

2010



LAKELAND COMMUNITY REDEVELOPMENT AGENCY

Annual Report





THE BIG WAHOO
201 McDonald Street

FAQs

FREQUENTLY ASKED QUESTIONS



WHAT IS A COMMUNITY REDEVELOPMENT AGENCY (CRA)?

A Community Redevelopment Agency (CRA) is a dependent taxing district established by local government for the purpose of carrying out redevelopment activities that include reducing or eliminating blight, increasing the tax base, and encouraging public and private investments in the redevelopment area. The members of the City Commission also serve as the Board members of the Lakeland CRA.

WHY CREATE A CRA?

CRA's are created to assist local governments in pursuing redevelopment in targeted areas that are characterized by blight and disinvestment. By establishing a CRA, local governments are given a financial and planning mechanism by which to redevelop areas where private market forces aren't working.

WHERE ARE THE DESIGNATED CRA AREAS?

Lakeland has four CRA target districts, or Community Redevelopment Areas. They are Downtown, which was established in 1979, Dixieland and Mid Town which were created in 2001, and Williams which was created in 2002.

WHAT TYPE OF ACTIVITIES WILL HAPPEN IN CRA AREAS?

Redevelopment activities are outlined in each of the CRA district redevelopment plans. The Redevelopment Plan is a document that is approved by the City and the County at the time that each CRA district is created. The Redevelopment Plan outlines the goals and objectives for the district, and more importantly, outlines the specific programs and capital improvements designed to reach those goals. Possible programs include master planning, street improvements, park improvements, development of infill housing, recruitment of new businesses and partnerships. Most programs are designed to leverage public funds by encouraging private developers to invest in CRA districts.

HOW ARE REDEVELOPMENT ACTIVITIES FUNDED?

Activities in CRA districts are predominantly funded by tax increment. Tax increment is calculated based on the dollar value of all real property in the Community Redevelopment area at the time CRA district is created, also known as the "frozen value". Taxing authorities who contribute to the tax increment continue to receive property tax revenues based on the frozen value. However, any tax revenues from increases in real property value, referred to as "increment", are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area.

It is important to note the property tax revenue collected by the School Board and any special district (ex: SWFWMD) are not affected under the tax increment financing process. Tax increment revenues can be used

immediately, saved for a particular project, or bonded to maximize the funds available. Any funds received from a tax increment financing area must be used in accordance with the Redevelopment Plan for specific redevelopment purposes within the targeted area, and not for general governmental purposes.

HOW CAN I GET INVOLVED?

With the exception of Downtown, each CRA district is governed by volunteer Advisory Boards, the members of which are appointed by the City Commission. The Downtown CRA actions are governed by the members of the Lakeland Downtown Development Authority (LDDA) Board, plus one (1) member appointed of the City Commission who represents the larger economic development interests for the City of Lakeland. Because the LDDA is a special taxing authority, its Board members are elected by property owners and electors within the LDDA boundaries. Members of all CRA Advisory Boards are required to live and/or work or own property within their respective districts. Advisory Boards are responsible for making budget, policy and project recommendations to the City Commission. The City Commission, acting as the Community Redevelopment Agency, has the final authority to approve all actions.

If you would like to volunteer to serve on any of these Advisory Boards, please visit www.lakelandcra.net to download a copy of the Advisory Boards and Committees Application. In addition, all Advisory Board meetings are open to the public and held monthly in the City Commission Conference Room on the third floor of City Hall.

LAKELAND DOWNTOWN DEVELOPMENT AUTHORITY

The Lakeland Downtown Development Authority (LDDA) is a special taxing district created by the State Legislature in 1977. Property owners within the boundaries of the LDDA pay an additional 1.8744 in millage, providing the basis for LDDA's budget. Six Board Members are elected by the Downtown property owners and electors along with one City Commissioner appointed by the Mayor. LDDA projects include marketing efforts and events support, pilot projects such as container gardens and Preservation Alley, and the oversight of streetscape, brick crosswalks and wayfinding signage in Downtown. The LDDA serves as the Advisory Board to the Downtown Community Redevelopment Area. The LDDA's website is www.ldda.org

DOWNTOWN LAKELAND PARTNERSHIP

The Downtown Lakeland Partnership (DLP) is a membership organization of businesses in Downtown who work together to promote shopping, restaurants, and events in Downtown. The DLP holds "First Friday" events every month, plus various holiday activities in December, including the annual Holiday Walkabout. The DLP is also responsible for Central Florida's premier craft beer festival, Brewz Crewz. Find out more about the DLP at www.downtownlakelandfl.com



2010 LCRA

ANNUAL REPORT

CITY OF LAKELAND STAFF

DOUGLAS B. THOMAS, *City Manager*

TONY DELGADO, *Deputy City Manager*

JIM STUDIALE, *Director of Community Development*

STEVE BISSONNETTE, *Assistant Director of Community Development*

JASON WILLEY, *Economic Development Coordinator*

LAKELAND COMMUNITY REDEVELOPMENT AGENCY ADMINISTRATIVE STAFF

TAMARA SAKAGAWA, *CRA Manager*

PATRICIA HENDLER, *CRA Project Manager*

NICOLE TRAVIS, *CRA Project Manager*

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STANDING (Left to Right)

Commissioner Glenn Higgins
 Commissioner Justin Troller
 Commissioner Edie Yates
 Commissioner Phillip Walker

SEATED (Left to Right)

Commissioner Don Selvage
 Mayor Gow Fields
 Commissioner Howard Wiggs

O for a muse of fire, that would ascend
the brightest heaven of invention..."

- Wm. Shakespeare



Introduction

The Lakeland Community Redevelopment Agency (LCRA) Fiscal Year 2010 Annual Report covers all activities for the period October 1, 2009 through September 30, 2010. The report includes a complete financial statement of the LCRA's revenues and expenses, amount of tax increment funds collected and a record of LCRA activities for the fiscal year.

The LCRA was created in 1979 as a supplementary measure to assist the City of Lakeland and the Lakeland Downtown Development Authority (LDDA) in its efforts to improve the Central Business District. By 2002, the LCRA had expanded to include a total of four target areas: Downtown, Dixieland, Mid Town and Williams. In all, the LCRA currently operates in 12.9% of the area that makes up the Lakeland City limits.

The activities in each area are outlined in adopted redevelopment plans and are guided by volunteer Advisory Boards that make all budget, program and project recommendations to the City Commission whose members make up the Board of the Community Redevelopment Agency. Redevelopment initiatives are coordinated in these areas by CRA staff and implemented by partners including City departments, the Florida Department of Transportation, local non-profits and community groups, and most importantly, private property and business owners.

It's been a busy year with a number of new initiatives which will facilitate the continued redevelopment of our City. While times continue to be challenging for many of our citizens, the LCRA is committed to creating responses which both effectuate the continued implementation of the redevelopment plans, and also address some of the immediate needs of our businesses, property owners and residents.

LAKELAND IS "OPEN FOR BUSINESS"

In an effort to enhance communication with the public regarding business and development opportunities in Lakeland and to

provide better information about the Lakeland Community Redevelopment Agency, LCRA staff worked with the City of Lakeland's Information Technology and Communications Departments to develop a new and improved website. www.lakelandcra.net is intended to be customer-friendly, easy to navigate and frequently updated.



The site is designed for the typical customer; citizens who are interested in engaging in development or opening a business in Lakeland. We built the site by beginning with the premise that the average customer wants to know how to get through the process; and whether or not we can provide any assistance or resources along the way.

Through this site, we have combined the programs and services of the Redevelopment Agency, as well as the City's Enterprise Zone, all under the heading of "Economic Development". We also have provided quick links to other agencies and organizations which we partner with that are in the same line of work including the Lakeland Economic Development Council and the Lakeland Downtown Development Authority.

We have limited the information provided on the site to areas which would be most relevant to the customer. These are highlighted in the top navigation bar. Information specific to the Enterprise Zone, Development Incentives, Available Properties and Publications can be accessed through these tabs. The most important tab, Address Lookup, is available so that customers can enter their property address and learn more about zoning, whether or not the site is within a redevelopment district, or in the Enterprise Zone.

In order to further redevelopment activities in both our Dixieland and Downtown redevelopment districts, we are using the Available Properties section of the website as a portal for available properties within these districts. This area of the site allows customers to see general information about properties and most importantly, to provide customers with the contact information for the appropriate broker. It also provides a location to market publicly-owned properties for development.

We hope that you will take the opportunity to explore this new site and see what we have to offer.

Lakeland is Open for Business and we look forward to working with the public. www.lakelandcra.net





Dixieland

RED DOOR WINE MARKET
850 South Tennessee Avenue

DIXIELAND COMMUNITY REDEVELOPMENT AREA ADVISORY BOARD

BEN MUNDY, *Swilley Curtis Mundy
Hunnicuttt Associates Architects*

NIS NISSEN, *Nissen Advertising, Inc.*

MELISSA CHAMBERS, *The Chambers
House*

CINDY GREEN, *Dixieland Historic
Neighborhood*

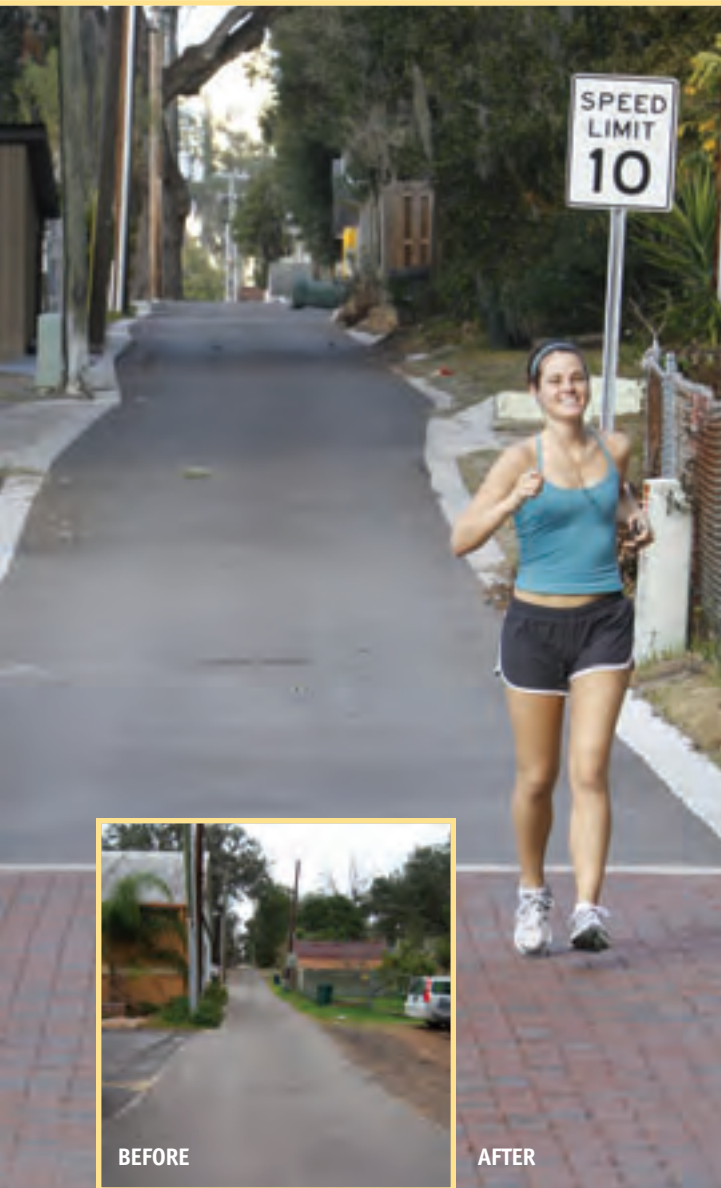
SEAN MALOTT, *South Lake Morton
Historic Neighborhood*

GREG MYERS, *Southside Cleaners-
Launderers*

KRISTINE ROBERTSON, *Via Yia's
Beads and Gifts*

ALLEY IMPROVEMENTS

One of the distinct physical characteristics of Dixieland is its system of alleyways. During the development of this commercial district, these alleys were used primarily for service and deliveries. However, as time has gone on and the nature of South Florida Avenue has changed, all activities, including garbage collection, deliveries and customer and resident parking, are occurring off of the alley system.



In June 2010, the City of Lakeland's Construction and Maintenance Division completed the first Dixieland alley improvement. The project, on the east side of South Florida Avenue between East Charles and Patterson Streets, was designed by the City's Public Works Engineering Division based on conceptual designs created by Hardeman Kempton & Associates (HKA). HKA's design concepts focused on function, aesthetics and signage.

The work included the installation of flat concrete curbing to define the edges of the alley, as well as decorative brick work at the north and south entrances to the alley to define them as public access points. New paving as well as reinforced "shoulders" or areas outside of the right-of-way, were installed to improve maneuverability and access for vehicles. Three utility poles were removed to allow for better access, and the fencing behind the Subs 'n Such property was removed and replaced with new fencing set back further from the right-of-way line. The Subs 'n Such property is at the mid-point of the alley and is often used as a cut through. Residential property owners on the east side of the alley had created systems of bollards to protect their fences and accessory structures from damage. The

relocation of the fence to allow for wider turns has helped to prevent further property damage and maintained the area for traffic.

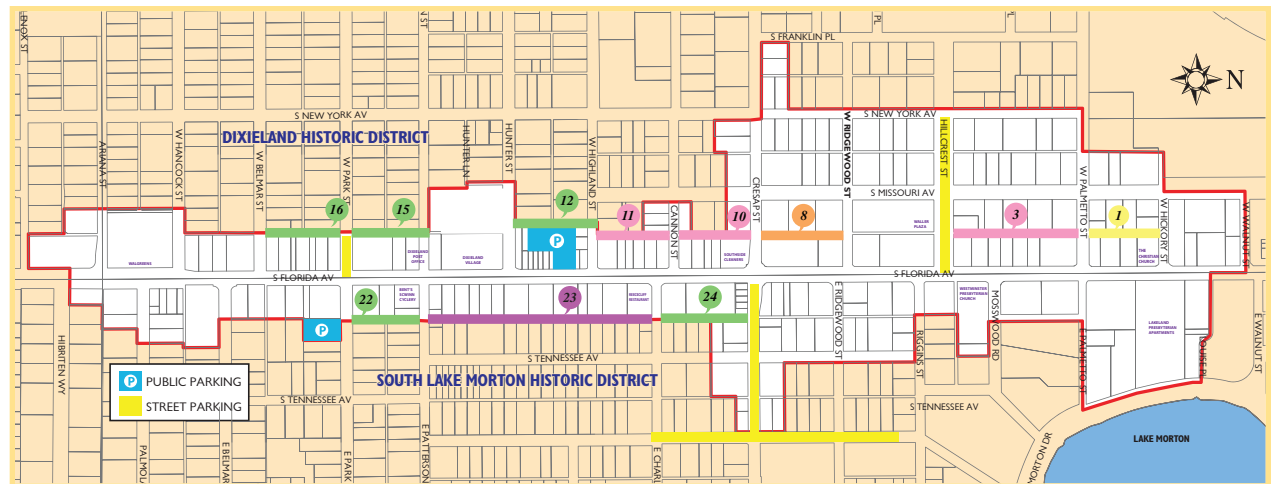
In addition, in an effort to address resident complaints about garbage, the project included the construction of a dumpster pad and locking enclosure placed on the Subs 'n Such site and shared with the adjacent convenience center. The project includes the fabrication and installation of signage at the north and south entrances to the alleys, however the Advisory Board is considering some alternate signage designs in order to conserve funding.

Upon completion of this alley improvement, the Dixieland CRA Advisory Board voted to move forward with a complete program of alley improvements throughout the commercial alleys within the district. As a result, improvements to five alley segments are included in the budget for FY 2011. The next alleys scheduled for construction are as follows:

	FY 2011 Alley Improvement Schedule	Estimated Construction Time
West Park to West Belmar Street	November 8, 2010 – December 17, 2010	5 weeks
McDonald to East Charles Street	January 3, 2011 – January 28, 2011	4 weeks
East Patterson to East Park Street	February 7 – February 28, 2011	3 weeks
West Patterson to West Park Street	March 1, 2011 – April 8, 2011	5 weeks
West Highland to Hunter Street	April 11, 2011 – June 3, 2011	8 weeks

DIXIELAND ALLEY IMPROVEMENT SCHEDULE

■ FY 2010 ■ FY 2011 ■ FY 2012 ■ FY 2013 ■ FY 2014





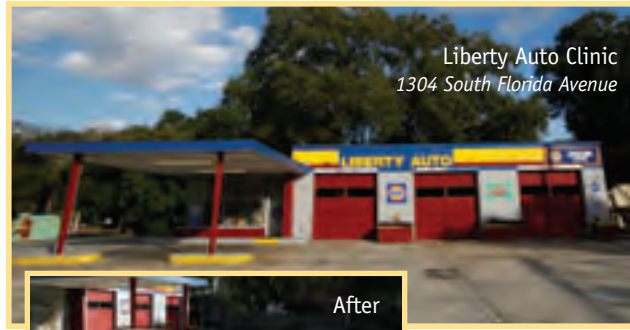
DEFINING THE DISTRICT

For years there has been an interest in defining or branding Dixieland as a specific commercial district that is distinct and separate from Downtown Lakeland. The use of banners and customized street signs has helped to create an initial identity, but there has always been a goal articulated in the redevelopment plan, as well as by the Advisory Board, to mark the boundaries of the district through gateway signage or markers. With the assistance of Sam Sheets, a local architect, the Advisory Board selected a gateway design to be fabricated and placed within a landscape easement at the northeast corner of the intersection of South Florida Avenue and East Belmar Street on the site of the former Tucker's Southside Package and Lounge. This property is a prime site within the commercial district and will eventually be the site of new development. In the interim, the owners have granted the ability for the City of Lakeland to have a temporary landscape easement in order to enhance the intersection and mark the southern entrance to the district.

The sign has been designed to be fabricated so that it can be easily removed and relocated in anticipation of being moved at some future date. In addition, the proposed landscaping enhancements are "Florida-Friendly" and are intended to be drought-tolerant. Construction is expected to begin in Spring 2011.

PROPERTY OWNER INCENTIVES

In Dixieland, we continue to offer two incentive programs for commercial property owners (or tenants with owner approval). The Design Assistance Program and Façade Improvement Matching Grant have been in existence since 2005. The Design Assistance Program connects property owners with local architects to help create illustrations of potential façade improvements. Façade Improvement



Liberty Auto Clinic
1304 South Florida Avenue



After

Matching grants are dollar-for-dollar matching grants for up to \$15,000 for eligible exterior improvements.

Since the inception of the programs, 22 Design Assistance projects have been completed, five of which were awarded in 2010. These included designs for the Reececliff Restaurant, Red Door Wine Market, Liberty Auto Clinic, the Anchor Building, Realty and Elder Pointe Ministries properties. In addition, since 2005, 13 Façade Improvement Matching Grants have been awarded, including four in 2010. These were for Dixieland Properties (the former Watson Office Supply Building), Reececliff Restaurant, Liberty Auto Clinic and Anchor Commercial Realty. For more information about these programs, please visit www.lakelandcra.net

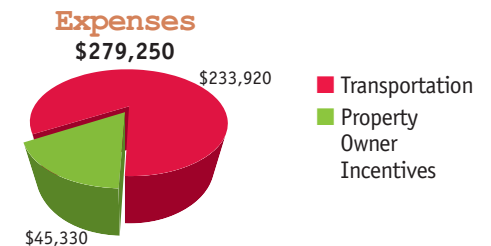
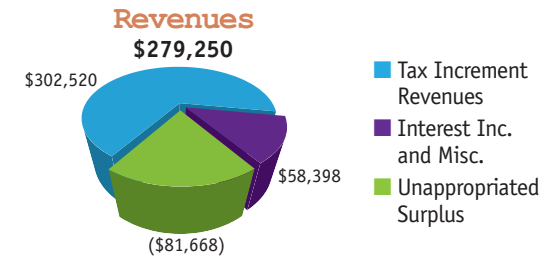
NEW BUSINESSES

A number of exciting new businesses opened in Dixieland over the course of the last fiscal year. The intersection of McDonald and



BLACK SWAN BAZAAR

Tennessee continues to be a hot spot for fledgling retail shops, including the very popular Red Door Wine Market, a combination retail shop and wine bar, the Black Swan Bazaar, a consignment shop for antiques and hand-crafted goods, and The Big Wahoo, which specializes in Italian ice, gelato and ice cream. In addition, at the southern end of the district, Hattie's Branches, which specializes in modern, unique women's apparel and accessories, has been a regional draw. If you have not yet had a chance to explore these shops, you should make a point of stopping in to visit with the owners and sample their wares. These are truly gems within our redevelopment district!



Tax Increment Revenue Sources*

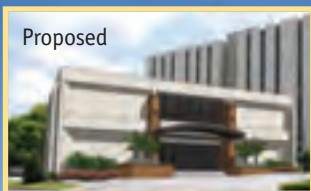
Polk County\$187,870
City of Lakeland\$100,850
LAMTD\$ 13,800

TOTAL **\$302,520**

*Tax increment revenues shown are based on the prior tax year



Anchor Building
520 South Florida Avenue



Proposed

After



Downtown

DOWNTOWN FARMERS CURB MARKET

DOWNTOWN COMMUNITY REDEVELOPMENT AREA ADVISORY BOARD

FORD HEACOCK III, *Heacock
Insurance Group, Inc.*

JOSEPH MAWHINNEY, *Clark,
Campbell, Mawhinney & Lancaster, P.A.*

JIM MALLESS, *Wiley & Malless, LLC*

ERIC BELVIN, *Linksters Taproom*

BILL MUTZ, *Lakeland Automall*

COMMISSIONER DON SELVAGE,
City of Lakeland

DAVID D. HALLOCK, JR.,
GrayRobinson, P.A.

JANET TUCKER, *Property Owner*



HOOKAH PALACE
122 South Kentucky Avenue

ORGANIZATIONAL STRUCTURE

Since 2000, activities of the Lakeland Community Redevelopment Agency within the Downtown Community Redevelopment Area have been governed by an Advisory Board made up of the members of the Lakeland Downtown Development Authority (LDDA) Board. Advisory Boards are responsible for making budget, policy and project recommendations to the City Commission. The City Commission, acting as the Community Redevelopment Agency, has the final authority to approve all actions. In order to further the Downtown Redevelopment Plan and expand representation and input regarding Downtown, the Advisory Board was expanded to include an additional member, appointed by the City Commission, to represent the larger economic development interests of the City of Lakeland. Bill Mutz, of Lakeland Automall, was appointed to a three-year term to fill this position. Bill's experience as a local businessman, as one of the original members of the Mid Town Community Redevelopment Area's Advisory Board and as a Board Member and past-Chairman of the Lakeland Economic Development Council were seen as very beneficial to the progress and future development of Downtown.

NEW BUSINESS VENTURES

In 2010, Downtown experienced an influx of new businesses in defiance of the negative hype about Florida's economic state. New establishments including salons, entertainment venues, arts, food

service, professional offices, financial services, and real estate either opened or relocated to Downtown. You will find them on Kentucky Avenue south of Main Street, South Massachusetts Avenue, West Main Street at Bartow Road, Kentucky Avenue north of Bay Street, and the east side of Florida Avenue. Downtown has grown both the number of businesses and its core business perimeter this year, all in an economic downturn. Just imagine what's in store for next year!

Art, beauty, and food services account for over half of the 32 new ventures Downtown. Six businesses related to the arts opened. Two new graphic design studios provide services Downtown, and *Paint Along Studios* has become a favorite children's and adult party destination. All attendees leave with their own original acrylic painting at the end of the

festivities. 2010 also brought four new beauty salons to Downtown. *Studio 323* is a move from a far south side location to new space in the *Orange Blossom Hotel*. *Evolve Hair Studio* on Main Street took the space that for years was the location of Downtown's oldest barber shop. And although there were some restaurants that closed their doors, a national franchise food service opened Downtown at the corner of Cedar and Kentucky Avenue. *Jimmy John's* offers "freakin' fast" delivery to Downtown offices, a service that is becoming more common due to demand. Three other "mom and pop" restaurants opened including *Sammy's Deli* and *Panaderos Sandwich Shop* which expand the lunch choices out of the Kentucky Avenue core to the east and west.

Some truly unique businesses launched this year on Kentucky Avenue. *Hookah Palace* brought a new evening entertainment experience to Downtown featuring belly dancers and flavored tobaccos smoked through a water pipe. *Evolution Records* opened and brought live entertainment on weekends featuring indie rock and local talent plus a blast from the past through their large collection of vinyl available for retail sale. This is truly a business that serves a span of generations. If you are looking for an herbal remedy or a martial arts work out, *Chinese Herbs and Kung Fu* found a spot on Pine Street east of Tennessee Avenue.

Despite the downward trend for home building and sales, Downtown now has several new businesses related to that industry: *Smart Title of Lakeland*, *Premiere Homes and Real Estate*, *HomeBanc*, *Maxim Commercial Realty*, and *Loupin Construction*. Want to advertise or promote your business? *Smart Creative* moved to Pine Street, you can't miss them, their building beckons with a dramatic new paint job.

All of these new businesses, whether they are new ventures or relocations to Downtown, signal what the successful, established businesses here already know. Downtown is open for business, whether it be retail, arts, entertainment, financial or professional services, or restaurant there is a place for it Downtown.



SMART CREATIVE
208 East Pine Street

WAYFINDING SIGNAGE

In 2010, through the efforts of the staff of the Lakeland Downtown Development Authority, implementation of a long-awaited wayfinding signage program began. The initiative was part of Downtown Lakeland's continued branding effort as well as part of the ongoing effort to help direct people into and around Downtown. The design for the wayfinding signage was originally created by Cloud Gehshan Associates of Philadelphia and was later modified by Kiku Obata & Company of St. Louis. Both firms listened to the community's interest in maintaining the historic feel and tradition associated with Downtown Lakeland, while still expressing the youth and energy of a City that continues to grow and increase in vibrancy and activity. The resulting signage incorporates Downtown Lakeland's new logo and color palette, and cleverly makes use of existing poles as mounting locations.

Bunting Graphics, Inc. of Pennsylvania was selected out of a group of five respondents to complete the fabrication and installation of signage. With the help of LDDA staff, Bunting will be responsible for the creation and installation of no fewer than four different sign types, siting, permitting and all other work associated with installation. The project is estimated to be complete in winter 2010 at a cost of approximately \$80,000. Funding for this project, as well as for annual maintenance of the business directory signs, was provided by the LCRA.

Wayfinding: "Wayfinding encompasses all of the ways in which people and animals orient themselves in physical space and navigate from place to place." Wikipedia

Researcher Kevin Lynch coined the term "wayfinding" in his 1960 book "Image of the City". In 1984 environmental psychologist Romedi Passini published "Wayfinding in Architecture" and expanded the concept to include signage and other graphic communication, clues inherent in the building's spatial grammar, logical space planning, audible communication, tactile elements, and provision for special-needs users.

DOWNTOWN DWELLERS

We continue to increase the number of residents in Downtown Lakeland. In 2010, the completion of Tennessee Carriage Lofts added three more residential units to our growing inventory. Why is this of interest? Residential development is critical to the continued growth and redevelopment of Downtown Lakeland and is something that is critical in the implementation of the Downtown Community Redevelopment Area Redevelopment Plan. Downtown residents represent a new market for Downtown businesses and can provide a base for spending and activity 24 hours a day, 7 days a week. The hope is that Downtown residents will also be Downtown employees; thereby reducing the amount of traffic and congestion on our local roadways and improving the quality of life for residents and employees. Our hope is that we can continue to bring more residential development Downtown, through conversions of the second and third floors of existing buildings and through new construction.



TENNESSEE CARRIAGE LOFTS

BIKELAKELAND

LCRA staff was invited to participate in a citizen initiative dubbed "BikeLakeland." The diverse group of cycling enthusiasts and multimodal advocates developed a vision of establishing Lakeland as Florida's foremost bike-friendly community. Members identified a mission to unite Lakeland's bicyclists, business community, City employees and concerned residents to promote awareness and effect positive change for bicycle riders in the community.



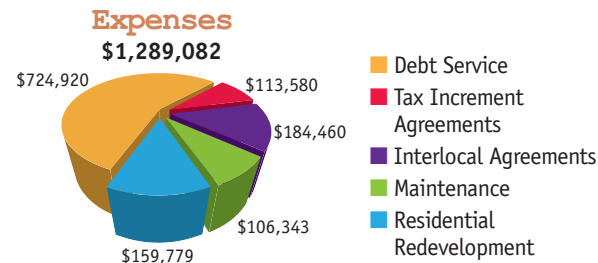
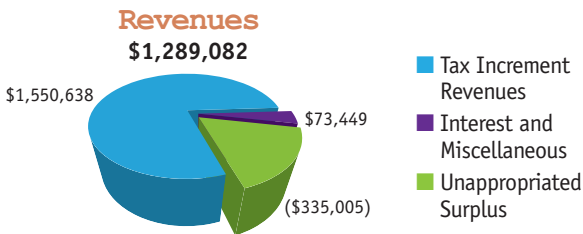
BikeLakeland's first order of business was to encourage and facilitate cycling by tackling the project of selecting, fundraising, purchasing and installing bike racks within the central city. Promoting "Visible, Inexpensive, Secure, Accessible and Attractive" bike racks placed within the public right-of-way or on public

property, BikeLakeland established its first goal of raising funds to purchase and install a minimum of ten racks by June 1, 2011.



The members worked with City staff and business leaders to identify areas with the greatest current need for bike racks, or with near-future growth. LCRA and City staff assisted the group by identifying acceptable bike rack locations throughout Downtown Lakeland. Existing street furnishings, conflicts with parked cars, sidewalk signs and landscaping factored into the choice for the first rack locations.

In the spirit of the initiative, LCRA and City staff facilitated the purchase and installation of bike racks in the Iowa and Main Street parking garages, as well as at the entrance to City Hall. The fundraising phase for BikeLakeland's initiative is underway and we hope to see bike racks throughout Downtown soon. For more information or to contribute, please visit www.bikelakeland.com



Tax Increment Revenue Sources*

Polk County	\$ 828,775
City of Lakeland	\$ 440,990
LAMTD	\$ 60,948
LDDA	\$ 215,925
TOTAL	\$1,550,638

*Tax increment revenues shown are based on the prior tax year





Mid Town

HABITAT FOR
HUMANITY

**MID TOWN COMMUNITY
REDEVELOPMENT AREA
ADVISORY BOARD**

CAROLE PHILIPSON, *Lakeland
Regional Medical Center*

EARL JOHNSON, JR., *Watson
Clinic, LLP*

DEAN BORING, *Boring Business
Systems*

TIMOTHY MITCHELL, *Parker Street
Ministries*

RYAN REIS, *Keiser University-
Lakeland*

DEBORAH BEALL VINSON, *Beall
Insurance Services*

COMMISSIONER PHILLIP WALKER,
City of Lakeland

PARKER STREET NEIGHBORHOOD IMPROVEMENTS

Since 2007, the Lakeland Community Redevelopment Agency has worked in partnership with a number of municipal departments and local non-profit organizations like Parker Street Ministries, Habitat for Humanity and Keystone Challenge Fund to develop new and rehabilitated housing units in the Parker Street Target Area. The intent of the initiative was to develop working partnerships and strategies to stabilize the neighborhood while building back safe, decent, attractive housing for a range of household incomes.

In 2010, Habitat for Humanity was able to complete construction of three units within the Target Area. LCRA staff worked with Habitat for Humanity on the design of the units to be more in keeping with the architecture of the existing homes within the neighborhood which are circa the 1900s. The result was three beautiful structures with great architectural details which add to the value of the overall neighborhood and have become the homes for three new families.

At the same time, Keystone Challenge Fund worked with an existing owner-occupant to complete a gut rehabilitation and addition to one of the last remaining “rock houses” in Lakeland. The original structure was 560 square feet and was believed to have been built as an accessory structure for a previously demolished adjacent home. The structure had no sheetrock, air conditioning or heat. The renovations added an additional 500 square feet and brought the structure up to modern building code while maintaining the historic exterior. The contractor went as far as locating matching stone to use on the addition. The result is a beautiful home which suits the needs of a long-term resident of the neighborhood.

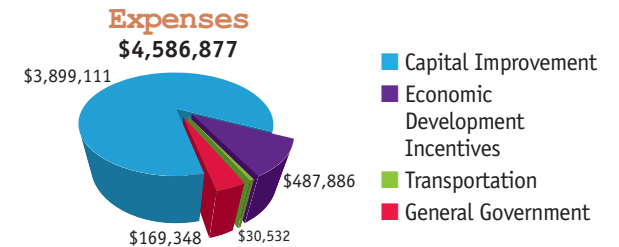
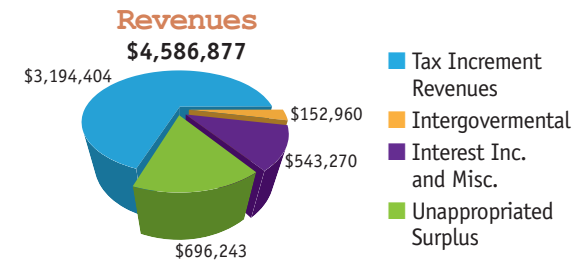
Also in 2010, the LCRA had the opportunity to purchase the Wesley Memorial United Methodist Church property at the southeast corner of the Massachusetts and Parker Street intersection. The property, under lease to Parker Street Ministries, is a critical marker for the neighborhood and houses a large gym and classroom facility which is used by Parker Street Ministries for their after-school and summer



KEYSTONE CHALLENGE FUND

programs for at-risk youth. Under the conditions of the lease, Parker Street Ministries has an option to purchase the property; in preparation for making this the organization’s permanent home, Parker Street Ministries has embarked on a substantial capital campaign as well as rehabilitation project. It is anticipated that they will spend in excess of \$1 million dollars on improvements to the property prior to purchase.

FORMER WESLEY MEMORIAL UNITED METHODIST PROPERTY



Tax Increment Revenue Sources*

Polk County	\$1,980,916
City of Lakeland	\$1,065,557
LAMTD	\$147,931
TOTAL	\$3,194,404

*Tax increment revenues shown are based on the prior tax year



PARKER STREET MULTI-MODAL CORRIDOR IMPROVEMENTS

In 2010, construction on improvements to East Parker Street between North Massachusetts and North Lake Parker Avenues neared completion. The \$800,000 project was jointly funded by the LCRA and the Florida Department of Transportation with Transportation Enhancement Funds. While the completed project is a beautiful addition to the neighborhood, the project had two primary objectives; 1.) Improve roadway conditions for bicyclists, pedestrians and transit patrons, 2.) Create improvements which are aesthetically pleasing.

The changes included converting East Parker Street between North Massachusetts Avenue and North Lake Parker Drive from a four-lane undivided roadway section to a divided two-lane roadway section with bike lanes and landscaped medians and/or turn lanes at strategic locations. The project included improvements to various transit stops along the corridor as well as brick crosswalks at signalized intersections. In addition, the project included upgrades to curb cuts and sidewalks to be in compliance with the requirements of the Americans with Disabilities Act. The resulting project has dramatically changed the look of the neighborhood and sets the stage for future public and private investments.

BRICK CROSSWALKS AND SIDEWALKS

We have continued our program of brick crosswalk and sidewalk projects in order to create safer and aesthetically-pleasing conditions for pedestrians. A major pedestrian enhancement project was completed at the intersection of W. 10th Street and Providence Road. The project included the installation of new sidewalk along the east side of Providence Road south of W. 10th Street, brick crosswalks at the intersection, as well as an enhanced transit stop. In addition, the City's Public Works Department took the opportunity to correct drainage problems just south of the intersection along W. 9th Street. The addition of curbing and modifications to the paving allows for the channeling of stormwater away from residential properties.

BARTOW ROAD LANDSCAPING

In 2010, Phase II of the "In Town Bypass" or Bartow Road was completed between George Jenkins Boulevard and North Florida Avenue. Due to a combination of physical and funding constraints, Florida Department of Transportation did not include a landscaping buffer on the north side of the new roadway between North Florida Avenue and Martin Luther King Boulevard.



The result was very exposed residential properties without a buffer from the heavy automobile traffic.

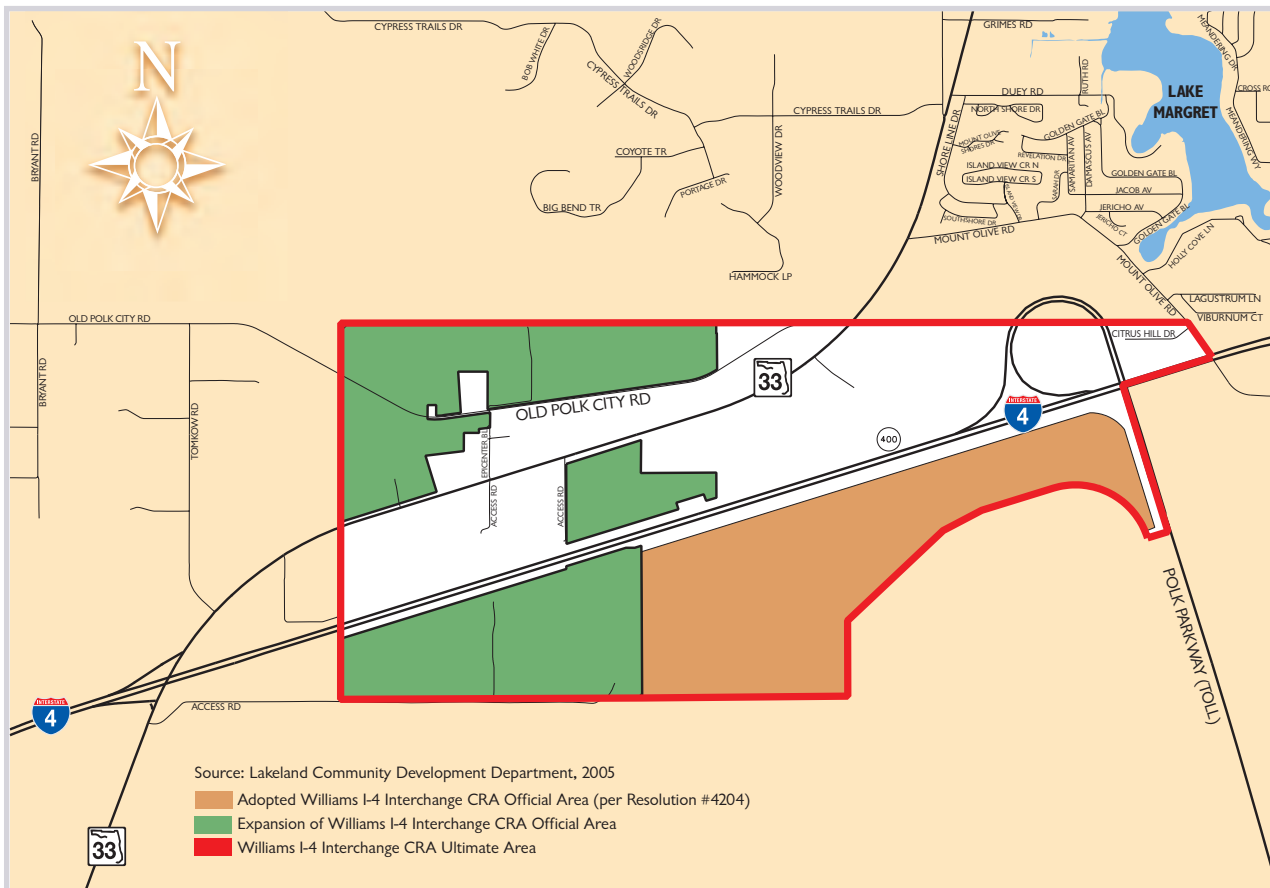
The Mid Town CRA Advisory Board initiated a project to landscape the northern edge of the roadway. This required acquiring landscape easements from all property owners as well as coordination with the City of Lakeland's Parks and Recreation Department to coordinate the installation and maintenance of plantings. Installation of the project will occur in Spring of 2011.

PROPERTY ASSEMBLY

As part of the implementation of the US 98/North Florida Avenue Corridor Study completed in 2006, LCRA accelerated the acquisition of residential properties between Lakeland Regional Medical Center and the Watson Clinic. The study identified the area between the two facilities as one of the primary locations for expansion of medical facilities, as well as the location for ancillary commercial uses which would serve employees, visitors and residents. While no master plan has been developed, LCRA and City staffs are completing studies to determine the optimal location of uses given the existing street and utility locations prior to completing any master planning or developer solicitation activities.



PARKER STREET
MULTI-MODAL CORRIDOR
IMPROVEMENTS



Williams

PACE ROAD / POLK PARKWAY INTERCHANGE

Construction continues on the Pace Road interchange at the Polk Parkway, through a design-build contract administered by the Florida Turnpike Enterprise.



In addition to the new interchange, this project includes a four-lane improvement on the Polk Parkway between Pace Road and Interstate 4 and the addition of a "Sunpass Only" lane at the existing mainline toll plaza south of Pace Road. The new interchange will be tolled on the southbound off-ramp and northbound on-ramp only. The toll will be a quarter and will be collected through SunPass only. No manual toll collection will occur at this interchange. This \$40 million project is scheduled for completion in the fall of 2011.

Tax Increment Revenue Sources*

Polk County	\$11,761
City of Lakeland	\$ 6,313
TOTAL	\$18,074

*Tax increment revenues shown are based on the prior tax year

EAST-WEST ROAD (University Boulevard and Research Way)

During 2010, construction continued on the East-West Road system connecting State Road 33 at Firstpark Boulevard North with Pace Road at the new Polk Parkway interchange through a design-build contract administered by the Florida Department of Transportation. This project contains two separate roadways that are being funded through the American Recovery and Reinvestment Act (ARRA), impact fees and developer contributions at a cost of \$34.8 million. Right-of-way was dedicated by the Williams Company and BDG I-4 (Brown). University Boulevard directly connects SR 33 with the

Polk Parkway and consists of a four-lane divided roadway with a 12-foot wide pathway that will provide an ultimate regional trail connection between Lakeland's Lake-to-Lake Bikeway and the Van Fleet and TECO-Auburndale Trails. Research Way is two- and four-lane loop road that provides direct access to the University of South Florida Polytechnic campus and planned Williams Development of Regional Impact (DRI) town center. Research Way includes on-street parking and a multi-use trail to serve bicyclists and pedestrians. This project is anticipated to be completed by January 2012.



City of Lakeland
Enterprise
Zone

ENTERPRISE ZONE BOARD

CLAUDIA TRITTON, *Lakeland Economic Development Council*

SCOTT GARDNER, *MidFlorida*

STAN MARTIN, *Lakeland Police Department*

PAULA BOHNSTEDT, *Polk Works*

BRIAN REWIS, *Neighborhood Services / City of Lakeland*

ADMINISTRATIVE STAFF

JASON WILLEY, *Economic Development Coordinator*

The City of Lakeland's Enterprise Zone 2010 Annual Report covers all activities for the period of October 1, 2009 through September 30, 2010. The report includes a summary of the year's activities, including a review of the programs goals, the number of businesses assisted, the number of applications processed and the total dollar amount of incentives refunded.

Selected in 2006 by the Governor's Office of Tourism, Trade and Economic Development in Florida, Lakeland's Enterprise Zone is designed to promote and accelerate economic development, housing and general public improvements for residents and businesses within the nominated area. Encouraging capital investments, the Enterprise Zone will help to achieve a sustainable, diverse, local economy with greater economic opportunities. In carrying out this mission, Lakeland's Enterprise Zone will serve as an economic force in assisting in the revitalization process, providing necessary incentives for the growth and development of businesses and elevating the standard of living thus creating an overall improved quality of life for residents.

Designated at the height of Polk County's building boom, Lakeland's Enterprise Zone gained quick support as it was utilized by several commercial projects that brought both jobs and industry to the City. As word of Lakeland's Enterprise Zone continued to spread, a consistent stream of applications would follow. Since the program's inception, the City has processed nearly 100 tax credit and refund applications from a variety of business and property owners for hiring new employees and purchasing building material and business equipment located within the Enterprise Zone. These sales tax credits and refunds have resulted in the return of more than \$250,000 to participating business and property owners.

ENTERPRISE ZONE OPERATIONS & ACCOMPLISHMENTS

Similar to the past fiscal year, construction and development activities in Lakeland have continued to slow. Building permit data and new development projects are at their lowest levels in nearly a decade. Unemployment levels continued to rise throughout this period, peaking at 12.9% in the second quarter of the 2010 fiscal year for Lakeland. Many projects that were slated to begin this fiscal year have been delayed or postponed indefinitely. With the slowdown, additional steps are being taken to reposition Lakeland's Enterprise Zone to better meet the needs of future applicants. Web and print materials are being redesigned to give a greater focus on individualized small businesses and an additional emphasis is being placed on future employment opportunities in connection with some of our larger employers.

By continuing to promote Lakeland to new and existing industries, the jobs created within the Enterprise Zone are believed to provide a cyclical effect on education, income and housing for the area's residents. Better jobs promote an increased level of training and education that equate to improved job prospects and higher incomes and increased opportunities for residents.

INDUSTRIAL DEVELOPMENT

Some signs of economic recovery have recently emerged from within Lakeland's industrial market. With the close of 2009, industrial vacancy rates hit their highest level since the onset of the most recent recession. However, the first two quarters of 2010 have shown a dramatic decrease in vacancy rates from 7.5% in the third quarter of 2009 to 5.7% in the second quarter of 2010. Along with the decrease in vacancy rates, industrial rental rates continue to fall, dropping more than \$1.10 per square foot over the past 12 months. Though Florida's industrial real estate market has taken a hit, Lakeland's market has remained stable, demonstrating strengths in affordability and absorption rates.

BUSINESS ASSISTANCE & JOB CREATION

The Enterprise Zone Development Agency assisted more than 200 businesses within the 2010 fiscal year and aided in the creation of nearly 50 jobs. By providing technical, employment, real estate and utility support to various business owners, prospects and consultants, Lakeland's Enterprise Zone continues to support the area's diverse business community. Businesses assisted within this period represent a broad spectrum of industries which include manufacturing, distribution, retail, education, media, restaurant, single construction, real estate development, medical facilities and care, equipment and machinery leasing.



GOALS OF THE PROGRAM

The City of Lakeland has a long demonstrated ability in economic and redevelopment project implementation. In that, Lakeland has built a solid foundation of well understood goals that have influenced the City's continued vision, focusing on planning, redevelopment and the overall improvement of the entire city. Lakeland's Enterprise Zone Development Agency established a broad range of goals designed to create an economic development climate which is designed to improve job opportunities and wages for employees, advance the community's employers and resident's allthwhile encouraging public and private capital improvements. The goals established in the strategic plan are inclusive and focus on a range of topics that have been broken into three categories.

- Economic Development
- Community and Workforce Development
- Infrastructure and Land Development

For more information about the Enterprise Zone's specific goals and measurements, visit the City of Lakeland's Economic Development website at www.lakelandcra.net.

FINANCIAL INCENTIVES

Enterprise Zone Jobs Tax Credit - Allows a business located in the Enterprise Zone to take a 20% tax credit of the wages paid to a new employee who resides within the Enterprise Zone. To be eligible, a business must create at least one new job. This tax credit can be used against either Corporate Income or Sales and Use, but not both.

Sales Tax Refund for Building Materials - Allows for up to a \$5,000 refund of sales taxes paid on building materials used to construct or rehabilitate real property located in the Enterprise Zone.

Sales Tax Refund for Business Equipment - A refund of the sales taxes paid on the purchase of certain business equipment used in the Enterprise Zone for at least 3 years. Eligible equipment must have a value greater than \$5,000.

Enterprise Zone Property Tax Credit (Corporate Income Tax) - New or expanded businesses located within an enterprise zone are allowed a credit against Florida corporate income tax equal to 96% of ad valorem taxes paid on the new or improved property.

Community Contributions Tax Credit Program - Allows businesses a 50% credit on Florida corporate income tax, insurance premium tax, or sales tax refund for donations made to local community development projects. Businesses are not required to be located in an enterprise zone to be eligible for this credit.

FREQUENTLY ASKED QUESTIONS (FAQ'S)

Q} WHAT IS AN ENTERPRISE ZONE?

A} *An Enterprise Zone is a specific geographic area targeted for economic revitalizing. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries.*

Q} HOW DO I FIND OUT IF MY PROPERTY IS LOCATED WITHIN LAKELAND'S ENTERPRISE ZONE?

A} *Please log onto www.lakelandgov.net and enter your address in the address lookup window.*

Q} THE MAXIMUM SALES TAX REFUND ALLOWED FOR A BUSINESS OR INDIVIDUAL IS \$5,000. IS THERE AN EXCEPTION TO THIS LIMIT?

A} *Yes. The refund may be raised to an amount of up to \$10,000 if more than 20 percent of the permanent employees live in the Enterprise Zone. The Enterprise Zone form provides a place to list the employees or a separate sheet may be attached to the form.*

Q} WHAT TYPE OF BUSINESS EQUIPMENT QUALIFIES FOR THE BUSINESS EQUIPMENT SALES TAX REFUND?

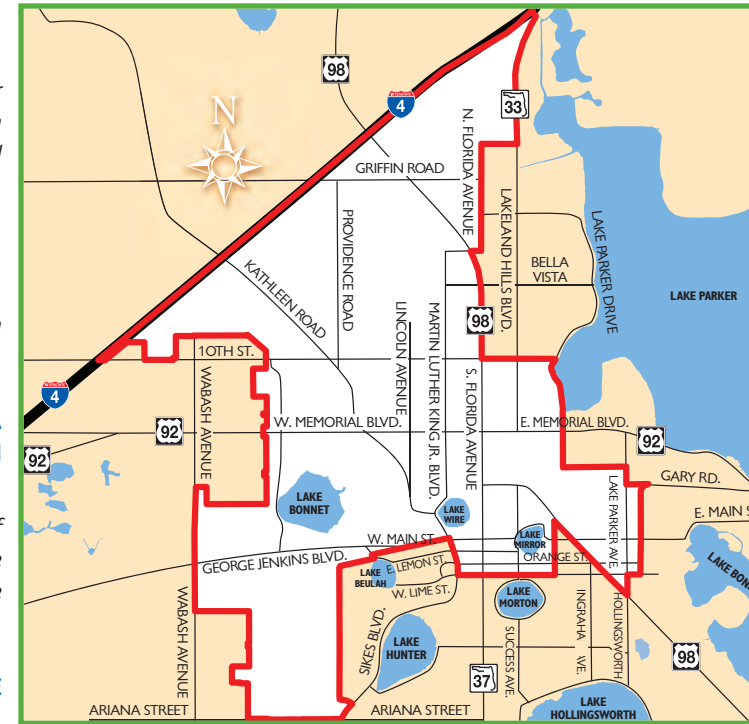
A} *"Business property" is new or used equipment defined as "recovery property" in s. 38 of the Internal Revenue Code of 1954, as amended. The "business property" must have a class-life of five years and a sales price of \$5,000 per unit. "Business property" that becomes a component part of improvements to real property would not qualify under this exemption.*

Q} WHAT IS THE STATUTE OF LIMITATIONS FOR THE ENTERPRISE ZONE SALES TAX APPLICATION FOR BUSINESS EQUIPMENT?

A} *An application for a refund must be submitted to the Department within 6 months after the tax is due on the business property that is purchased. The date on the invoice is the date used to determine the 6-month deadline.*

Q} WHAT IS THE STATUTE OF LIMITATIONS FOR AN ENTERPRISE ZONE SALES TAX APPLICATION FOR BUILDING MATERIALS?

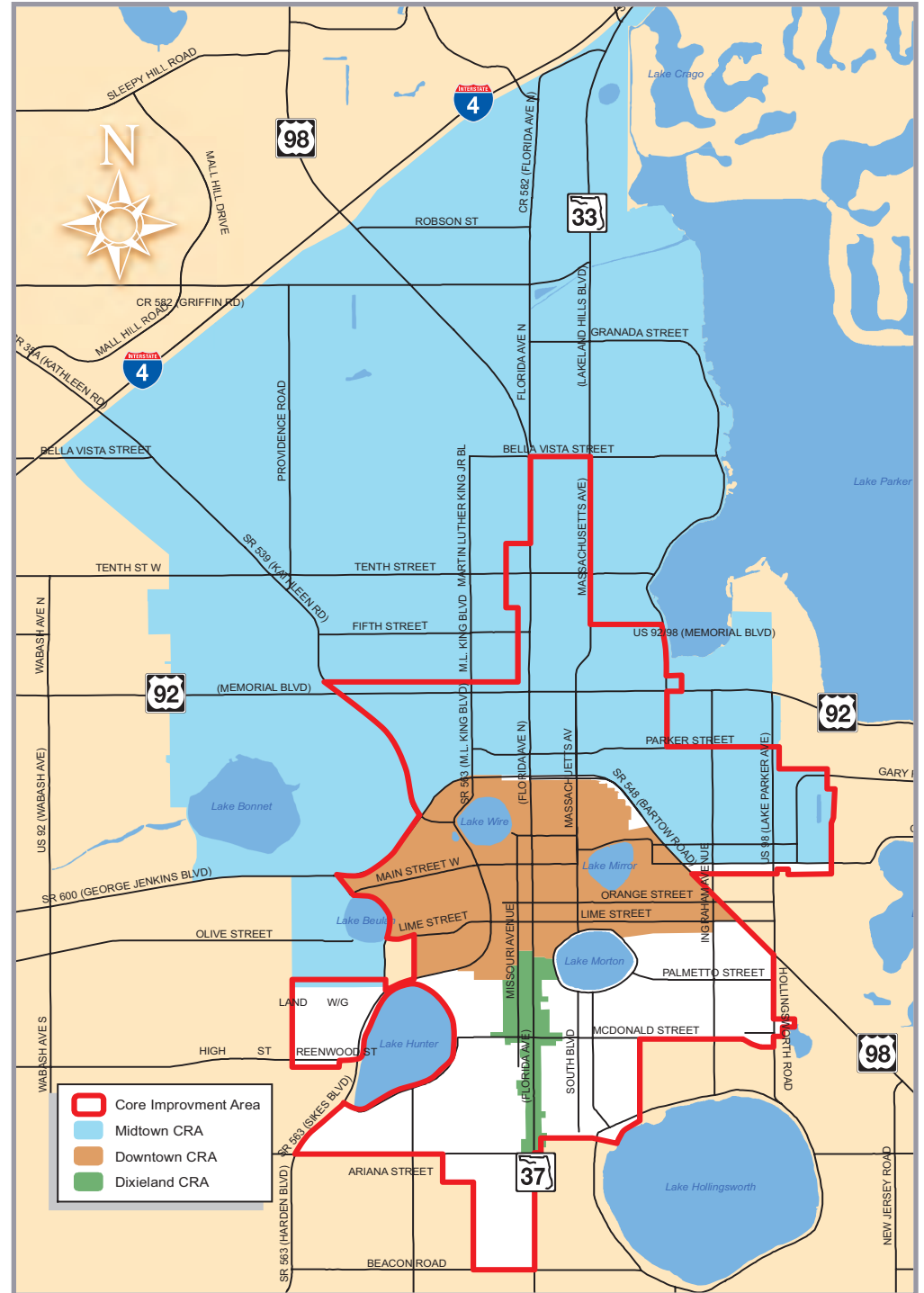
A} *An application for a refund must be submitted to the department within 6 months after the rehabilitation of the property is deemed to be substantially completed by the local building inspector or by November 1 after the rehabilitated property is first subject to assessment.*





Core Improvement AREA

The Core Improvement Area allows for the exemption of all County and City impact fees, excluding water and wastewater. For more information, please visit www.lakelandcra.net or contact staff at (863) 834-6011.



2010 Lakeland Community Redevelopment Agency

Annual Report

2011

JULY						
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2012

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228 South Massachusetts • Lakeland, Florida 33801

www.lakelandcra.net

CITY COMMISSION

1st & 3rd Mondays • 9:00 am

City Hall

PLANNING AND ZONING

3rd Tuesday • 9:00 am

City Hall

ZONING BOARD OF ADJUSTMENTS AND APPEALS

1st Tuesday • 9:00 am

City Hall

HISTORIC PRESERVATION BOARD

3rd Thursday • 7:30 am

Building Inspection
Conference Room

LAKELAND DOWNTOWN DEVELOPMENT AUTHORITY

3rd Thursday • 8:00 am

City Hall

DOWNTOWN CRA ADVISORY BOARD

1st Thursday • 8:00 am

City Hall

DIXIELAND CRA ADVISORY BOARD

3rd Tuesday • 4:00 pm

City Hall

MID TOWN CRA ADVISORY BOARD

1st Thursday • 3:30 pm

City Hall

ENTERPRISE ZONE

Meetings as called