,053.00
TIF Agreement Payments	\$187,879.97	\$1,011,305.00	\$891,835.80	\$891,835.80
Debt Service	\$400,000.00	\$400,000.00	\$200,000.00	\$400,000.00
Property Management	\$4,225.36	\$103,690.00	\$1,632.48	\$0.00
<u>Incentives:</u>				
Small Project Assistance	\$152,163.39	\$699,305.00	\$342,959.58	\$655,440.00
Infill Adaptive Reuse Assistance	\$60,000.00	\$0.00	\$0.00	\$0.00
Arts & Entertainment	\$14,502.99	\$10,000.00	\$10,000.00	\$10,000.00
<u>Special Projects:</u>				
Catalyst Development	\$548,891.72	\$241,108.00	\$37,500.00	\$100,000.00
Mirrorton Substation Screenwall	\$49,575.94	\$469,193.00	\$191,690.27	\$446,933.41
Bay St Streetscape & Drainage	\$0.00	\$25,655.00	\$4,900.16	\$25,655.00
Downtown Streetscape	\$33,608.10	\$140,000.00	\$4,105.13	\$100,000.00
Downtown Corridor Enhancements	\$0.00	\$224,345.00	\$0.00	\$0.00
Five Points Roundabout	\$24,800.00	\$311,096.00	\$20,631.89	\$311,096.00
SFLA Corridor	\$80,314.40	\$649,247.00	\$62,397.50	\$649,247.00
Lake Mirror Promenade	\$0.00	\$150,000.00	\$0.00	\$150,000.00
Expenses Total	\$1,706,004.15	\$4,683,445.00	\$1,815,607.17	\$3,988,708.21
Unappropriated Surplus				
Surplus (Refer to CIP)	\$2,588,656.95	\$1,161,927.95	\$1,500,251.26	

**REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

**Midtown
May-23**

	FY 22 Final	FY 23 Budget	To Date	Encumbered
REVENUES:				
Ad Valorem Taxes	\$5,535,129.39	\$6,964,892.00	\$7,091,361.90	
Other	\$265,915.29	\$124,000.00	\$241,642.78	
Rental Income & Reimbursements	\$190,369.99	\$152,000.00	\$210,774.96	
Unappropriated Surplus Year Prior	\$4,224,732.00	\$6,786,177.43		
Revenues Total	\$10,216,146.67	\$14,027,069.43	\$7,543,779.64	
EXPENSES:				
Operating	\$511,722.46	\$952,195.00	\$230,121.69	\$949,013.00
Community Improvement	\$444,468.33	\$446,388.00	\$260,393.00	\$449,570.00
Property Management	\$264,730.10	\$337,496.00	\$148,894.00	\$337,496.00
<u>Incentives:</u>				
Small Project Assistance	\$376,435.37	\$1,243,457.00	\$221,146.49	\$896,876.00
Arts & Entertainment	\$0.00	\$35,310.00	\$1,202.74	\$15,000.00
Job Creation Incentive	\$208,000.00	\$212,000.00	\$0.00	\$208,000.00
Affordable Housing	\$203,402.45	\$2,934,171.00	\$226,591.19	\$350,000.00
<u>Special Projects:</u>				
Redevelopment Mass Ave Properti	\$510,352.35	\$793,245.00	\$80,283.41	\$200,000.00
114 E Parker Construction	\$242,669.93	\$0.00	\$0.00	\$0.00
E. Main District	\$262,580.00	\$869,314.00	\$11,520.00	\$750,000.00
Olive Street Sidewalk	\$2,523.73	\$185,000.00	\$92,885.93	\$185,000.00
N. Scott Ave Sidewalk	\$12,311.59	\$235,688.00	\$1,315.88	\$235,688.00
Emma St Sidewalk	\$0.00	\$200,000.00	\$0.00	\$200,000.00
Chase St Trail	\$0.00	\$300,000.00	\$0.00	\$300,000.00
Five Points Roundabout	\$2,319.46	\$572,961.00	\$1,012.49	\$572,961.00
Providence Road	\$124,661.75	\$775,104.00	\$44,594.74	\$775,104.00
W. Lake Parker/Lakeshore Trail	\$27,865.58	\$77,509.00	\$2,100.00	\$4,200.00
Memorial Blvd	\$0.00	\$550,000.00	\$0.00	\$550,000.00
Midtown Landscape/Median Maint.	\$21,557.23	\$96,780.00	\$19,134.51	\$25,000.00
NW Neighborhood	\$142,881.54	\$1,188,587.00	\$3,106.50	\$200,000.00
NE Neighborhood	\$71,487.37	\$746,233.00	\$7,416.27	\$200,000.00
Midtown Infrastructure	\$0.00	\$250,000.00	\$0.00	\$0.00
Expenses Total	\$3,429,969.24	\$13,001,438.00	\$1,351,718.84	\$7,403,908.00
Unappropriated Surplus				
Surplus (Refer to CIP)	\$6,786,177.43	\$1,025,631.43	\$6,192,060.80	

LAKELAND CRA

COMMUNITY REDEVELOPMENT AGENCY

Program Progression Report

June 2023

<i>District</i>	<i>Project</i>	<i>Active Grant(s)</i>
Dixieland	Stone Cabin	Façade and Site & Infill Adaptive Reuse
	Sanoba Law office	Infill Adaptive Reuse
	Vanguard Room	Infill Adaptive Reuse
	Unlimited DPI	Façade and Site, Design Assistance and Infill Adaptive Reuse
	Total Amount Awarded: \$177,979	
	Steve Artman	Art infusion
Midtown	Farmers Insurance	Design Assistance
	Richard Fox Plumbing	Infill Adaptive Reuse & Façade and Site
	Dynamic Properties	Infill Adaptive Reuse & Façade and Site
	Skate World	Infill Adaptive Reuse, EDGE & Façade and Site
	Uncle Apps	Façade and Site
	Hadley's School	Design Assistance
	Vishal Shadadpuri Laundry Reno	Infill Adaptive Reuse
	Payne Air	Design Assistance
	Labor Finders	Design Assistance & Façade and Site
	Total Amount Awarded: \$896,876	
	Medical Suites	Edge, Façade and Site & Infill Adaptive Reuse
	Kaprichos Bakery	Design Assistance
Downtown	TR Hillsborough	EDGE & Second Floor Renovations
	Cat Café	EDGE
	Total Amount Awarded: \$655,440	
	Gore Building	Infill Adaptive Reuse

LAKELAND CRA

COMMUNITY REDEVELOPMENT AGENCY

Project Progression Report

May 2023

	Project	Status	Phase	Funding Allocated	Notes
Multi-Year Infrastructure Improvements	Five Points Roundabout	ON TRACK	Pre-Construction	\$895,000	RFP Issued. Responses due June 5. Expected update in August.
	Providence Rd	ON TRACK	Planning	\$2,500,000	Project Estimated at \$7.1 million dollars; Programmed for FY 26-27
	Multi-Neighborhood Septic to Sewer Study	On Hold	Planning	\$50,000	On hold – Grant funding undetermined at this time
Development Agreement Commitments	N. Massachusetts Ave Development Agreement	ON TRACK	Agreement Pending	TBD	Developer Due Diligence; Contamination Monitoring Established
	Oak Street Development	ON TRACK	Site Plan Review	\$1,836,000	Exterior Design Approved, Site Plan review underway as well as infrastructure review by City Depts
	Mirrorton Substation Screening Wall	Near Completion	Construction	\$435,000	Construction underway
	Mirrorton Bay Street Streetscape	ON TRACK	Design	\$440,000	Early concept design. Expected
Sidewalk/Trail Improvements	Central Avenue/Olive St Pedestrian Improvements	Complete	Complete	\$185,000	Project Complete.
	N. Scott Avenue Sidewalk Improvement	ON TRACK	Design	\$235,680	Design in progress, combined with Emma Street sidewalk
	Emma Street Sidewalk Improvement	ON TRACK	Design	\$200,000	Design in progress, combined with N. Scott Ave sidewalk
	Chase Street Trail	ON TRACK	Design	\$175,000	Design in progress, consideration of LAP/FDOT funding partnership
Strategic Planning Efforts	South Florida Ave Master Plan	ON TRACK	Complete	\$57,700	Final Report provided. Currently being modeled into Catalyst 2.0
	East Main District Plan	ON TRACK	Design	Action Plan \$74,900 ROW Design \$163,600	Final Report provided. Next phase to provide design docs for Rose Street construction
	Downtown West Master Plan	ON TRACK	Planning	\$150,000	1 st Public Meeting held February. Team to review feedback/comments. Web based input and data being released for broader public participation
	Catalyst 2.0	ON TRACK	Phase I/II Complete Phase III Underway	\$100,000	Platform built for Downtown inventory; Expansion underway for DT West, South Florida Ave and E. Main
	Mass Area Mixed Use Plan	ON TRACK	Planning	TBD	Review of parcels available, next steps RFP/RFQ

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COMMUNITY REDEVELOPMENT AGENCY

Manager's Report May 2023

- TEAM Announcements:
 - Shelley celebrated 25-years with the City!
 - Jonathan Rodriguez joined the CRA as Project Manager
 - Karen Thompson will be joining as CRA Project Manager on June 5th
- ADVISORY BOARD Announcements:
 - Harry Bryant has resigned from the Board due to recent health concerns. His tenure over the past 5 years have been valued and appreciated. We wish him all the best, and a speedy recovery.
 - Candidate Recruitment and Interviews are ongoing
- In May, the CRA Team responded to and met with 12 different **project leads**. These varied from small business owners needing information on incentives and site development guidance, to large-scale developers seeking opportunities in Lakeland.
- **Property management** continued with security evaluation needs for each tenant, and more focused evaluation for specific maintenance related issues at DouBakehouse (Hood Replacement) and solid waste compactor replacement for shared use between Yard On Mass/Haus 820/Artifact. During security evaluation meetings, each tenant shared ideas for renovations or expansion which will be evaluated further with the City's Facilities Maintenance teams.
- [Downtown West](#) planning work continues. Draft Recommendations have been completed and are under City staff review for input. Tentative Stakeholder, Public workshop dates are planned for summer with CRA Advisory Board and City Commission presentations tentatively in August.
- **E. Main District/Rose Street** right-of-way improvements design project continues. Survey work underway to evaluate existing utilities within area.
- Prep work commenced for the **Mini Mural Project** across from the Well at the wall on Talbot House. Paint was ordered and stored for muralists to begin their work through the summer.
- **Oak Street Development** site plan remains under extensive evaluation for infrastructure coordination and right-of-way impacts. Also, Onicx has elected to extend its closing until July 10th.
- Attended 2nd Lakeland Coalition meeting with over 50 stakeholders, hosted by **LPD** to discuss issues affecting people experiencing homelessness. This meeting focused on behavioral health with a presentation by Lakeland Regional Health and their services at Harrell Family Center for Behavioral Wellness, as well as a discussion on special event permits for those wanting to provide resources to the homeless in public parks, such as Munn Park.
- Attended Historic Lakeland, Inc and City of Lakeland's Historic Preservation Board's **Historic Preservation Awards** event after receiving nomination of The Well as Outstanding Achievement in Compatible Infill, which is for new buildings designed to complement surrounding properties.
- Attended the Parker Street Ministries Breakfast where they shared a vision for new concept of a Gathering Place, a smaller intimate meeting space to engage with the neighborhood residents to

LAKELAND CRA

COMMUNITY REDEVELOPMENT AGENCY

Manager's Report May 2023

understand their needs while continuing to make impacts in the investment of Parker Street neighborhood.

- Continued working on the Catalyst Lakeland platform updates, adding South Florida Avenue and the proposed Intermodal Center. Reviewed Google Analytics for site visits, with 119 direct
- Land Bank Updates:
 - The 2nd round of the affordable housing infill land bank program closed with 47 interested parties submitting bids on the available lots. The Housing Division is requesting additional information to support the requests (additional financial information, experience and supporting information) so that these can be ranked for the selection committee to review.
 - The 1st round of CRA-owned land bank lots have closings pending with Diamond Homes, Impeccable Construction, and Neiel Group.
- **BUDGET SEASON:** Completed draft CIP for internal review. *CRA Priorities and FY24 Draft Budget are part of June's Agenda for discussion

**Community Redevelopment Area Advisory Board
Meeting Minutes
Thursday April 6, 2023
3:00 PM – 5:00 PM
City Commission Conference Room, City Hall**

Attendance

Board Members: Chrissanne Long, Terry Coney, Commissioner McCleod, Christine Goding, Katy Martinez and Teresa O'Brien

Absent: Tyler Zimmerman and Harry Bryant

Staff: Valerie Ferrell, Shelley Guiseppi, Sandra Fairall and Carlos Turner

Guests: Director Brian Rewis, Assistant Director Jason Willey, Phillip Walker, Amy Wiggins, Officer Sanchez, Officer Hammersla, Lt. Parker, Albert Lee, James Randolph and Fabian Yopez

Updates

Financial Update & Project Tracker

Valerie Ferrell stated expenses are on track.

The project progression report provided a key update regarding Oak Street. This project is now in site plan review and no major roadblocks are foreseen. The Mirrorton screen wall is underway and making progress.

The program progression report provided an update about Stone Cabin. This project has been withdrawn so the encumbered funds for that project are now available for other projects. The Gore building has notified staff they are in the process of submitting for their reimbursement.

The Managers report thanked the team for their hard work. Shelley Guiseppi has been handling the project leads, the website is being regularly updated by Carlos Turner and property management has been assigned to Sandra Fairall.

Valerie Ferrell encouraged all Board members to attend the City Commission meeting on April 17th for the CRA Annual report presentation.

Action Items

Meeting Minutes Dated March 2, 2023

Katy Martinez requested to amend the minutes by removing the word “advises”.

Christine Goding motioned to approve with amendment.

Katy Martinez seconded which passed unanimously.

Small Business Technical Assistance

Valerie Ferrell presented the Small Business Technical assistance request. This request initially came before the City Commission in 2022 for funding for the Tampa Bay Black Business Investment Corporation and Prospera. The BBIC and Prospera have proven track records with working with communities and providing

technical services. These services are important for the CRA due to residents in these areas don't have the same business assistance available as others. The Annual commitment is \$200,000 a year for three years totaling \$600,000 which will be split between BBIC and Prospera.

Albert Lee advised the Tampa Bay BBIC has been around for 35 years as a technical service provider and lender. They maintain a current portfolio of about \$2,000,000 in loans. These funds have been absorbed but they have a current agreement with a credit union for funding. The average amount of small loans awarded are around \$5,000.

After some discussion, Mr. Lee added that BBIC will be establishing its presence in Lakeland through outreach efforts and building networking opportunities. They have a relationship with The Well and intend to build up this network immediately following approval.

Fabian Yepez provided background information about Prospera. Prospera previously known as Hispanic Business Initiative Fund has been around for 31 years. They are an economic development non for-profit organization that helps Hispanics start or grow their business. They do not fund but can assist the business with locating funding. They offer business assistance grants through a third party. This aids with QuickBooks training, legal assessment, accounting assessment, branding kits, marketing plans and business plans. These services are at no cost for clients as well.

After some discussion, Mr. Yepez added the growth of the Hispanic community in Lakeland has increased approximately 80%, which includes a large Puerto Rican population increase as well. He also added that Prospera has a working relationship with the Hispanic Chamber of Commerce and intends to build up networking opportunities immediately following approval.

Amy Wiggins stated the vision for this will exceed the funding that the CRA can provide. The Lakeland Chamber of Commerce will advocate to find other resources to meet the needs of the community. They will be working alongside BBIC and Prospera, as well as community bank partners to assist with the fund pool, and additional marketing tools to make this endeavor a success.

There was discussion on reporting and tracking to meet obligations for CRA funding. It was noted that although each BBIC and Prospera have targeted audiences and services as well as CRA specific funding for its districts, the services would be available to all who seek such services by either provider. The full Agreement and reporting terms were being finalized by the City Attorney's office at the time of the Advisory Board meeting.

Staff recommends approval with annual allocation of \$200,000 with \$160,000 derived from Midtown budget and \$40,000 from Downtown budget for a total three-year commitment not to exceed \$600,000. Next steps would be finalizing the Agreement terms and submission to CRA Board/City Commission for final approval.

Katy Martinez motioned to approve.

Christine Goding seconded which passed unanimously.

E. Main District/Rose Street ROW Professional Services

Valerie Ferrell presented the E. Main District/Rose Street ROW Professional Services. The E. Main Strategic Action Plan update at the Advisory Board Annual Retreat in January provided from Jon Kirk with Straughn Trout provided ideas and standards to be utilized on Rose Street. The requested Right of Way (ROW) improvements would design the standards within the Rose Street corridor. These deliverables are

to include design and bid documents for improvements to the area. The next steps would be submittal of a Task Authorization to the CRA Board/City Commission.

Staff recommends approval of the STA professional services for ROW improvements at East Rose Street in the amount of \$163,600 to be derived from the FY23 Midtown Budget East Main District allocation.

Teresa O'Brien motioned to approve.
Katy Martinez seconded which passed unanimously.

Discussion Items

Valerie Ferrell advised the CRA Annual Report and Audit are completed.

Valerie Ferrell and Terry Coney will be present at the Talbot House Board of Directors meeting on April 11th to discuss a proposed mural project and fencing on Tennessee Ave.

Adjourned at 5:08 PM

Next Meeting, Thursday, May 4, 2023, at 3:00 PM.

Terry Coney, Chairman

Date



COMMUNITY
REDEVELOPMENT
AGENCY

CRA Priorities FY2024

All Districts:

I. Incentives – Outreach and Process Improvement

- Ensure business and property owners are informed of CRA matching incentives to maximize potential for improvements. Create marketing and awareness campaigns, through printed materials, website updates, social media and strategic outreach.
- Streamline application and review process through iMS Implementation (web-based platform) to collect initial data, sort and compile required documentation and organize review/scoring criteria for transparency and tracking
- Create review committee to meet at least bi-monthly for application review and scoring to ensure objectivity and fairness for all applications requesting incentives.
- Create multiple checkpoints with each ongoing project to ensure timeliness in completing milestones, assist with various City review or inspections, and compliance at completion for successful reimbursement
- Create enhanced incentives for businesses that work with BBIC/Prospera under small business technical assistance program. Work with each service provider identifying prime businesses for such assistance and collaborate on locations within Midtown and Downtown CRAs.

II. Data Analytics and Mapping

- Utilize multiple data sources (ArcGIS, Esri Business Analyst, CoStar, etc) to identify real estate, business and neighborhood demographic trends and gaps to continue supporting redevelopment efforts
- Budget mapping and trends analysis to demonstrate each district impacts and future needs in preparation for Redevelopment Plan updates
- Continue maximizing Catalyst 2.0 and promoting development opportunities in Lakeland by expanding platform into E. Main District and Downtown West

Dixieland

I. Redevelopment Plan Update and Identify Strategic Action Plan

- Identify Consultant through City's Continuing Contracts to prepare update to the Dixieland Redevelopment Plan (2001). Plan must meet criteria within F.S.163.360
- As part of Redevelopment Plan scope, consultant will be asked to prepare a 5-year Strategic Action Plan (SAP) that will take community input into key themes and initiatives that will provide a proposed priority list with funding allocations to achieve desirable outcomes

Growing Businesses, Rebuilding Neighborhoods
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CRA Priorities FY2024

II. South Florida Avenue

- Continue working with Community & Economic Development Growth & Transportation Planning Team to plan for the South Florida Avenue reconfiguration and enhancements with Florida Department of Transportation
- Prioritize needed elements as part of overall corridor improvements, and identify short-term goals that move the larger project toward final design and construction

III. Alley Maintenance and Identify Improvements

- Continue alley maintenance adjacent to businesses with frontage on South Florida Avenue, ensuring ease of traffic circulation and accessibility to shared parking areas
- Identify alley improvements and allocate resources needed

IV. Support Creation of Business Coalition(s)

- Nurture Dixieland businesses by advocating creation of a business coalition, by block or small area, to network, share resources, host events, and promote overall prosperity

Downtown

I. Redevelopment Plan Update and Identify Strategic Action Plan

- Identify Consultant through City's Continuing Contracts to prepare update to the Downtown Redevelopment Plan (2005). Plan must meet criteria within F.S.163.360
- As part of Redevelopment Plan scope, consultant will be asked to prepare a 5-year Strategic Action Plan (SAP) that will take community input into key themes and initiatives that will provide a proposed priority list with funding allocations to achieve desirable outcomes

II. Downtown Developments

- Monitor existing TIF Rebate Agreements while ensure property valuations and budget impacts are on track
- Ensure sufficient incentives are available for redevelopment projects

III. Collaborate with LDDA

- Identify opportunities for expanded or enhanced streetscape elements and coordinate project implementation with City Departments
- Coordinate with Clean & Safe program, ensuring LDDA/City/CRA are in alignment and assist wherever possible
- Collaborate on location and installation of removable or retractable bollards for special event road closures
- Continue supporting downtown parking options and clarity for permitted users and visitors

Midtown

I. Redevelopment Plan Update and Identify Strategic Action Plan

- Identify Consultant through City's Continuing Contracts to prepare update to the Midtown Redevelopment Plan (2001). Plan must meet criteria within F.S.163.360

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CRA Priorities FY2024

- As part of Redevelopment Plan scope, consultant will be asked to prepare a 5-year Strategic Action Plan (SAP) that will take community input into key themes and initiatives that will provide a proposed priority list with funding allocations to achieve desirable outcomes

II. Collaborate with Neighborhood Outreach

- Work with Community & Economic Development's Neighborhood Outreach team to nurture and support Neighborhoods through advocacy, supporting those organized as Neighborhood Associations through Neighborhood Association Coalition and encouraging others to establish their own Association
- Ensure resources are available and various City Departments are represented to address Neighborhood concerns. Identify key projects and push for implementation when possible
- Advocate for Neighborhood Plans, documenting historical context and key initiatives to be adopted by each Neighborhood Association

III. Infill Residential Development

- Continue working with Community & Economic Development Housing Division to attract affordable housing developers and builders, leveraging incentives and other resources to build quality housing
- Ensure Affordable Housing Infill Land Bank Program developers move to closing and contract completion and allocate resources necessary
- Seek and acquire additional properties for contribution to large-scale multi-family development or for infill land bank program
- Evaluate opportunity for residential rehab program without income restrictions in targeted neighborhoods for structural repairs, and energy efficiency upgrades

IV. Downtown West Implementation Projects

- Evaluate recommendations from GAI Downtown West Action Plan and seek immediate opportunities for implementation
- Continue community engagement for all projects in early concept phases to design and ultimately construction

V. E. Main Redevelopment

- Continue E. Rose Street right-of-way improvements design and permitting, proceeding to construction documents and ultimate RFP for construction of such improvements
- Nurture private property owner redevelopment through incentives and leverage Rose Street as catalyst connection to Downtown/Lake Mirror
- Continue engagement of City Departments located on Rose Street for façade and site improvements to compliment redevelopment of area

VI. Strategic Acquisitions

- Update CRA Acquisition Policy for consistency and transparency, ensuring tax deed sales and deals requiring expediency are addressed
- Identify strategic properties for acquisitions, to be used for commercial or residential redevelopment
- Identify disposition strategy and criteria for partnership when redeveloping CRA owned property

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CRA Priorities FY2024

VII. Continue Transportation Improvements and Pedestrian Safety Projects

- Finalize design and permitting of Emma/N Scott Ave sidewalks, move project toward construction and coordinate with N. Lake Wire Neighborhood during project implementation
- Continue monitoring Five Points Roundabout construction and ensure surrounding property owners/neighborhood engagement during project implementation
- Monitor Providence Road design/permitting and ensure project remains on track for FY26/27 funding
- Coordinate with Public Works Engineering team on Hartsell Ave trail design and identify funding commitments for construction
- Identify gaps in existing sidewalk/trail networks

VIII. Alley Maintenance and Identify Improvements

- Work with Code Enforcement/LPD/Public Works C&M to prioritize alleys in northwest neighborhoods for clearing and removal of debris
- Evaluate all unimproved alleys for routine maintenance schedule, allocation of funding, or prioritization for possible vacation

IX. Support Creation of Business Coalition(s)

- Nurture Midtown businesses by advocating creation of a business coalition, by block or small area, to network, share resources, host events, and promote overall prosperity

Proposed Budget FY24
LAKELAND COMMUNITY REDEVELOPMENT AGENCY

Dixieland

	FY 23 Adopted Budget	FY 23 Expected	FY24 Proposed
REVENUES:			
Ad Valorem Taxes	\$380,654.00	\$387,597.32	\$390,000.00
Other	\$54,000.00	\$54,000.00	\$56,000.00
Revenues Total	\$434,654.00	\$441,597.32	\$446,000.00
EXPENSES:			
Operating	\$107,227.00	\$107,227.00	\$102,069.00
Community Improvement	\$7,134.00	\$7,134.00	\$7,366.00
<u>Incentives:</u>			
Small Project Assistance	\$350,000.00	\$30,127.00	\$350,000.00
Infill Adaptive Reuse Assistance	\$300,000.00	\$75,000.00	\$0.00
Arts & Entertainment	\$25,000.00	\$25,000.00	\$25,000.00
Special Projects:			
Alley Improvement Projects	\$108,484.00	\$1,328.84	\$28,400.00
SFLA Corridor	\$849,455.00	\$2,599.00	\$67,500.00
Dixieland Sign	\$12,446.00	\$9,000.00	\$7,396.00
<u>NEW PROJECTS:</u>			
Redevelopment Plan Update			\$175,000.00
Expenses Total	\$1,759,746.00	\$257,415.84	\$762,731.00

Proposed Budget FY24
LAKELAND COMMUNITY REDEVELOPMENT AGENCY

Downtown

	FY 23 Adopted Budget	FY 23 Expected	FY24 Proposed
REVENUES:			
Ad Valorem Taxes	\$3,153,716.00	\$3,185,518.59	\$3,220,000.00
Other	\$103,000.00	\$103,000.00	\$170,000.00
Revenues Total	\$3,256,716.00	\$3,288,518.59	\$3,390,000.00
EXPENSES:			
Operating	\$192,448.00	\$192,448.00	\$197,270.00
Community Improvement	\$56,053.00	\$56,053.00	\$58,856.00
TIF Agreement Payments	\$1,011,305.00	\$891,835.80	\$900,000.00
Debt Service	\$400,000.00	\$400,000.00	\$344,389.00
Property Management	\$103,690.00	\$10,000.00	\$36,045.00
<u>Incentives:</u>			
Small Project Assistance	\$699,305.00	\$510,271.46	\$350,000.00
Infill Adaptive Reuse Assistance	\$0.00	\$0.00	\$0.00
Arts & Entertainment	\$10,000.00	\$10,000.00	\$10,000.00
<u>Special Projects:</u>			
Catalyst Development	\$241,108.00	\$100,000.00	\$300,000.00
Mirrorton Substation Screenwall	\$469,193.00	\$469,193.00	\$0.00
Bay St Streetscape & Drainage	\$25,655.00	\$20,000.00	\$415,000.00
Downtown Streetscape	\$140,000.00	\$85,000.00	\$300,000.00
Downtown Corridor Enhancements	\$224,345.00	\$0.00	\$206,000.00
Five Points Roundabout	\$311,096.00	\$27,306.08	\$150,000.00
SFLA Corridor	\$649,247.00	\$63,151.75	\$500,000.00
Lake Mirror Promenade	\$150,000.00	\$0.00	\$0.00
<u>NEW PROJECTS:</u>			
Redevelopment Plan Update			\$175,000.00
Business Technical Assistance Funding			\$40,000.00
Downtown Infrastructure			\$155,000.00
Oak Street Development			\$736,000.00
Peachtree Flats Development			\$387,500.00
Expenses Total	\$4,683,445.00	\$2,835,259.09	\$5,261,060.00

Proposed Budget FY24
LAKELAND COMMUNITY REDEVELOPMENT AGENCY

Midtown

	FY 23 Adopted Budget	FY 23 Expected	FY24 Proposed
REVENUES:			
Ad Valorem Taxes	\$6,964,892.00	\$7,091,361.90	\$7,117,000.00
Other	\$124,000.00	\$177,460.36	\$234,000.00
Rental Income & Reimbursements	\$152,000.00	\$190,277.45	\$157,000.00
Revenues Total	\$7,240,892.00	\$7,459,099.71	\$7,508,000.00

EXPENSES:			
Operating	\$952,195.00	\$952,195.00	\$989,270.00
Community Improvement	\$446,388.00	\$446,388.00	\$468,707.00
Property Management	\$337,496.00	\$337,496.00	\$306,164.00

<u>Incentives:</u>			
Small Project Assistance	\$1,243,457.00	\$678,435.00	\$500,000.00
Arts & Entertainment	\$35,310.00	\$25,000.00	\$25,000.00
Job Creation Incentive	\$212,000.00	\$0.00	
Affordable Housing	\$2,934,171.00	\$1,377,421.00	\$965,000.00

<u>Special Projects:</u>			
Redevelopment Mass Ave Properti	\$793,245.00	\$150,000.00	\$250,000.00
E. Main District	\$869,314.00	\$171,020.00	\$500,000.00
Olive Street Sidewalk	\$185,000.00	\$100,000.00	\$0.00
N. Scott Ave Sidewalk	\$235,688.00	\$10,000.00	\$75,000.00
Emma St Sidewalk	\$200,000.00	\$5,000.00	\$75,000.00
Chase St Trail	\$300,000.00	\$0.00	\$0.00
Five Points Roundabout	\$572,961.00	\$572,961.00	\$150,000.00
Providence Road	\$775,104.00	\$42,818.71	\$950,000.00
W. Lake Parker/Lakeshore Trail	\$77,509.00	\$5,000.00	\$5,000.00
Memorial Blvd	\$550,000.00	\$0.00	\$0.00
Midtown Landscape/Median Maint.	\$96,780.00	\$40,000.00	\$106,612.00
NW Neighborhood	\$1,188,587.00	\$250,000.00	\$1,750,670.00
NE Neighborhood	\$746,233.00	\$250,000.00	\$450,000.00
Infrastructure Projects	\$250,000.00	\$0.00	\$500,000.00

<u>NEW PROJECTS:</u>			
Redevelopment Plan Update			\$325,000.00
Business Technical Assistance Funding			\$160,000.00
Neighborhood Alley Improvements			\$500,000.00
Lakeland Hills Blvd Landscape Enhancements			\$250,000.00
Hartsell Ave Trail			\$75,000.00
7th Street Sidewalk			\$115,000.00

Expenses Total	\$13,001,438.00	\$5,413,734.71	\$9,491,423.00
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