

CITY OF LAKE ALFRED



Community Redevelopment Plan

As Adopted by the Lake Alfred City Commission
through Ordinance 1336-14



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EXECUTIVE SUMMARY

History

The City of Lake Alfred and the Lake Alfred community have identified improvements needed within the city, specifically within the area of downtown and the downtown periphery. The City has completed several projects developed through community engagement and input including but not limited to: the adopted Lake Alfred Downtown Master Plan, which identifies priorities for Downtown Improvements (2013); Downtown Development Design Guidelines (2013) which have been adopted in the City's Land Development Code; and a wayfinding project to provide better signage for the downtown area (2014).

Finding of Necessity Study

The City completed and adopted a Finding of Necessity (FON) Study in February 2014 (Appendix I). In accordance with Chapter 163, Part III, Florida Statutes, the FON Study assesses conditions of slum and blight in a defined study area within the City of Lake Alfred. The FON Study area included downtown Lake Alfred and areas on the periphery of downtown beginning on the north side of US 17/92 north of downtown and extending to the intersection of US 17/92 south of downtown.

The FON Study evaluates the existence of deterrents to sound planning, growth, and development as defined in Section 163.355, Florida Statutes. The detailed examination of existing land use characteristics, socioeconomic conditions, and other indicators that occurs in a FON Study produces the basis for creating a Community Redevelopment Agency (CRA) in accordance with Florida Statutes. The FON determined that the following criteria of slum and blight exist within the Study area.

- Aggregate Assessed Values
- Site and Structure Deterioration
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness
- Unsanitary or Unsafe Conditions

Community Redevelopment District

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Districts when certain conditions exist as identified in the FON. Examples of blight conditions that can support the creation of a Community Redevelopment District include, but are not limited to, the presence of substandard or inadequate structures,



faulty lot layout in relation to size, adequacy, accessibility, or usefulness, inadequate infrastructure, and unsanitary or unsafe conditions. The City's FON provides documentation that such conditions exist, therefore a Community Redevelopment District may be created to provide the tools needed to foster and support redevelopment of the targeted area.

Community Redevelopment Agency

The Community Redevelopment Agency administers the activities and programs offered within a Community Redevelopment District. A five to seven member CRA Board, created by the local government (city or county), directs the Agency. The Board can be comprised of local government officials and/or other individuals appointed by the local government. The local government may appoint a maximum of two members to the Board.

Community Redevelopment Plan

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The Plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area.

Examples of projects include streetscapes and roadway improvements, building and housing renovations, new building construction, flood control initiatives, water and wastewater improvements, parking lots, neighborhood parks, sidewalks, and street tree plantings. The Plan may also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements.

City of Lake Alfred CRA District, Agency, and Plan

It is the desire and intent of the City of Lake Alfred, based upon the findings of the adopted FON Study, to establish a Community Redevelopment Agency, define the boundaries of a Community Redevelopment District, and implement a Community Redevelopment Plan, for the purpose of fostering redevelopment activities and eliminating blighted conditions within the District.

Mission

The mission of the Agency is to eliminate and prevent conditions of slum and blight by facilitating redevelopment activities and encouraging private investment.



Goals and Objectives

The goals and objectives of the Plan were identified through several community workshops that were part of the development of the Lake Alfred Downtown Master Plan (Appendix J) and the Community Redevelopment Plan as well as a detailed survey of the area.

The Goals of the Plan include:

1. Improve infrastructure within the District including roadway paving, sidewalks, crosswalks, street lighting, and drainage.
2. Improve substandard housing conditions.
3. Develop more retail including specialty shops, major grocery store, and pharmacy.
4. Improve and expand landscaping, streetscaping, crosswalks, and streets and other infrastructure improvements in the Downtown Core, Transitional Area, and neighboring residential areas within the District.
5. Develop wayfinding signage and enhanced gateways.
6. Promote business beautification in the Downtown Core.
7. Increase walkability in the Downtown Core through a new internal pedestrian boulevard.
8. Promote more festivals and events within the District.

The Objectives of the Plan include:

1. To address needed infrastructure improvements throughout the District including roadway paving, sidewalks, crosswalks, street lighting, and drainage.
2. To eliminate substandard housing conditions
3. To encourage the development or redevelopment of vacant, semi-vacant and/or underutilized properties within the District.
4. To promote new business development within the District, with an emphasis on the Downtown Core, while providing equal focus on the retention and expansion of existing businesses.
5. To develop a more walkable and pedestrian-oriented atmosphere in the District with emphasis on the Downtown Core, Transitional Area and neighboring residential areas.



6. To create an atmosphere in the Downtown Core that is inviting and supports successful festivals and events.
7. To improve the appearance of the District through business beautification, targeted streetscaping, landscaping and/or residential programs and projects.
8. To enhance the atmosphere of collaboration among businesses, residents, the Agency and the City.

Redevelopment Activities

According to Florida Statutes, any redevelopment activity that is authorized by Chapter 163 Part III can be utilized by a Community Redevelopment Agency if that redevelopment activity is included within a Community Redevelopment Plan. Redevelopment activities can be grouped into two categories: Programs and Projects.

The Plan is designed to be permissive rather than prescriptive in nature. The Plan serves as a directional guide for redevelopment within the District and provides flexibility in achieving the Plan's goals and objectives. The programs and projects identified within this section of the Plan are tools that may be utilized by the Board throughout the life of the Agency. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria, or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change, or abolish any program or project at any duly noticed public meeting. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policies.

The Board has the authority to decide when and if any programs or projects identified within the Plan will be implemented. Simply because a program or project is identified, does not mean that the Board is bound to implement or provide funds for that particular redevelopment activity.

All programs and projects identified within the Plan are eligible for TIF funds and the Board may use any number of the projects or programs in a manner that furthers the redevelopment of the District.



INTRODUCTION TO THE LAKE ALFRED COMMUNITY REDEVELOPMENT DISTRICT

Background

What is a Community Redevelopment District?

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Districts when certain conditions exist. Since all the monies used in financing Community Redevelopment Agency (CRA) activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. Examples of blight conditions that can support the creation of a Community Redevelopment District include, but are not limited to, the presence of substandard or inadequate structures, a shortage of affordable housing, inadequate infrastructure, insufficient roadways, and inadequate parking. To document that the required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity (FON). If the Finding of Necessity determines that the required conditions exist, the local government may create a Community Redevelopment District to provide the tools needed to foster and support redevelopment of the targeted area.

A Finding of Necessity Study was prepared for the City of Lake Alfred meeting the requirements of the State found in Florida Statutes. The City adopted the Finding of Necessity by Resolution #03-14 on February 17, 2014.

In Polk County, there are twelve CRA districts established in incorporated areas by eight different cities to foster redevelopment and eliminate blight.

What is a Community Redevelopment Agency?

The Community Redevelopment Agency administers the activities and programs offered within a Community Redevelopment District. A five to seven member CRA Board, created by the local government (city or county), directs the Agency. The Board can be comprised of local government officials and/or other individuals appointed by the local government. The local government may appoint a maximum of two members to the Board.

What is a Community Redevelopment Plan?

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The Community Redevelopment Plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area.



Examples of traditional projects include streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks and street tree plantings. The Plan may also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The Community Redevelopment Plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.¹

It is the desire and intent of the City of Lake Alfred, based upon the findings of the adopted FON Study, to establish a Community Redevelopment Agency, define the boundaries of a Community Redevelopment District, and implement a Community Redevelopment Plan, for the purpose of fostering redevelopment activities and eliminating blighted conditions within the District.

Boundary

The City of Lake Alfred encompasses an area of approximately 8,304 acres or 12.98 square miles. The area identified as the District, as shown on the map in Figure 1 and Appendix A, is approximately 1,032 acres. The District is approximately 12.4 percent of the total area of the City. The criteria below served as the basis for the review and determination of the parcels included within the District:

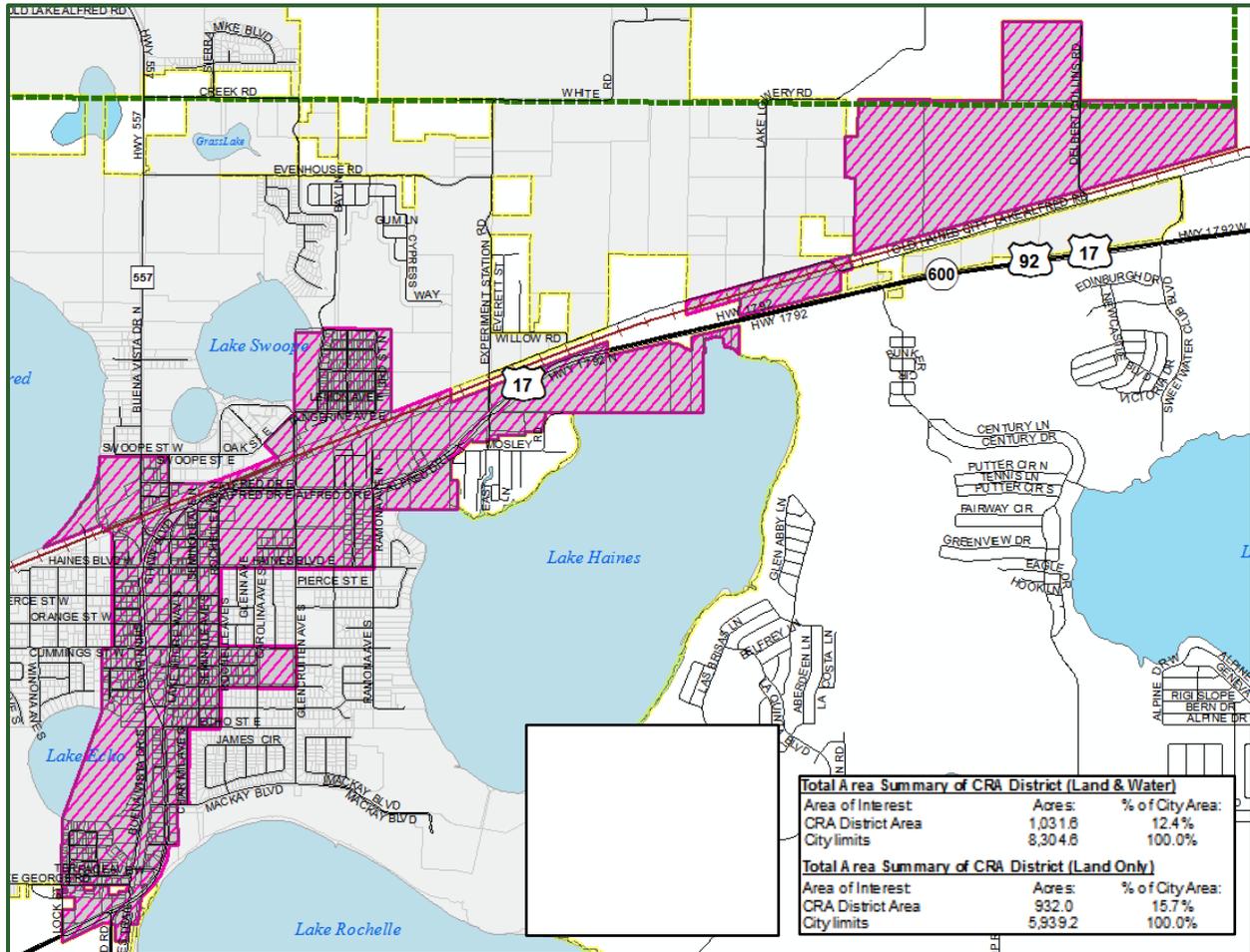
- Statutory criteria pertaining to site conditions (blight or slum);
- Consideration of future development or redevelopment potential that would assist in either elimination or reduction of blight;
- Consideration of sound planning principles for continuity of the Future Land Use System based upon land use potential and patterns, the transportation system, and efficient provision of government services and facilities; and
- Locations providing a logical terminus for the boundaries, such as roads and property lines, reflecting potential accessibility and marketability for quality redevelopment and development.

¹ <http://redevelopment.net/cra-resources/q-a-for-cras/>



The District boundary, which was also coordinated with City staff and the City of Lake Alfred City Commission, is centrally located within the City and along the US 17 and US 92 (US 17/92) corridor that runs from the southwest at the City limits, northwards through downtown to the northeast City limits.

Figure 1: District Boundary



Demographics

The demographic analysis for the District includes the Census Blocks intersected by the District boundary. Excluded areas include those areas composed primarily of water or areas that did not represent the Census Block as a whole. This analysis is not weighted by population and holds all Census Blocks equal. The District intersects a total of 88 Census Blocks including 80 Census Blocks in Census Tract 012900 and 8 Census Blocks in Census Tract 012803. The Census Block combination totals 1,066 acres, which is slightly larger than the District (1,032 acres). To complete an analysis of demographic information for the District, the configuration of Census Block combinations described above is used because it is the closest approximation



available to the District boundary. Based on the information included in the 2010 Census, within the 88 Census Blocks:

- There are approximately 3,219 people.
- The mean family size is approximately 3.05 persons.
- The mean persons per household is 2.59 persons.
- The racial composition is approximately 70.7 percent white and 19.9 percent black, with the remainder composed of other races.

Approximately 34.5 percent of the population is 50 years of age and older, approximately 27.4 percent of the population is between the ages of 25 and 50, and approximately 38.1 percent of the population is 24 years of age and younger.

Land Use

The District has a geographic boundary covering approximately 1,032 acres of which 932 acres are not water bodies. The existing land use analysis excludes the portions of parcels submerged under Lake Echo and Lake Haines.

Existing Land Use

The existing land use distribution by acreage, as indicated in Table 1, is 27.8 percent Agriculture, 13.6 percent vacant, 12.6 percent Single-Family Residential and 27.1 percent Miscellaneous uses, which include utilities, the railroad, and any additional rights of way, 6.9 percent Commercial/Office, 6.0 percent Industrial, 3.9 percent Governmental, 1.7 percent Multi-Family, and 0.4 percent Institutional.

The existing land use distribution by parcels, as indicated in Table 1, differs from the distribution by acreage. The majority of parcels in the District, 55.3 percent, have an existing land use designation of Single-Family Residential, followed by Vacant Land, 24.3 percent. Commercial/Office designated parcels encompass 11.4 percent of the parcels and the remaining 9 percent of the parcels have a designation of Agricultural, Multi-Family, Industrial, Miscellaneous, Governmental, and Institutional. The majority of Commercial/Office and Industrial uses and parcels are located along the US 17/92 corridor.



TABLE 1:
EXISTING LAND USE COMPOSITION WITHIN STUDY AREA

Land Use	Acres	Percentage	Parcels	Percentage
Agriculture	258.8	27.8%	6	0.7%
Single Family	117.4	12.6%	456	55.3%
Multi-family	16.5	1.7%	21	2.5%
Commercial/Office	65.2	6.9%	94	11.4%
Industrial	55.6	6.0%	19	2.3%
Institutional	3.4	0.4%	4	0.5%
Governmental	36.3	3.9%	9	1.1%
Vacant Land	126.4	13.6%	200	24.3%
Miscellaneous (Utilities, Railroad, Rights of Way, etc.)	252.4	27.1%	15	1.9%
Total	932.0	100.0%	824	100.0%
Source: Polk County Property Appraiser				

The Polk County Property Appraiser classifies approximately 126 acres of land and 200 parcels in the District with a vacant Department of Revenue (DOR) code. Table 2 includes the breakdown of the land classified with a vacant DOR by Future Land Use classification to show the development potential of this vacant land. The majority of the vacant DOR parcels have a Future Land Use designation of Commercial (49) or Medium Density Residential (47). Additionally, the Future Land Use designation with the greatest amount of vacant DOR acres within the District is Commercial with 58.5 vacant acres.



TABLE 2:
VACANT LAND COMPOSITION BY FUTURE LAND USE DESIGNATION

Land Use	Acres	Percentage	Parcels	Percentage
Low Density Residential	18.5	14.6%	40	20%
Medium Density Residential	11.2	8.9%	47	23.5%
Mixed Use	8.2	6.5%	28	14%
Commercial	58.5	46.3%	49	24.5%
Industrial	6.8	5.4%	10	5%
Public Buildings and Grounds	13.6	10.8%	12	6%
Recreation and Open Space	5.2	4.1%	2	1%
Conservation	2.2	1.7%	5	2.5%
Unassigned	2.2	1.7%	7	3.5%
Total	126.4	100.0%	200	100.0%
Source: Polk County Property Appraiser				

Properties classified under other DOR codes also have future development potential because they are properties with no structures or minor structures. The addition of these properties increases the development potential to 511 acres, with the majority classified as an Industrial or Conservation Future Land Use as indicated in Table 4. There are also approximately 232 acres of land designated as Agriculture that are not in either of the above mentioned groups. The combination of vacant DOR acres, property with no/minor structure acres, and Agricultural land indicates that a significant opportunity for greenfield and infill development within the District is present. Development upon these lands would significantly increase the Tax Increment Financing (TIF) revenue potential of the Agency, creating opportunity for larger scale redevelopment programs or projects within the District.



Figure 2: Vacant Parcels

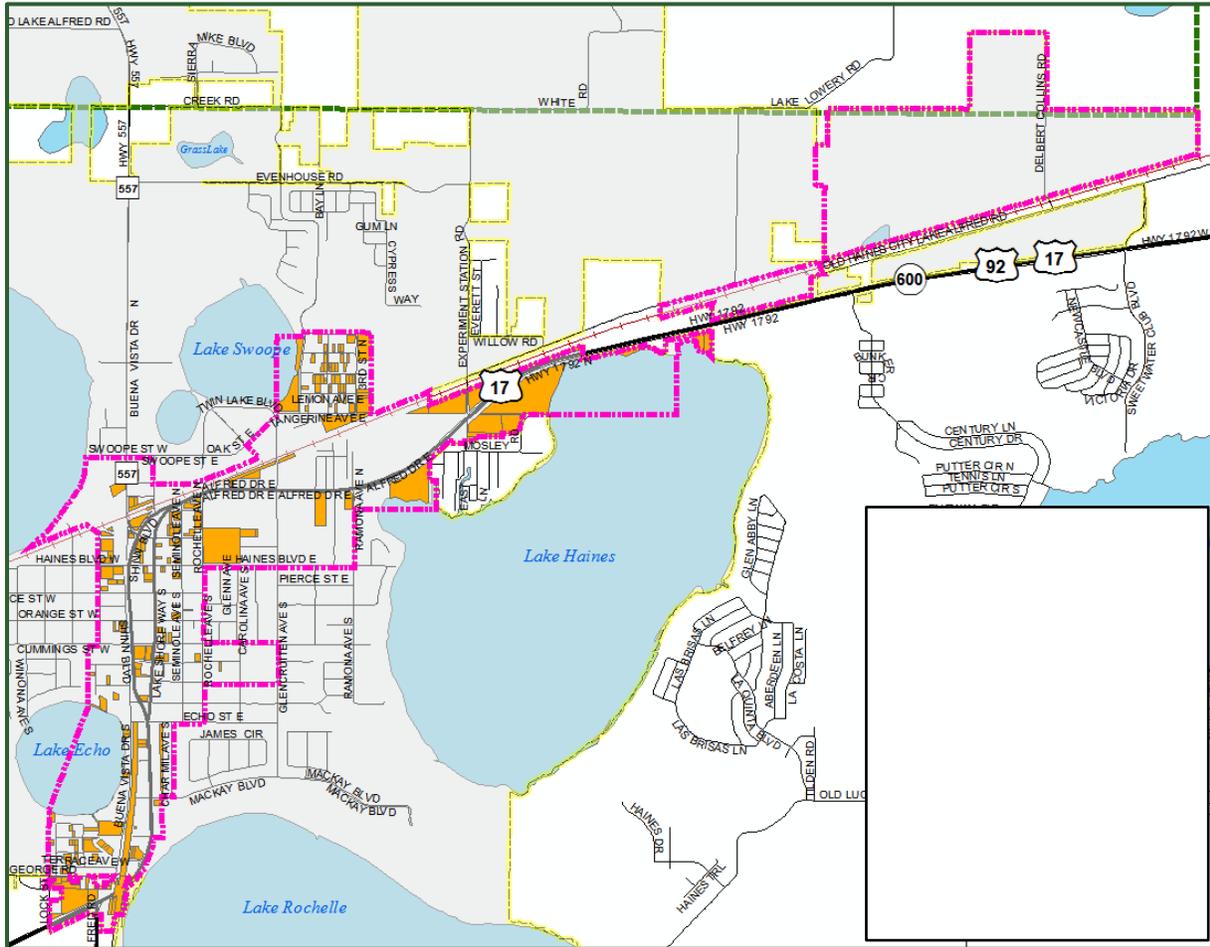


TABLE 3:
COMPARISON OF EXISTING LAND USE ACREAGE WITHIN CRA DISTRICTS

Generalized Land Use	Lake Alfred	Auburndale	Bartow	Haines City	Lake Wales
Agricultural	258.8	0.0	20.9	953.6	47.3
Commercial	121.8	193.9	395.0	987.8	280.2
Government*	36.3	50.4	115.4	266.5	214.6
Industrial	59.0	292.5	66.4	241.5	80.2
Institutional*	49.7	82.3	202.7	561.0	490.5
Miscellaneous	109.6	26.8	54.6	321.3	244.9
Residential	154.0	217.3	382.0	1,478.5	933.5
Unassigned	0.0	1.6	1.3	6.8	17.1
Other**	242.8	200.2	273.9	888.5	892.7
Grand Total	1,032.0	1,064.7	1,512.2	5,705.5	3,201

Notes: *Generally exempt from Property Tax; **Includes water bodies, rights-of-way, and other uses;

Source: Polk County Property Appraiser



A comparison of similar CRA districts within the County can help to determine the direction and potential of redevelopment activities within the District. Table 3 compares the District to the districts in Auburndale, Bartow, Haines City, and Lake Wales.

The District has a relatively balanced mix of existing land uses, including 121.8 acres of Commercial and 59 acres of Industrial. By comparison, the District has fewer Residential, Institutional, and Governmental acres than other comparable CRA districts.

Future Land Use

Based on the City’s adopted Future Land Use Map (FLUM), the District contains a mixture of Agriculture, Commercial, Industrial, Low Density and Medium Density Residential, Mixed Use, Public Buildings and Grounds, Conservation, and Recreation and Open Space Future Land Use designations. With approximately 24 percent, the Industrial Future Land Use District has the highest percentage of land. Approximately 17 percent of the land has a Commercial designation and approximately 20 percent of the land has a residential designation, either Low Density Residential or Medium Density Residential.

While approximately 18 percent of the acreage in the District, excluding lakes, utilities, railroads, and rights-of-way, is designated as Conservation, the District Future Land Use Map shows that the Conservation lands are mostly located at the northeastern edge of the District in the vicinity of the Green Swamp Area of Critical State Concern Boundary.

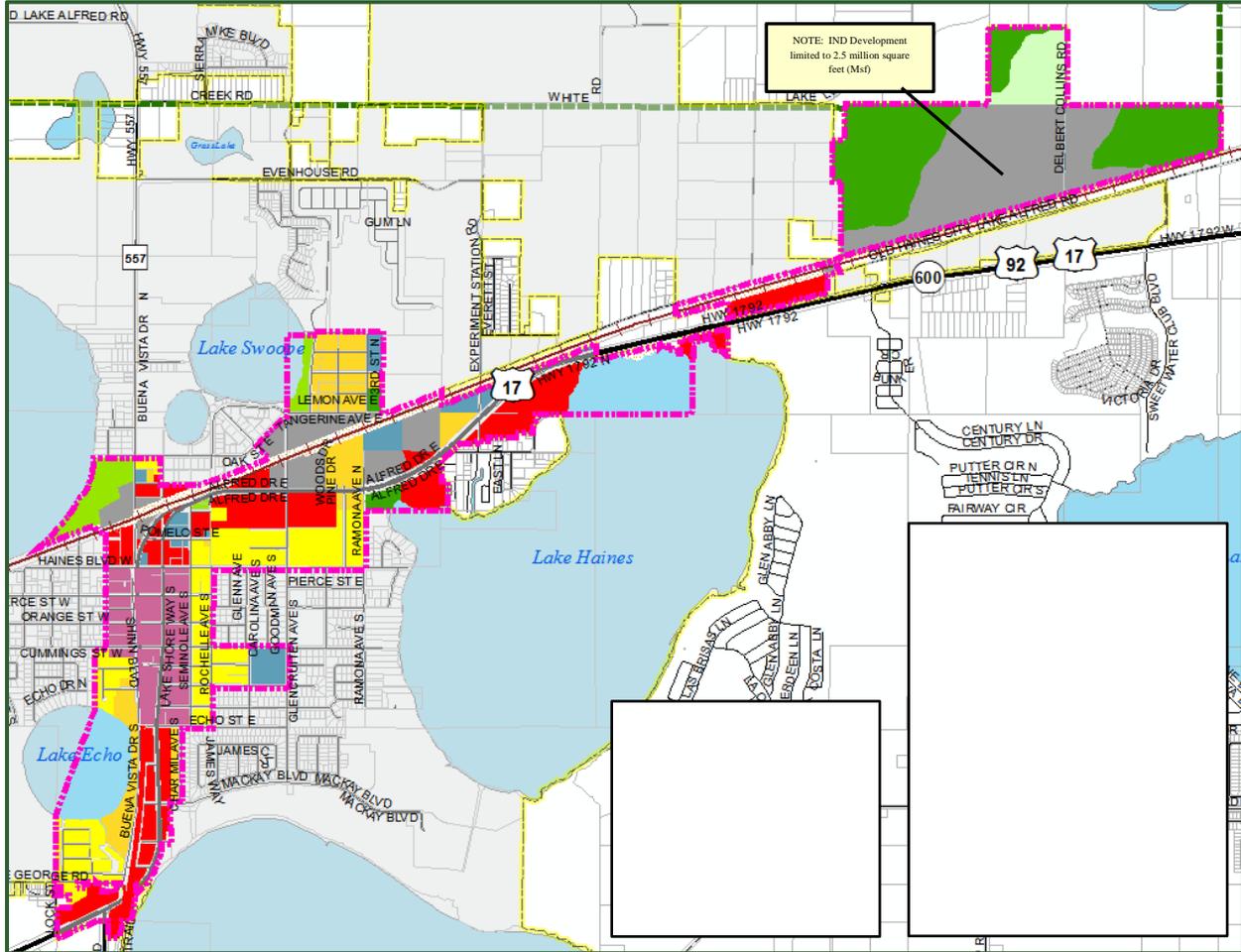
**TABLE 4:
FUTURE LAND USE IN THE DISTRICT**

FLUM Designation	Acres	Percentage
Agriculture/Residential Rural	27.0	3.4%
Low Density Residential	96.7	12.3%
Medium Density Residential	64.3	8.1%
Commercial	136.5	17.3%
Industrial	188.4	23.9%
Mixed Use	49.2	6.2%
Recreation and Open Space	25.4	3.2%
Public Buildings and Grounds	32.9	4.1%
Conservation	137.9	17.5%
Unassigned	31.7	4.0%
Total*	789.1	100.0%

Note: Calculations do not include lakes, utilities, railroad, or rights-of-way



Figure 3: District Future Land Use Map



Zoning

Based on the City’s adopted Zoning Map, the District contains a mixture of Residential, Commercial, Industrial, Public, and Conservation Zoning Districts, with some property not designated. Figure 4 groups the zoning districts by types. It shows that the Industrial and Residential zoning districts have the highest percentage of land, 24 percent and 23 percent respectively, followed closely by the Commercial zoning districts with 20 percent. Approximately 16 percent of the land has a zoning designation of Conservation and 7 percent is government/recreation type zoning. While 10 percent of the land does not have an assigned zoning designation, it is only one parcel in the District.

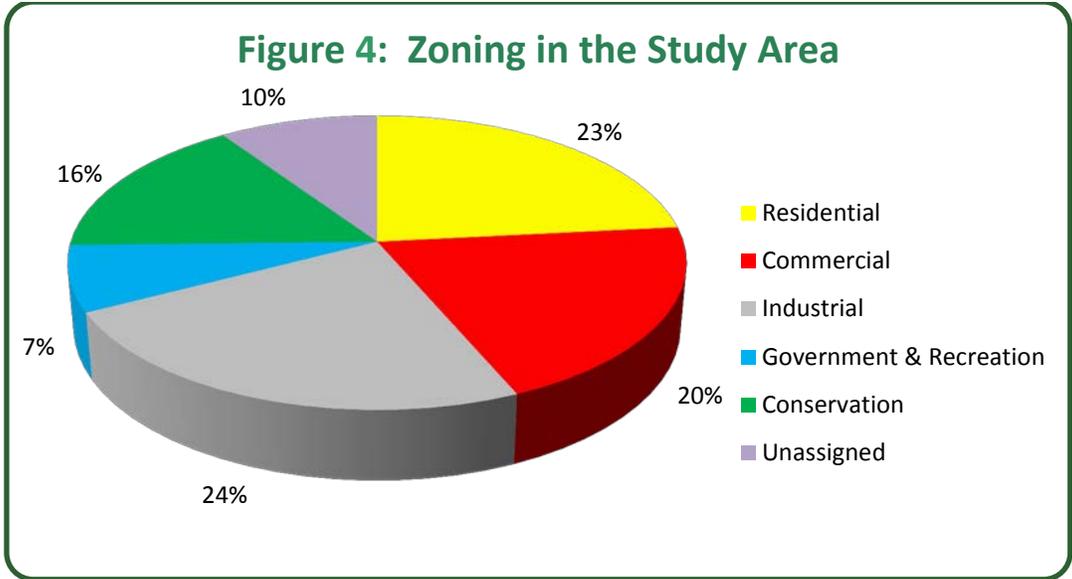
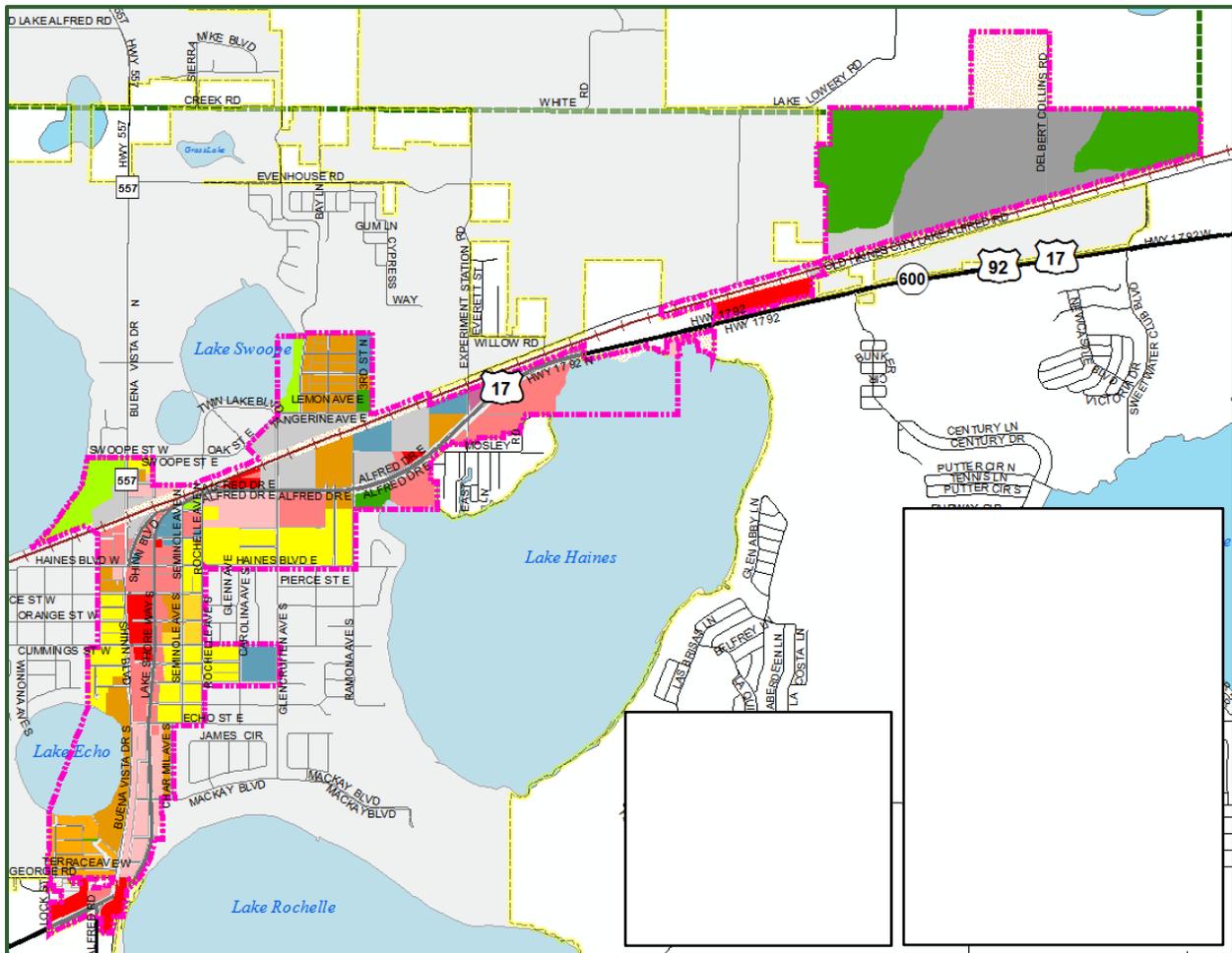


Figure 5: Zoning Map





Taxable Values

Table 5 displays the taxable value growth rate within the District. From 2007 – 2013, the taxable value decreased by \$28,480,479 or approximately 39 percent. Table 6 depicts the projected percent increase for the years between 2014 and 2024. Figure 6 illustrates the taxable value history for the District. The revenue projections shown in Tables 6 and 7 are conservative, with additional revenue generation possible. Figure 7 illustrates the Districts forecasted revenue projections. The 2013 tax year is the established base year, and the tax increment is the difference between the base year and the forecast year. The contribution rate is at 95% with a City tax rate of 7.589 mills and a County tax rate of 6.866 mills. A mill is a ratio used to calculate ad valorem revenue. For example, if a tax rate is 1.00 mill and the taxable value of a piece of property is \$1,000, one dollar of revenue is generated.

**TABLE 5:
TAXABLE VALUES OF REAL PROPERTY IN THE DISTRICT**

Year	Total (Dollar Amount \$)	Change from Prior Year (Percentage %)
2007	\$72,853,460	--
2008	\$68,001,627	-6.7%
2009	\$61,117,171	-10.1%
2010	\$51,784,398	-15.3%
2011	\$46,741,262	-9.7%
2012	\$44,444,300	-4.9%
2013	\$44,372,981	-0.2%
Percent (%) Change:	-\$28,480,479 (-39.1%)	Average Annual: -5.6%

Source: City Assessed Values are provided by the Polk County Property Appraiser’s Office.

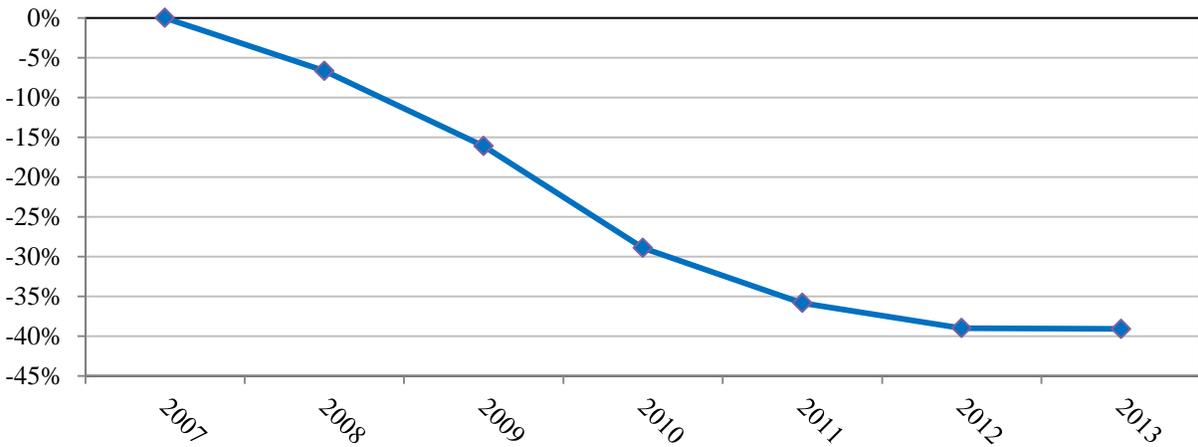
The analysis of Study Area Assessed Values is provided by the Central Florida Regional Planning Council.



**TABLE 6:
GROWTH PROJECTION FOR THE DISTRICT**

Year	Percent Increase (%)
2014	--
2015	0.5%
2016	1.0%
2017	1.5%
2018	2.0%
2019	2.5%
2020	3.0%
2021	3.5%
2022	4.0%
2023	4.5%
2024	5.0%

Figure 6: Lake Alfred District Percent Change in Taxable Value History

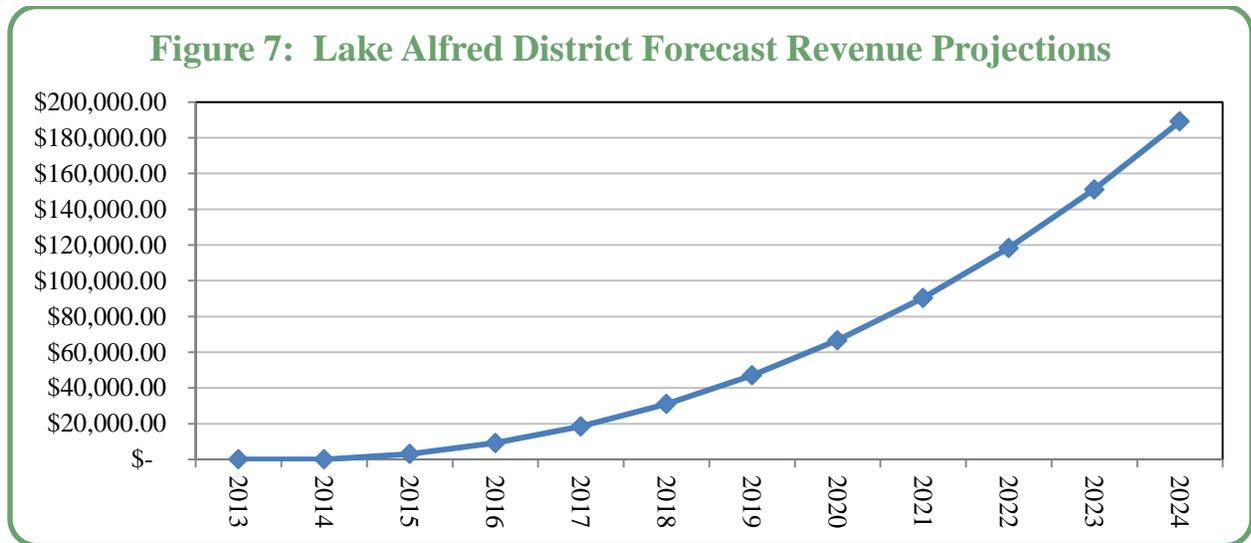




**TABLE 7:
TIF REVENUE PROJECTION**

Year	Taxable Value	Increment	City Millage	County Millage	Ratio	Trust Fund Revenue (\$)	Cumulative Revenue (\$)
2013	\$44,372,981	-	7.5890	6.8665	95%	-	-
2014	\$44,372,981	\$0	7.5890	6.8665	95%	\$0	\$0
2015	\$44,594,846	\$221,865	7.5890	6.8665	95%	\$3,047	\$3,047
2016	\$45,040,794	\$667,813	7.5890	6.8665	95%	\$9,171	\$12,218
2017	\$45,716,406	\$1,343,425	7.5890	6.8665	95%	\$18,449	\$30,667
2018	\$46,630,734	\$2,257,753	7.5890	6.8665	95%	\$31,005	\$61,672
2019	\$47,796,503	\$3,423,522	7.5890	6.8665	95%	\$47,014	\$108,686
2020	\$49,230,398	\$4,857,417	7.5890	6.8665	95%	\$66,706	\$175,392
2021	\$50,953,462	\$6,580,481	7.5890	6.8665	95%	\$90,368	\$265,759
2022	\$52,991,600	\$8,618,619	7.5890	6.8665	95%	\$118,357	\$384,117
2023	\$55,376,222	\$11,003,241	7.5890	6.8665	95%	\$151,104	\$535,221
2024	\$58,145,033	\$13,772,052	7.5890	6.8665	95%	\$189,128	\$724,349

Note: 2013 Base line year



Residential Blight Analysis

Residential properties within the District were rated for blighted conditions on a scale of 1 to 10, with 1 representing severely blighted conditions, 5 representing a typical single-family home in good condition, and 10 representing homes in pristine condition. Figure 8 below shows various types of residential blight. The scores were averaged within the boundaries of Census Blocks. In order to help eliminate any bias in scoring, the average scores by Census Block were grouped by quintile and mapped accordingly. This produced a map that depicts relative blight in relation to the rest of the District. Red depicts areas of the District with the highest level of residential blight, while dark green indicates the lowest level of residential blight. Portions of the northeast and southwest areas of the District have the highest levels of blight as indicated in Figure 9.

Figure 8: Examples of Residential Blight





Figure 10: Downtown Core and Transitional Areas

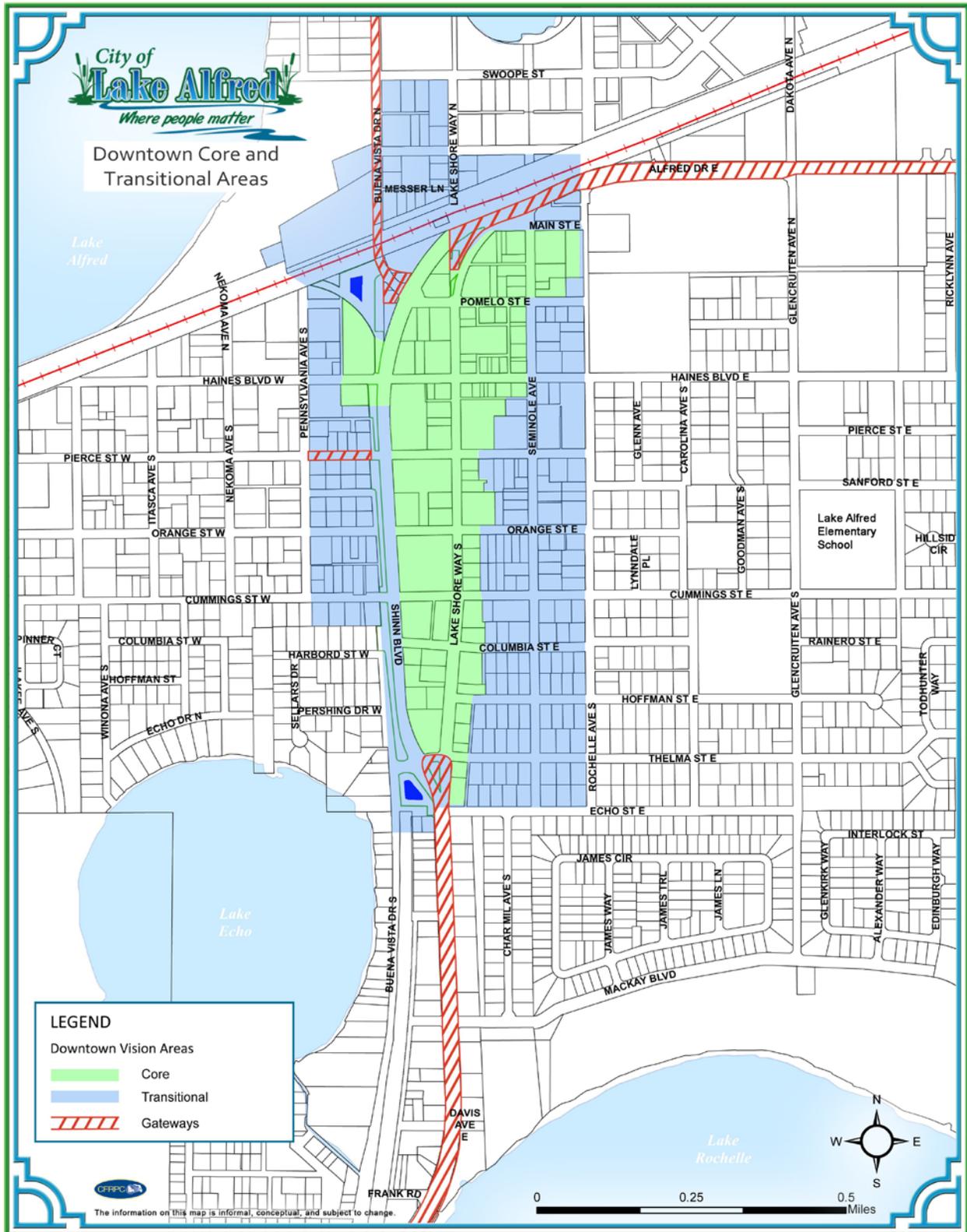
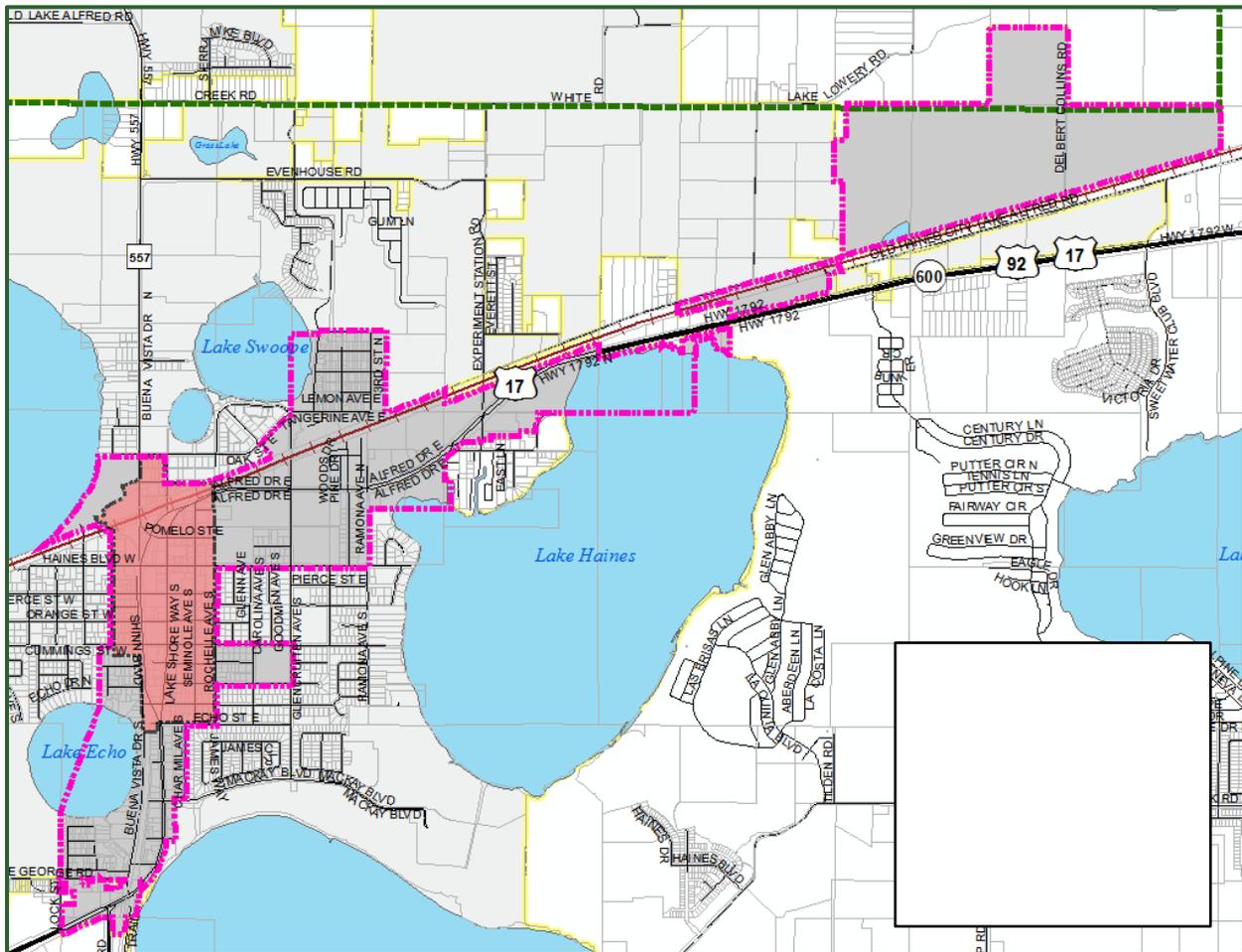


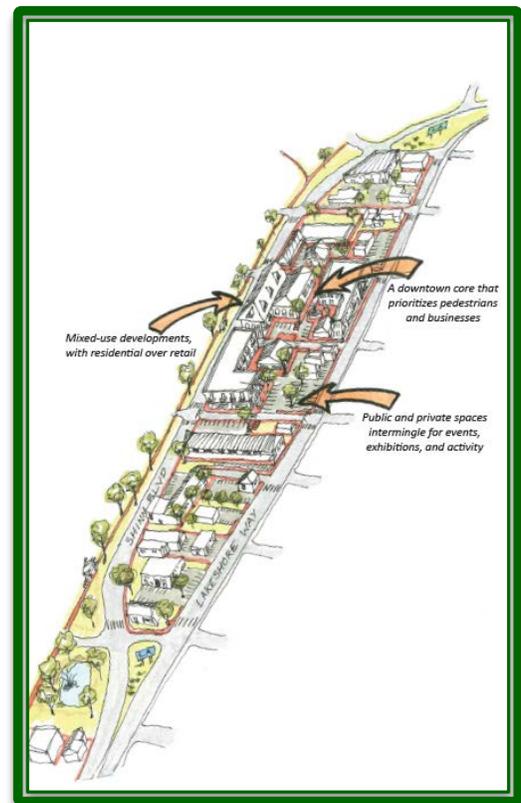
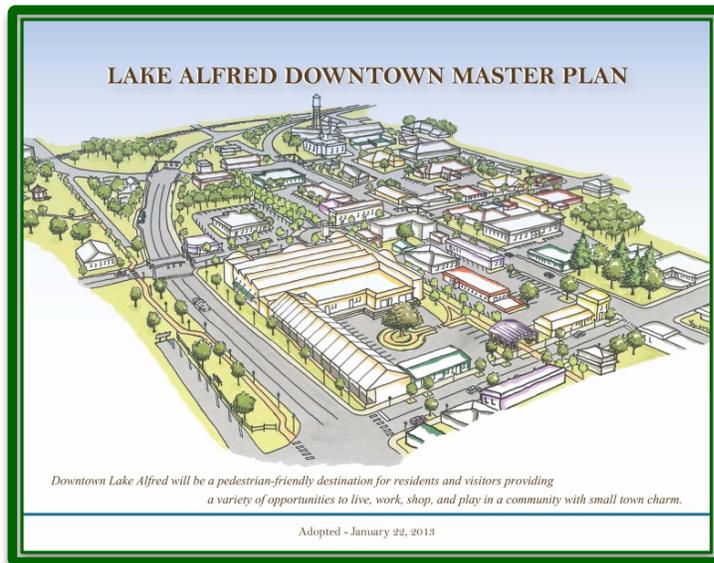


Figure 11: Downtown District in Relation to CRA District



An inventory of the Downtown Core and Transitional Areas is included in Appendix C. This inventory contains parcel and property appraiser information that will be useful for property and tax analysis of this key redevelopment area.

Figure 12: Lake Alfred Downtown Master Plan



Residential Affordability Analysis

The majority of housing provided within the City of Lake Alfred and the District is single family residential, although there are some duplex and multi-family dwelling units available within the area.

The Shimberg Center for Affordable Housing at the University of Florida provides housing and income data for Lake Alfred through the Florida Housing Data Clearinghouse. Census and estimated projected values are also available.

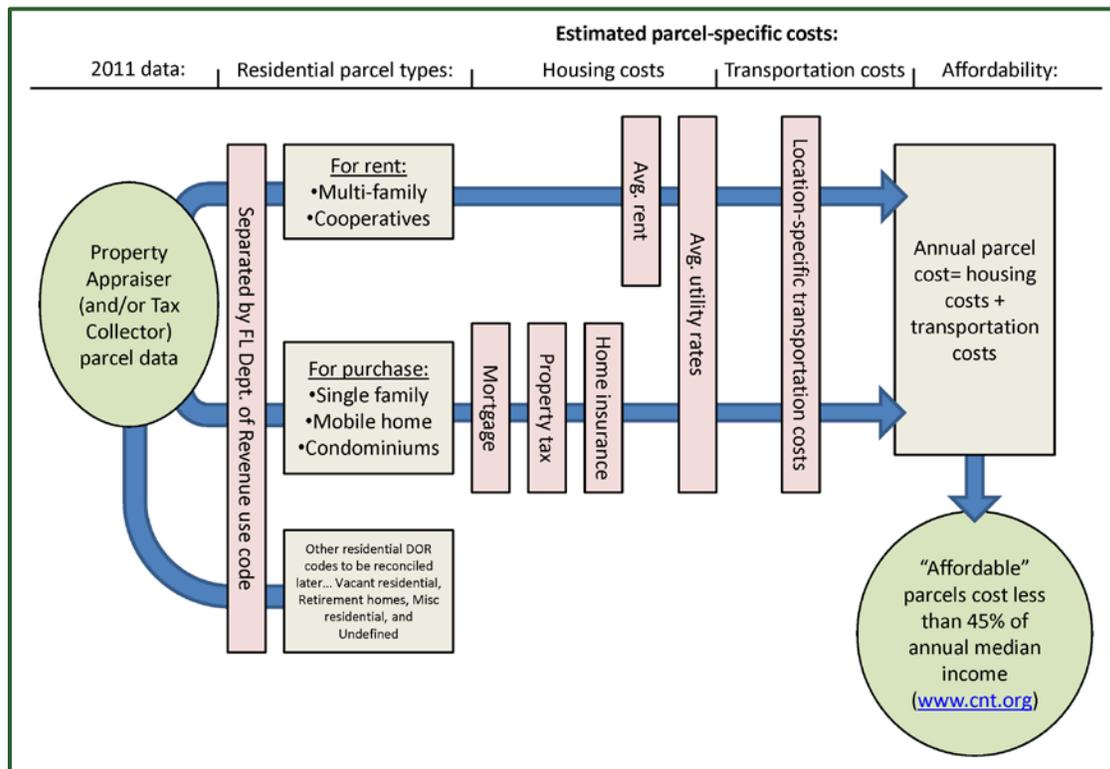
During 2011 and 2012, Lake Alfred had a homeownership rate of 72.9 percent, a population of 5,120, and there were 1,760 households. The year 2011 median rent was \$883 per month, and the median 2011 median home value was \$118,300.

Affordable and workforce housing is a concern to many communities in Florida. Florida Statute Chapter 420 provides definitions for affordable housing. Typically, if a family or person spends more than 30 percent of their gross monthly income on direct housing needs such as



mortgage, insurance, and utilities or rent, then the home is unaffordable. Not all homes may be considered affordable by the general definitions, as there exist other variables and influences that affect the government-defined generalization. The private sector uses non-state standards when determining if an applicant can afford to purchase a home. Market trends such as mortgage-type, interest rate, and term of the mortgage influence the affordability of a home. For instance, an interest only mortgage may provide a family with an opportunity to purchase a home, but the family will not build equity in the property due to the mortgage type.

Figure 13: Affordable Parcel Inventory Methodology



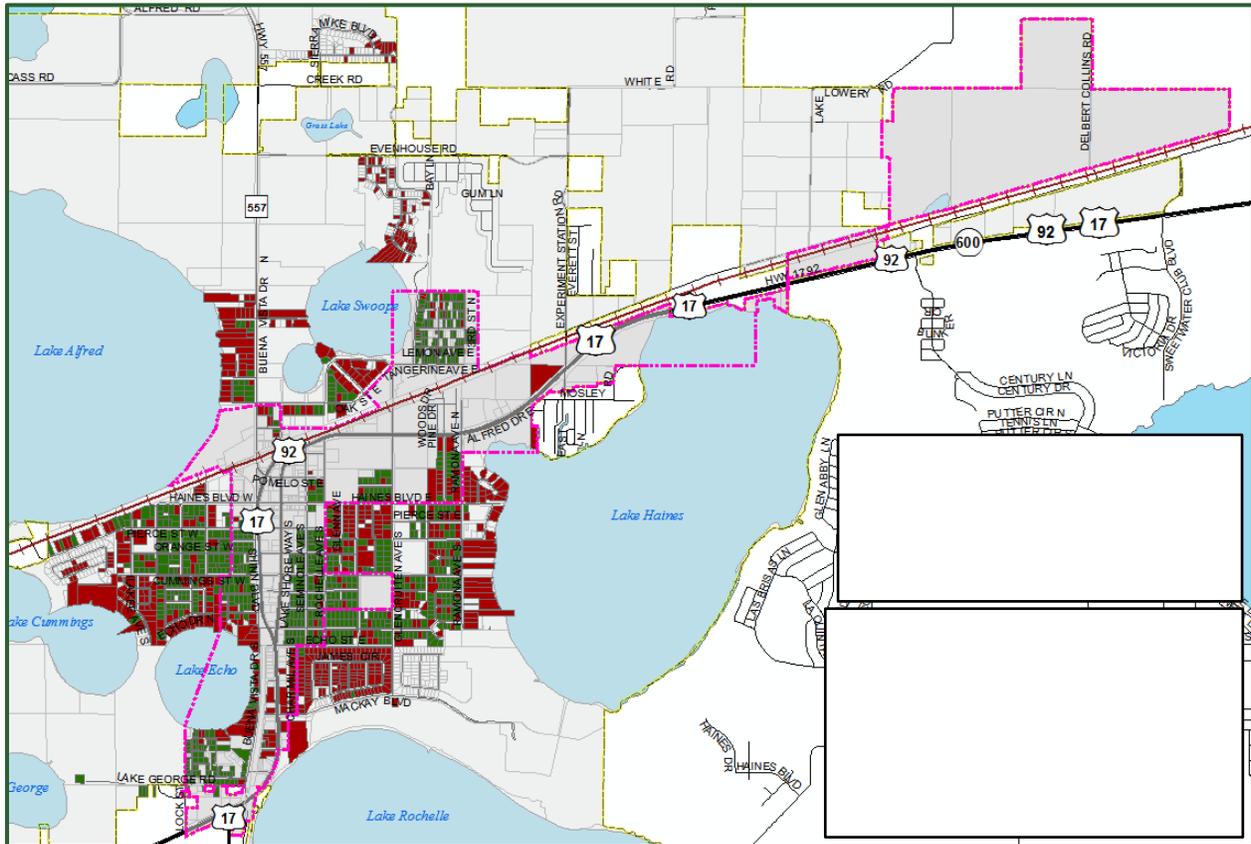
Residential affordability is a component of the economic success or depression of an area. Affordable workforce housing creates economic opportunities within a neighborhood, city, and greater region. To measure residential affordability in the City of Lake Alfred, housing and transportation costs were estimated for each residential parcel in the city. This included an analysis of rent, mortgage, property taxes, homeowner’s insurance, utilities, and transportation costs. A determination was made that parcels were affordable if their combined housing and transportation related costs were less than 45 percent of area median household income (AMI). This analysis used Property Appraiser data from the year 2011.



The 2011 AMI for the City of Lake Alfred is \$32,397 (source: 2007-2011 American Community Survey, 5-year estimates). For the purposes of this analysis, Lake Alfred’s AMI was used as the benchmark for affordability in the city and the District. According to this analysis, 380 of the District’s 491 residential parcels are considered affordable to households of AMI (approx. 77 percent). In comparison, 740 of the City of Lake Alfred’s 1,395 residential parcels are considered affordable to households of AMI (approx. 53 percent).

As shown in Figure 14, a greater percentage of the residential parcels located within the District are considered affordable when compared to residential parcels located outside of the District. Generally speaking, residential parcels located adjacent to one of the city’s numerous lakes are far less affordable than parcels that are not.

Figure 14: Residential Parcel Affordability





Transportation Analysis

Vehicular

Recent changes to the transportation infrastructure in the City include the conversion of US 17/92 from a four lane divided highway to a one-way pair from Echo Street north to Rochelle Avenue. This has had a profound impact on the downtown area in terms of both mobility and business development.

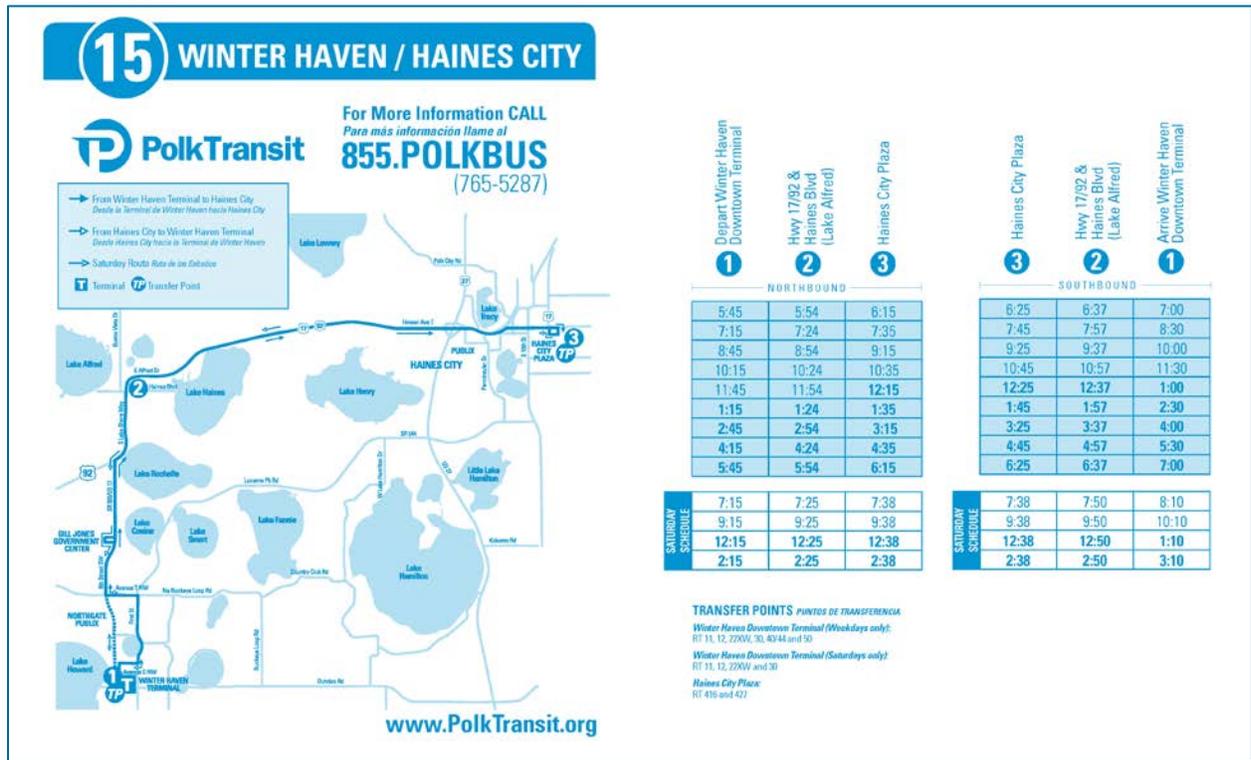
Within the Polk Transportation Planning Organization (TPO) 2035 Mobility Vision Plan (MVP), there are other projects that are either entirely funded or partially funded by the year 2035. They are:

- US 17/92, Rochelle Avenue to US 27 (2035 MVP ID # 328): widening from 4 lanes to 6 lanes
 - Partially funded: Project Development and Environmental (PD&E) and project engineering/design between years 2031-2035
- CR 557 from US 17/92 to I-4 (2035 MVP ID # 210): widening from 2 lanes to 4 lanes
 - PD&E, project engineering/design and right of way acquisition between years 2016-2020
 - Construction between years 2021-2025

Also within the Lake Alfred area, construction of the Lake Mattie Connector as a new two lane facility (2035 MVP ID # 296,297) has been identified as an unfunded need in the 2035 MVP.

Within the City of Lake Alfred, Winter Haven Area Transit (WHAT) Route 15 runs along US 17/92, connecting the cities of Haines City and Winter Haven.

Figure 15: Winter Haven Area Transit Route 15

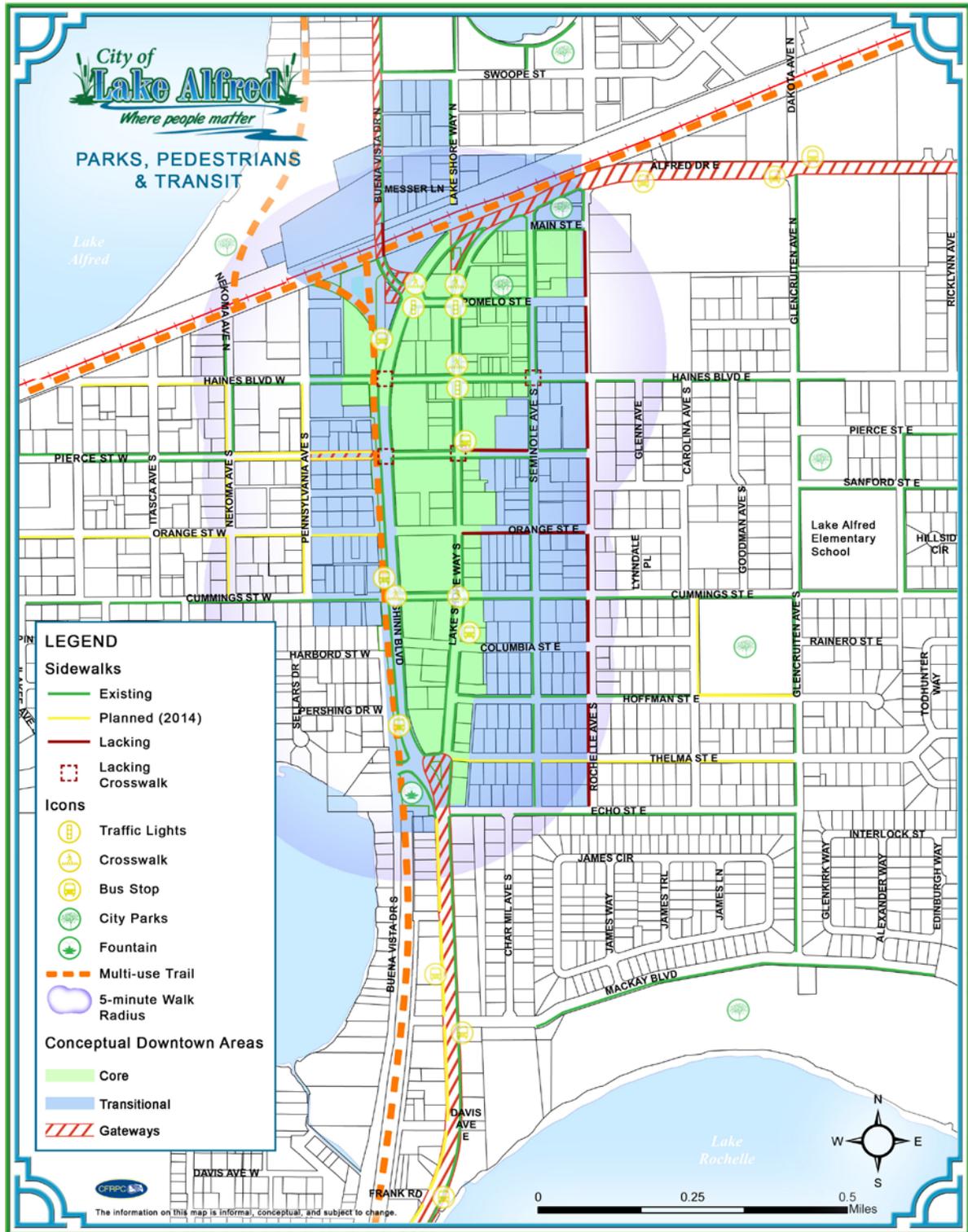


Non-Motorized

The City of Lake Alfred has an extensive sidewalk network within its Downtown Core Area. However, outside of the Downtown Core Area, existing sidewalks are located only sporadically throughout the city. Figure 16, from the Downtown Master Development Plan, depicts the existing and planned pedestrian facilities within the heart of the District, including a multi-use trail intended to connect with the Chain of Lakes Trail. The portion of the multi-use trail running from Haines Boulevard south to US Highway 17/92 exists and a funding for a pedestrian connection bridge over US 17/92 to connect to the Chain of Lakes Trail is approved for fiscal year 2015/16.



Figure 16: Parks, Pedestrian Paths, & Transit Map





COMMUNITY ENGAGEMENT

Essential components of the framework of a Community Redevelopment Plan are the key issues identified by the residents, property owners, business owners, and others whose lives are intimately tied to the Community Redevelopment District. Nobody has more insight about the area than these vitally important constituents. The City of Lake Alfred and the Central Florida Regional Planning Council recently engaged the community in an extensive visioning process that helped to create the Lake Alfred Downtown Master Plan. The key community priorities and planning principles identified through the visioning process, as well as information gathered at a separate Community Redevelopment Plan workshop, form the basis of community input for this Community Redevelopment Plan.

A summary of the visioning process and the community workshops is below.

Visioning

The visioning process for the Lake Alfred Downtown Master Plan involved numerous community workshops and other opportunities for public input as summarized below.

Community Workshop: February 23, 2012

- Opportunities, challenges, and assets
- Downtown Core, Transitional and Gateway Areas

Community Workshop: May 17, 2012

- Downtown concepts
- Pedestrian, bicycle, and vehicular connectivity opportunities

Community Workshop: September 6, 2012

- Downtown opportunities
- Downtown investment priorities
- Downtown vision statement

Figure 17: Community Workshop





Other Public Input Events

- Library grand opening
- Lake Alfred summer camp
- Downtown showplace
- Groundbreaking of Veterans Memorial at Gardner Park
- Grillin' & Chillin' Event

Surveys were distributed at the workshops and other public events, in which members of the community identified what they liked, and what changes they would most like to see, in Lake Alfred. In general, the residents like the small town character, safety, parks, lakes, library, and natural beauty of Lake Alfred. They would also like to see more landscaping/streetscaping, greater walkability, more festivals, and events, business beautification in the downtown area, and a gathering place such as an event/community center.

An analysis of the survey data and other information collected at the various workshops and events resulted in the identification of six priorities for Lake Alfred. They are as follows:

- Develop more retail including shops, a major grocery store, and a pharmacy
- Improve and expand landscaping, streetscaping, crosswalks, and street improvements in the Downtown Core
- Develop wayfinding signage and enhance gateways
- Promote business beautification in the Downtown Core
- Increase walkability in the Downtown Core through a new internal pedestrian boulevard
- Promote more festivals and events

CRA Workshop – June 26, 2014

A community workshop to discuss the proposed CRA occurred at 6:00 pm on June 26, 2014 in the Fellowship Hall at the First Baptist Church of Lake Alfred. Approximately 65 members of the community including the Mayor and members of the City Commission attended in addition to staff from the City of Lake Alfred and the Central Florida Regional Planning Council (CFRPC). The CFRPC staff gave a presentation that included a summary of past workshops and visioning efforts conducted in Lake Alfred with respect to the recently adopted Downtown Master Plan. The presentation also included an overview of CRAs and the anticipated Lake

Figure 18: Grillin' & Chillin' Event





Alfred Community Redevelopment Plan. After the presentation, CFRPC staff facilitated three breakout group sessions with approximately 20 people in each group. The groups considered a map of the District (Figure 19) and addressed three questions relating to the map.

1. Are there areas that are lacking infrastructure?
 - a. Sidewalks
 - b. Street/pavement issues
 - c. Drainage
 - d. Lighting
2. Are there areas available for parks/recreation/art/public spaces?
3. What is the one idea that you think would make the biggest impact upon redevelopment in Lake Alfred?

Figure 19: Breakout Group Discussion Map





The group facilitators recorded the answers to these questions, resulting in a list of issues and opportunities that the community views as important within the District and for the City of Lake Alfred. The issues and opportunities identified at the Community Workshop are as follows:

- A lack of lighting at Seminole Avenue and at the intersection of Columbia Street and Lake Shore Way.
- A general lack of sidewalks scattered throughout the District, including Rochelle Avenue.
- Flooding along Pierce Street, Cummings Street, Haines Boulevard, and at the intersection of Haines Boulevard and Ricklynn Avenue.
- Buena Vista Street is in disrepair and the sections that were removed during the construction of Shinn Boulevard should be replaced.
- Improvements should be made to the new walking trail. Suggested improvements include the addition of trees, landscaping, exercise stations, signage, and/or sitting areas.
- A community desire for more special events and activities within the District.
- Need to redevelop the Gray's Trucking property.
- General beautification within the District including landscaping and signage.
- Improved appearance of commercial and residential structures.
- Marketing/business attraction including a grocery store, an industrial user on US 17/92, another gas station, and more office/administrative jobs.
- Protect and beautify residential neighborhoods within the District.
- Redevelop Lions Park into a modern and attractive facility and link it to downtown.
- Redevelop Central Park into a modern and attractive facility and link it to downtown.
- As parcels develop additional public parking will be needed in the downtown area.

It is the intent of the Plan to make all redevelopment activities allowable by Florida Statutes Chapter 163 and the Plan available to the Agency to address these identified issues and opportunities, and any other future identified issues or opportunities, in pursuit of the Agency's mission.



REQUIRED CONTENTS OF A COMMUNITY REDEVELOPMENT PLAN

Chapter 163.362 of the Florida Statutes lists the mandatory requirements of a Community Redevelopment Plan. This section of the Plan specifically addressed each of those requirements. In order to satisfy the requirement 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 shown in the plan.***

Appendix B includes the legal description for the Community Redevelopment District.

The City of Lake Alfred City Commission authorized the preparation of a Finding of Necessity Study in 2013. In accordance with Chapter 163, Part III, Florida Statutes, the Finding of Necessity Study assesses conditions of slum and blight in a defined study area within the City of Lake Alfred. The Study Area has an approximate geographic boundary estimate at 1,032 acres total, beginning on the north side of US 17/92 north of downtown and extending to the intersection of US 17/92 south of downtown.

The Finding of Necessity Study evaluates the existence of deterrents to sound planning growth and development as defined in Section 163.355, Florida Statutes. The detailed examination of existing land use characteristics, socioeconomic conditions, and other indicators that occurs in a Finding of Necessity Study produces the basis for creating a CRA in accordance with Section 163.355, Florida Statutes. Working with the City of Lake Alfred, the Central Florida Regional Planning Council (CFRPC) assembled background data, conducted pedestrian and windshield surveys, and analyzed information in a manner consistent with Florida Statutes. The Finding of Necessity determined that the following criteria of slum and blight exist within the Study Area and that the Study Area meets the requirements for the creation of a CRA.

- Aggregate Assessed Values
- Site and Structure Deterioration
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness
- Unsanitary or Unsafe Conditions



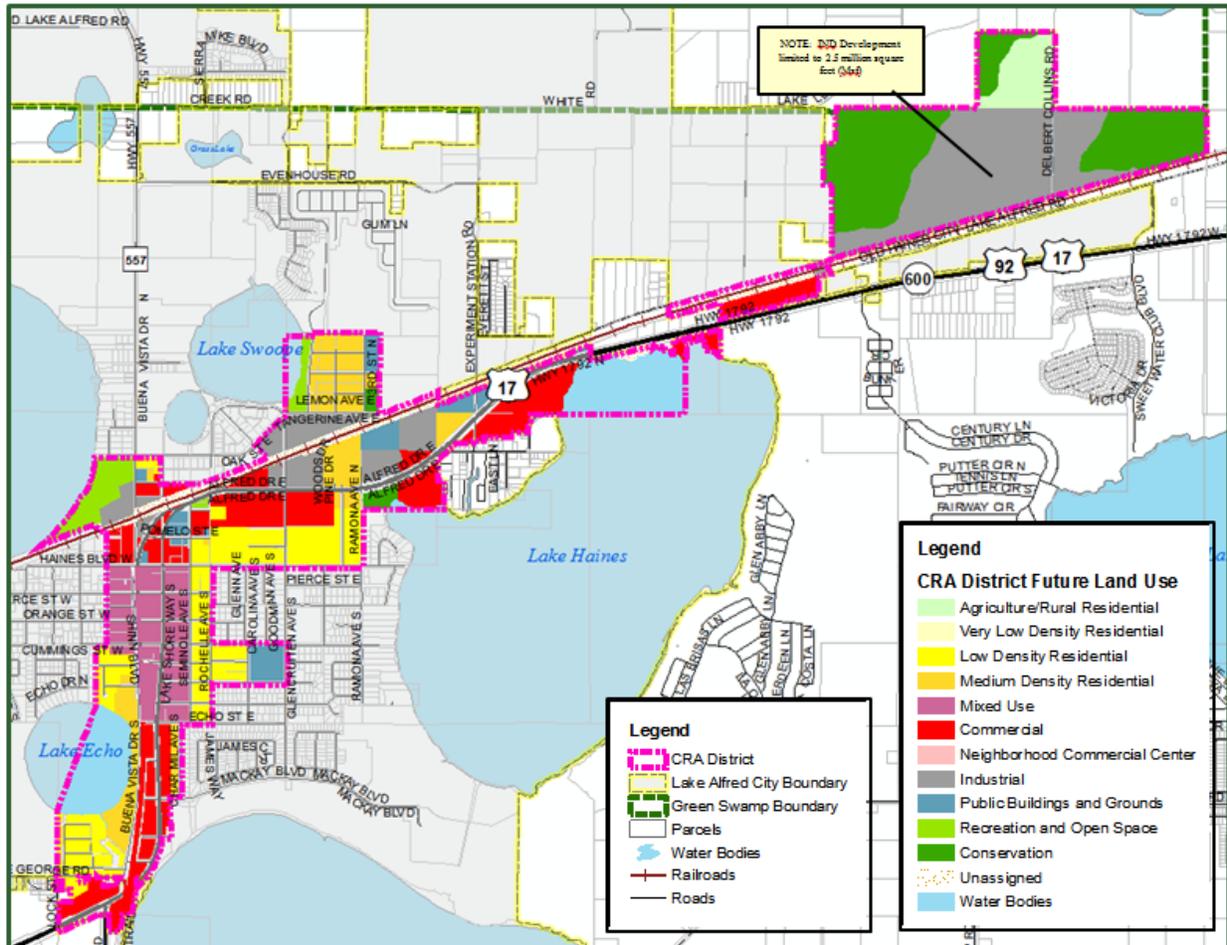
- The Finding of Necessity illustrates that the Study Area is in need of specific actions to reverse trends of economic and socioeconomic decline. The characteristics and indicators of slum and blight conditions documented in this Finding of Necessity meet or exceed the standards established in Florida Statutes. The City of Lake Alfred City Commission adopted the Finding of Necessity on February 17, 2014.

2. Show by diagram and in general terms:

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

Figure 20 depicts the general street layout as well as existing and proposed open space within the Lake Alfred Community Redevelopment District. The existing open space within the District is approximately 25 acres.

Figure 20: District Future Land Use Map





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 City of Lake Alfred Comprehensive Plan and Unified Land Development Code. However, the City should review its zoning districts and regulations to:

- 1) promote a variety of uses in the downtown area with an emphasis on retail and neighborhood commercial uses;
- 2) protect neighborhoods from the intrusion of randomly interspersed commercial and industrial uses; and
- 3) Increase walkability.

c. The approximate number of dwelling units

The approximate number of dwelling units that currently exist within the Lake Alfred Community Redevelopment District is 579.

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

Figure 20 (previous page) depicts the intended uses within the Lake Alfred Community Redevelopment District for public parks, recreation areas, streets, public utilities, 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 the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

The major emphasis of redevelopment (residential and non-residential) within the Lake Alfred CRA should be upon rehabilitation and in-fill development. Extensive demolition and relocation is not anticipated. However, if a redevelopment project requires that any person or business be involuntarily displaced from a residential unit or place of business, the project proposal must contain a relocation plan that adheres to all applicable laws.



- a. Relocation:** Prior to the implementation of any project or program that requires the relocation of any resident or business; the City must have in place relocation policies that are consistent with all applicable law. Additionally, the project or program must contain a relocation plan consistent with the City relocation policies.
 - b. Traffic Circulation:** It is the intent of this Plan to protect and enhance the existing residential neighborhoods. The designation of roadways as local streets, collector streets, and arterial highways helps to clarify the intended volume, use, and character of roadways within the District. All projects must conform to the City of Lake Alfred Comprehensive Plan.
 - c. Environmental Quality:** All redevelopment within the District must conform to the City of Lake Alfred Comprehensive Plan, which addresses water, sewer, drainage, and other environmental quality issues. Additionally, all redevelopment projects are required to obtain any necessary EPA, Water Management District, or Health Department permits prior to issuance of a construction permit.
 - d. Community Facilities:** There are several existing community facilities within the District including the Lake Alfred Library, the Veterans Memorial, the police and fire stations, and Lions Park. The Plan proposes to supplement these facilities with the establishment of pocket parks, the creation of a pedestrian corridor, and other projects described in the Redevelopment Activities Section of this Plan.
 - e. School Population:** If redevelopment programs and projects are successful, Lake Alfred should experience a gradual increase in population. The Polk County School Board provides all public schools with additional facilities.
- 4. Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.**

The City adopted its current 5-year Capital Improvement Plan (CIP) by Ordinance #1314-12 on November 19, 2012 (Appendix F). The CIP does include projects within the District including a multi-purpose trail, a pedestrian bridge, and various road-resurfacing projects. Any projects within the District that are currently on this CIP must be removed for a minimum of 3 years prior to receiving money from tax increment funds.



As a new District, the Agency currently has no specifically identified capital projects to be publicly funded with TIF revenue. However, the Agency reserves the right to amend its list of publicly funded TIF projects to be undertaken within the District. Such projects shall be consistent with redevelopment activities allowable by Florida Statutes 163, Part III, this Plan, and the Lake Alfred Comprehensive Plan. Additionally, such projects shall be adopted within the Agency's 5-year CIP with a copy available upon request.

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

The Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.

The Board is governed by Florida Law, Florida Statutes, and this Plan with regard to its activities and its administrative polices.

Measurable objectives for each Agency program shall be established upon its administrative design and funding approval by the Board. This shall be done on an annual basis at the time the budget is adopted.

The CRA shall hold an annual informational public workshop to:

- a. Report on the status and progress of programs and projects;
- b. Gather input from property owners, citizens and interested parties regarding redevelopment activities; and
- c. Discuss strategies relating to local redevelopment issues.

The Agency and the Board will carry out the work of redevelopment according to established processes consistent with Chapter 163, Part III, Community Redevelopment of the Florida Statutes. It is the intent of the Board to comply with those requirements as established in Chapter 163, Part III, of the Florida Statutes.

Powers retained by the City shall be provided by State law. The City of Lake Alfred retains the following powers pursuant to s.163.358 of the Florida Statutes:

- a. The power to determine an area to be slum or blighted, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold any public hearings required.



- b. The power to grant final approval to community redevelopment plans and modifications thereof.
- c. The power to the issuance of revenue bonds as set forth in Section 163.385, Florida Statutes
- d. The power to approve the development of community policing innovations.
- e. The power of eminent domain.

On June 23, 2005, the United States Supreme Court ruled in a 5 to 4 decision in favor of the City of New London, Connecticut in the pivotal case of *Kelo v. the City of New London*. In brief summary, the court found that the use of eminent domain for economic development was allowable by the City of New London in regards to the case before the court. This ruling resulted in many states adopting or modifying their eminent domain laws.

Florida enacted such a change in May of 2006 with the passage of House Bill 1567. The bill clarified the use of eminent domain for a public use or a public purpose, restricted the transference of lands taken through eminent domain to private entities, and also stripped the authority from CRAs to use eminent domain to prevent or eliminate an area of slum or blight.

A 2006 voter approved constitutional amendment permits the Florida Legislature to use eminent domain for economic development with a three-fifths vote of the membership in each house of the Legislature.

Any use of eminent domain powers shall be in accordance with applicable State law.

- 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 part.***

On a case by case basis, the Board shall review and/or provide that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed or leased, to or from the CRA, shall contain restrictions and/or covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Community Redevelopment Plan.



Additionally, as development occurs within the District, the City shall update its Comprehensive Plan and/or Land Development Code, as appropriate, to support redevelopment that is consistent with the Community Redevelopment Plan.

- 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.***

If any redevelopment project or program within the Community Redevelopment District requires that even one person be involuntarily displaced from a residential unit, the project or program must contain a relocation plan that adheres to all applicable laws. The City Commission and the Board must approve the relocation plan in a publicly noticed meeting before any final approval of the project or program.

If any projects or program requiring involuntary relocation involve federal funds, the Board shall make it a condition of CRA participation that all provisions of the Uniform Relocation Assistance and Real Property Acquisition Act are met. This strategy adheres to the requirements of Chapters 163 and 421, Florida Statutes.

- 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.***

The inclusion of residential uses within the Lake Alfred Community Redevelopment District is vital to the goal of the Lake Alfred Downtown Master Plan; to provide for:

- A strong economy
- A livable, healthy community
- Pedestrian, bicycle, and vehicular connectivity.
- Continuation of the community's small town character.

Residential neighborhoods surround the downtown core area of Lake Alfred on the east, west, and north. Reduction of blighted conditions and the provision of adequate, attractive, and affordable housing within these areas was identified as a key issue by area constituents during various public meetings and workshops.

A residential blight analysis and an affordable housing analysis are included within the Introduction to the Lake Alfred Community Redevelopment District Section of this



Plan. The findings from these analysis, coupled with the Goals and Objectives in this Plan form the basis for any housing Programs and/or Projects outlined in the Plan.

- 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 Board is required to annually produce a 5-year CIP. The Lake Alfred Community Redevelopment Plan includes the City’s current 5-year CIP, located in Appendix F. As a new District, the Board has not yet approved any capital expenditures. If at any time, the Board approves a capital improvement, this Plan shall be amended to include a current 5-year CIP. Any project, or project associated with an approved program may be included in an updated 5-year CIP.

Additionally, the Board will produce and adopt an annual budget that considers all revenue and expenses including programs, projects, debt, and administrative costs.

The Agency currently has no debt and anticipates using all of its TIF revenue for redevelopment activities within the District. Below is a revenue projection for the District to the year 2024.

**TABLE 8:
TIF REVENUE PROJECTION**

Year	Taxable Value	Increment	City Millage	County Millage	Ratio	Trust Fund Revenue (\$)	Cumulative Revenue (\$)
2013	\$44,372,981	-	7.5890	6.8665	95%	-	-
2014	\$44,372,981	\$0	7.5890	6.8665	95%	\$0	\$0
2015	\$44,594,846	\$221,865	7.5890	6.8665	95%	\$3,047	\$3,047
2016	\$45,040,794	\$667,813	7.5890	6.8665	95%	\$9,171	\$12,218
2017	\$45,716,406	\$1,343,425	7.5890	6.8665	95%	\$18,449	\$30,667
2018	\$46,630,734	\$2,257,753	7.5890	6.8665	95%	\$31,005	\$61,672
2019	\$47,796,503	\$3,423,522	7.5890	6.8665	95%	\$47,014	\$108,686
2020	\$49,230,398	\$4,857,417	7.5890	6.8665	95%	\$66,706	\$175,392
2021	\$50,953,462	\$6,580,481	7.5890	6.8665	95%	\$90,368	\$265,759
2022	\$52,991,600	\$8,618,619	7.5890	6.8665	95%	\$118,357	\$384,117
2023	\$55,376,222	\$11,003,241	7.5890	6.8665	95%	\$151,104	\$535,221
2024	\$58,145,033	\$13,772,052	7.5890	6.8665	95%	\$189,128	\$724,349

Note: 2013 Base line year



- 10. Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.*

It is anticipated that all redevelopment programs and projects will be completed no later than 40 years after the adoption of the Lake Alfred Community Redevelopment District boundary and Plan.



MISSION, GOALS, AND OBJECTIVES

Mission:

The mission of the City of Lake Alfred Community Redevelopment Agency is to eliminate and prevent conditions of slum and blight by facilitating redevelopment activities and encouraging private investment.

Goals and Objectives:

The goals and objectives of the Plan were identified through several community workshops that were part of the development of the Lake Alfred Downtown Master Plan (Appendix J) and the Community Redevelopment Plan as well as a detailed survey of conditions of the area.

Goals

The Goals of the Plan include:

1. Improve infrastructure within the District, including roadway paving, sidewalks, crosswalks, street lighting, and drainage.
2. Improve substandard housing conditions.
3. Develop more retail, including specialty shops, a major grocery store, and a pharmacy.
4. Improve and expand landscaping, streetscaping, crosswalks, and streets and other infrastructure improvements in the Downtown Core, Transitional Area, and neighboring residential areas within the District.
5. Develop wayfinding signage and enhanced gateways.
6. Promote business beautification in the Downtown Core.
7. Increase walkability in the Downtown Core through a new internal pedestrian boulevard.
8. Promote more festivals and events within the District.



Objectives:

The Objectives of the Plan include:

1. To address infrastructure improvements throughout the District, including roadway paving, sidewalks, crosswalks, street lighting, and drainage.
2. To eliminate substandard housing conditions.
3. To encourage the development or redevelopment of vacant, semi-vacant and/or underutilized properties within the District.
4. To promote new business development within the District, with an emphasis on the Downtown Core, while providing equal focus on the retention and expansion of existing businesses.
5. To develop a more walkable and pedestrian-oriented atmosphere in the District with emphasis on the Downtown Core, Transitional Area and neighboring residential areas.
6. To create an atmosphere in the Downtown Core that is inviting and supports successful festivals and events.
7. To improve the appearance of the District through business beautification, targeted streetscaping, landscaping, and/or residential programs and projects.
8. To enhance the atmosphere of collaboration among businesses, residents, the Agency, and the City.



REDEVELOPMENT ACTIVITIES

According to Florida Statutes, any redevelopment activity that is authorized by Chapter 163 Part III can be utilized by a Community Redevelopment Agency if that redevelopment activity is included within a Community Redevelopment Plan. Redevelopment activities can be grouped into two categories: Programs and Projects.

The Plan is designed to be permissive rather than prescriptive in nature. The Plan serves as a directional guide for redevelopment within the District and provides flexibility in achieving the Plan's goals and objectives. The programs and projects identified within this section of the Plan are tools that may be utilized by the Board throughout the life of the Agency. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria, or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting, whether or not the action was on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

The Board has the authority to decide when and if any programs or projects identified within the Plan will be implemented. Simply because a program or project is identified, does not mean that the Board is bound to implement or provide funds for that particular redevelopment activity.

All programs and projects identified within the Plan are eligible for Tax Increment Financing (TIF) funds and the Board may use any number of the projects or programs in a manner that furthers the redevelopment of the District.

Programs

The list of programs below have been created in order to provide a general outline of the redevelopment activities and authority conveyed to the Lake Alfred CRA by this Plan and by Florida Statutes Chapter 163, Part III. Listing a program within this section does not insure that the program will be established, considered for establishment, or funded by the Board. The Board reserves the right to establish, fund, develop, study, plan, or pursue any program listed within this section that is allowable by this Plan, Florida Statutes Chapter 163, Part III, Florida law, and the Lake Alfred Comprehensive Plan. The Board also reserves the right to amend this Plan, to add new programs, or edit existing programs that are allowable by Florida Statutes



Chapter 163, Part III, Florida law, and the Lake Alfred Comprehensive Plan at any duly noticed public hearing.

Greenfield Development Incentives

The Lake Alfred CRA District is somewhat unique in that a large area (385 acres) of the District is composed of vacant and/or agricultural property, much of it greenfield, or previously undeveloped land. Greenfield development is a redevelopment strategy facilitating the creation of planned uses on previously undeveloped land. This land may be rural, agricultural, or unused areas typically on the outskirts of urban areas. Unlike urban sprawl, where there is little or no urban planning, greenfield development is about proper urban planning that aims to provide practical, affordable, and sustainable developed spaces for growing urban populations. Proper planning takes future growth and development into account and seeks to avoid the various infrastructure issues that sometimes exist in urban areas. The development of greenfield areas within the District can serve as a catalyst for the Agency, providing additional TIF revenue that could then be utilized to further additional redevelopment programs and projects within the District.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to facilitate the development of greenfield properties within the District, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any greenfield development program.

Infill Development Incentives

Infill development is a redevelopment strategy that is used to repurpose real estate within a city or town that is no longer serving any real purpose. The process of this type of development effort may include new construction on vacant lots, changing uses in declining areas for new purposes, or even modifying existing structures so they can serve a new purpose. Infill development is often part of an overall urban renewal strategy, designed to revitalize areas of the city that have declined and are no longer considered desirable for any particular purpose.



The most common example of infill development usually involves vacant lots or parcels of land. While these lots may have once held some type of structure, those buildings are no longer present. In order to make the area useful again, the Board may identify a use for the vacant lot and proceed to implement that purpose. For example, a vacant lot may become home to a new structure, a park, residential units, or even be turned into a parking lot that helps to alleviate a parking problem that prevents consumers from shopping in nearby retail establishments.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of infill properties within the District, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any infill redevelopment program.

Brownfield Development Incentives

Brownfield remediation and development is a redevelopment tool and a process in which contamination at brownfield sites is addressed so that the sites can be redeveloped. Redevelopment of brownfields is important to many communities for a variety of reasons, ranging from wanting to preserve undeveloped land to a desire to make previously unusable contaminated land usable so that it can be part of the community. Because the environmental cleanup can be very complicated legally and environmentally, brownfield remediation often involves multiple government agencies.

A brownfield is an area of land which was used for commercial or industrial uses, and then abandoned. Some brownfields are actually perfectly usable, and simply haven't been targeted for redevelopment, but most have some form of contamination which needs to be addressed before the land or building can be used. During the brownfield remediation process, the contamination is identified and addressed. Cleanup efforts can include actively removing contaminants, isolating contaminants so that they cannot leak into the environment, or just re-zoning the land for a use that allows the presence of some contaminants.

Redevelopment of brownfields is important for a number of reasons. From an environmental perspective, cleanup of contamination is important because it reduces the release of harmful



contaminants into the environment, making the environment safer. Environmental cleanup can reduce health problems in the neighboring community and support plant and animal life. Additionally, by developing brownfields, the CRA is ensuring that land is fully utilized within the District, rather than spreading out and utilizing land outside of the District or even outside of the City of Lake Alfred.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of brownfield properties within the District, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any brownfield redevelopment program.

Building and Property Improvement and Rehabilitation Incentives

The improvement and rehabilitation of key blighted and/or underutilized non-residential properties within the District is a redevelopment strategy that is used to repurpose buildings, making them more attractive and marketable for private enterprise. Building and property improvements must be of a permanent or "fixed" nature, as allowable by Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater hookups, plumbing, electrical upgrades, interior buildout, landscaping, and anything associated with bringing a structure into compliance with local or state building codes.

Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the District is key to the appearance and integrity of residential neighborhoods. Accordingly, the CRA may provide assistance to residential property owners and associations for the rehabilitation of their properties. Both single-family and multi-family residential units and structures are eligible for assistance. Again, these building or property improvements must be of a permanent or "fixed" nature as described above.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition



including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to facilitate the improvement and rehabilitation of buildings and properties within the District, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any building and property improvement and rehabilitation program.

Public Infrastructure Development/Redevelopment

The provision of adequate public infrastructure is essential to the health and vitality of an urban community and its residents. The lack of adequate public infrastructure is a major cause of disinvestment and the establishment of blighted conditions within communities. The development and/or improvement of Public Infrastructure is a redevelopment strategy designed to address current and future needs by increasing capacity, functionality, efficiency, and/or marketability. Public infrastructure may include but is not limited to water and wastewater utilities, roadways, traffic calming, parking, electric utilities, signalization, broadband and other innovative technologies, recreational facilities and equipment, open space, bicycle lanes, and pedestrian facilities including sidewalks, walking/biking trails, and trailheads. Public infrastructure also includes the provision of adequate public transportation. As an incentive to local businesses and a convenience to the residents, the Agency may wish to enhance public transportation throughout the redevelopment area, including but not limited to, contracting with public agencies, contracting with private providers, purchasing, or leasing vehicles, employing qualified staff, and promoting the services.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to facilitate the development and/or redevelopment of public infrastructure, including public transportation within the District, with priority given to development by the private sector.



The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any public infrastructure development and/or redevelopment program, including the provision of public transportation.

Historic Preservation

The District has many historically significant buildings and places that have been identified by the community as important assets that should be preserved and marketed. "Historic preservation champions and protects places that tell the stories of our past."²

Lake Alfred has a rich and interesting history, including historical structures. Some of these include residential homes, churches, commercial uses, City Hall, the City's water tower, and the historically African American community near Lake Swoope, also sometimes referred to as Fruitland Park. The City is committed to the preservation and rehabilitation of the City's historic places.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to facilitate the development, redevelopment, and/or rehabilitation of historic structures and places, with priority given to development, redevelopment, and/or rehabilitation by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any historic preservation program.

Community Events, Festivities, Cultural Awareness, and Non-Profits

Community events and activities that occur within the District serve to promote the area and attract residents and visitors to the District to shop with local merchants and dine in local eateries. The creation, support, and/or facilitation of such events is a redevelopment strategy that boosts the local economy and encourages more activity within the District, especially in the downtown core.

Similarly, non-profit organizations such as Main Street, Inc. may assist in any number of various activities that support redevelopment goals within the District. The CRA may partner

² <http://www.preservationnation.org/what-is-preservation/>



with various non-profit organizations of this type that seek to improve the economic, social, and physical character of the District.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support community events, festivals, cultural awareness, and non-profits.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any program designed to support community events, festivities, cultural awareness, and non-profits.

Beautification

The appearance and aesthetic beauty of the District is critical for attracting residents and visitors to the District, especially the downtown core. Beautification programs help to create a visually and emotionally pleasant environment. Patrons of the downtown core area will find themselves staying longer and enjoying themselves more, when the area is as attractive as it can be. A beautification program may include, but is not limited to, signage, entry features, period lighting, public art, murals, plantings, and landscaping.

A beautification program may also include the updating or establishment of design standards for any given neighborhood or area within the District.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate a beautification program.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any beautification program, with priority given to development by the private sector.



Marketing, Promotions and Recruitment

Generally speaking, marketing is “the management process through which goods and services move from concept to the customer.” It includes the coordination of four elements called the four Ps of marketing:

1. identification, selection and development of a product,
2. determination of its price,
3. selection of a distribution channel to reach the customer’s place, and
4. development and implementation of a promotional strategy.”³

Although the Agency does not develop and sell any one specific good or service, it should similarly determine what it has to sell (the product), what it will take to get people to enjoy the product (its price), how to get the product and the consumer together (the place), and how to raise awareness of its product (promotional strategy).

The Board may provide funding and guidance necessary to create a useful and locally tailored marketing plan. Additionally, the Board may provide funds to promote the District and its residential and/or non-residential opportunities to residents or potential visitors. TIF funding may be utilized to recruit private investment, development, and businesses to locate or relocate to the District.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney’s fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate a marketing, promotions, and/or recruitment program.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any marketing, promotions, and/or recruitment program, with priority given to development by the private sector.

³http://us.yhs4.search.yahoo.com/yhs/search?p=define%20marketing&hspart=ironsource&hsimp=yhs-fullyhosted_001&type=irmsd103_01



Code Enforcement

Adequate and proactive code enforcement is a redevelopment strategy that is necessary to protect property values, commercial activity, and the general quality of life for residents and visitors within the District. Proper code enforcement can also help to attract new business development and investment to the District by increasing the marketability, aesthetics, and structural integrity of blighted properties. The CRA has the ability to augment the City's existing code enforcement efforts.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support code enforcement efforts within the District.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any program designed to augment the City's code enforcement efforts within the District.

Relocation Assistance

In some instances, residential and non-residential redevelopment activities may require the relocation of a business or household. The CRA may utilize TIF revenue to provide relocation assistance. Assistance may include, but is not limited to, rent/lease assistance, advertisements, distribution of pertinent information, and the cost of moving.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to support a relocation assistance program within the District.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any relocation assistance program within the District.



Community Policing

Adequate law enforcement is a necessary redevelopment strategy to help protect property values, promote activity, ensure safety, and enhance the quality of life of the residents and visitors within the District. When residents and visitors feel safe, activity increases, helping to facilitate new investment, new businesses, and more residents. According to Florida Statutes, the CRA may participate in community policing activities including, but not limited to, community mobilization, Neighborhood Block Watch, Citizen Patrol, neighborhood storefront police stations, support for increased or dedicated Lake Alfred Police Department patrol within the District, and the installation of security and monitoring systems.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate a community-policing program within the District.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any community-policing program within the District.

Neighborhood Reinvestment Program

The funding of certain capital improvements, increased pride of home ownership, and elimination of certain blighted conditions facilitate the stabilization and revitalization of stressed residential neighborhoods. The establishment and implementation of neighborhood reinvestment programs could improve the appearance, desirability, and marketability of core neighborhoods within the District. Being adjacent or near the downtown core area, the desirability and vitality of these residential areas is integral to the vibrancy of the District.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to support a neighborhood reinvestment program within the District.



The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any neighborhood reinvestment program within the District.

Elderly and Disabled Assistance Program

The Board may establish and participate in a program specifically designed to assist the elderly and disabled within the District. Such assistance may include, but is not limited to, financial assistance for housing needs, housing rehabilitation, wheelchair ramps, property improvements, transportation, and bringing any building or structure into compliance with the Americans with Disabilities Act (ADA). The Agency may also participate in the Communities for a Lifetime Initiative, which is a partnership between the Florida Department of Elder Affairs and the American Association of Retired Persons (AARP) that assists Florida cities, towns, and counties in planning and implementing improvements that benefit their residents.⁴

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the Agency to utilize any legal development and/or redevelopment tool available to support an elderly and disabled assistance program within the District.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of an elderly and disabled assistance program within the District.

Disaster Prevention and Recovery

The Agency may establish and participate in program(s) that plan for the prevention or mitigation of damage caused by both natural and/or man-made disasters including, but not limited to, hurricanes, tropical storms, tornados, floods, terrorism, riots, and chemical spills or explosions. Disaster prevention and recovery programs are specifically designed to protect the public's health, safety, and welfare and prevent or remove blight due to such disasters.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, and the Lake Alfred Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction

⁴ <http://communitiesforalifetime.org/faq.php>



costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees. It is the intent of this Plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support a disaster prevention and recovery program within the District.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of a disaster prevention and recovery program within the District.

Projects

The projects in this section are subject to change at any time by the Agency at any duly noticed public hearing. The Agency has the authority to decide when and if any of the project, in whole or in part, will be implemented. Simply because a project appears within the Plan, does not mean that the Agency is bound to implement or provide funds for that particular redevelopment activity.

All projects within this section are eligible for TIF funds (as allowable by Florida Statutes Chapter 163, Part III) and the Agency may use any number of the projects in the Plan in a manner that furthers the redevelopment of the District.

Redevelopment activities, as encouraged by Florida Statutes Chapter 163, Part III, are intended to be done primarily by, or in partnership with, private-sector developers, businesses, financiers, and entrepreneurs.

The projects identified by the community as needed improvements to achieve the future vision include:

- Development of retail and neighborhood commercial uses.
- Improved and expanded landscaping and streetscaping, crosswalks and street improvements.
- Development of wayfinding signage and gateway enhancement.
- Business beautification.
- Increased walkability.
- Festivals and events.

In order to help guide the implementation of these projects, improvements were identified that can be accomplished or moved forward in a “short term” (five years or less) time frame versus a “long term” time frame, which may be greater than five years.

Short Term Projects (5 years or less)

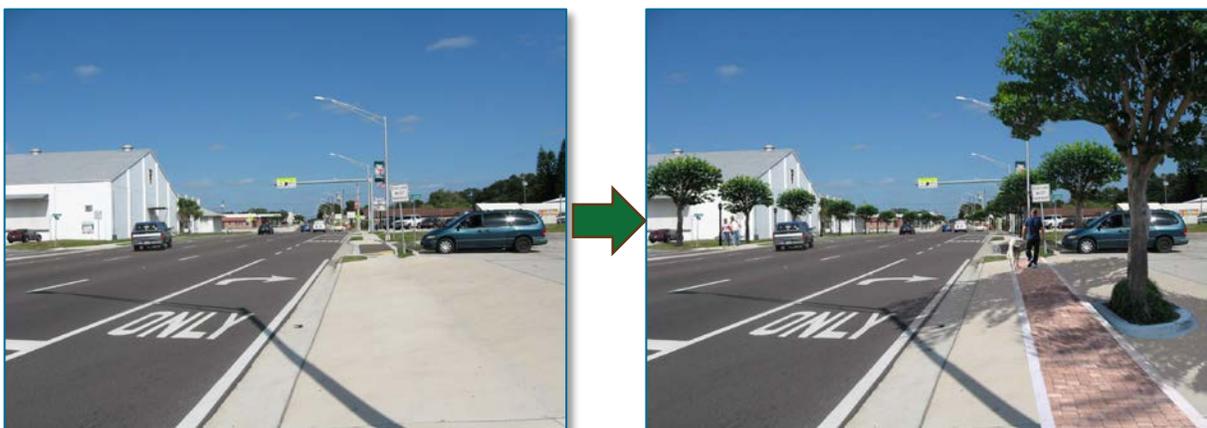
Projects identified that can potentially be moved forward in the short term time frame include:

- Provide a redevelopment plan for Gray’s Trucking Property
- Continued work with grocery store chains.
- Develop a business beautification program.
- Begin streetscaping projects based on community prioritization.
- Begin crosswalk improvements based on community prioritization.
- Develop wayfinding signage program.
- Begin work on establishing pocket parks.
- Begin work on festivals and events.

Figure 21: Conceptual Rendering: Redevelopment and Business Beautification



Figure 22: Conceptual Rendering: Enhanced Streetscaping on Lake Shore Way



Long Term Projects (greater than 5 years)

Projects identified that can potentially be moved forward in the long term time frame include:

- Redevelopment of Gray's Trucking site.
- Completion of a connected pedestrian system.
- A completed pedestrian corridor.

Figure 23: Pedestrian Boulevard Example

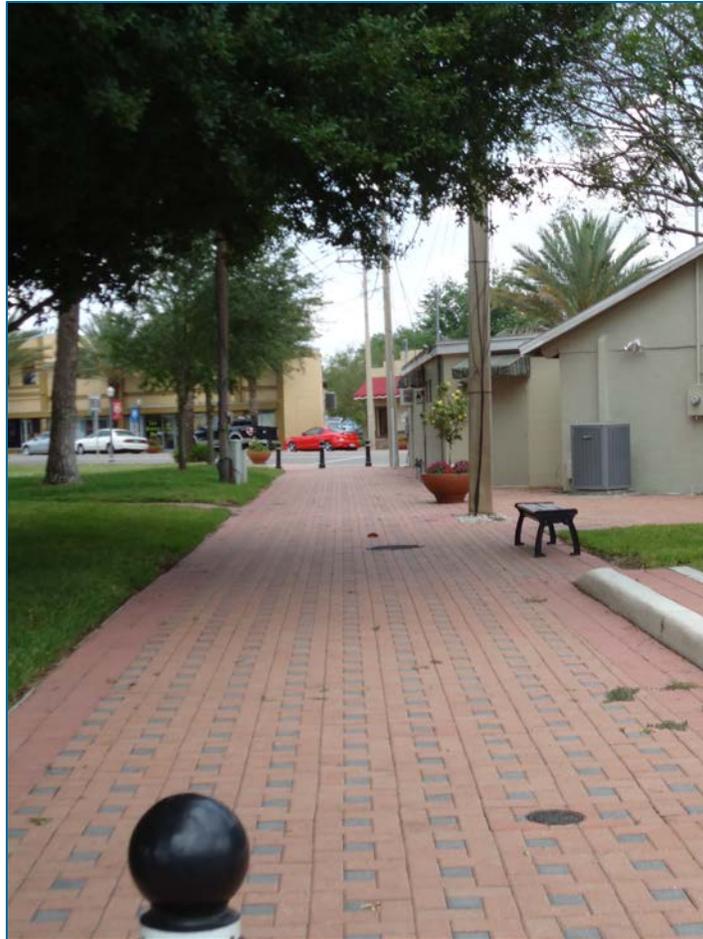


Figure 24: Pedestrian Connectivity

