

**20
ELEVEN**

**LAKELAND
COMMUNITY
REDEVELOPMENT
AGENCY**

ANNUAL REPORT



OUR PEOPLE ARE EVERYTHING

Growing Businesses. Building Neighborhoods.: The Lakeland Community Redevelopment Agency is committed to taking an active role in supporting and growing our business and development community. We aim to balance private sector needs with neighborhood and quality of life issues to encourage economic opportunities for all Lakeland residents.

INTRODUCTION

The Lakeland Community Redevelopment Agency (LCRA) Fiscal Year 2011 Annual Report describes all activities for the period October 1, 2010 through September 30, 2011. 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 its reach to include a total of four target areas: Downtown, Dixieland, Mid Town and Williams.

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 LCRA staff and implemented by partners including City departments, the Florida Department of Transportation, local non-profits and community groups, and most importantly, private property owners, business owners and residents.

Lakeland is Open for Business with LCRANow and www.lakelandgov.net

We continue to improve our communication with the public about the activities of the Lakeland Community Redevelopment Agency (LCRA). In FY 2011, we launched LCRANow, a quarterly e-newsletter designed to share information and news about real estate and business changes in the Downtown and Dixieland Community Redevelopment Areas. The publication is filled with information about recently leased space, new or expanded businesses, as well as information about regional real estate and business trends. In addition, LCRANow includes a "Developers' Corner" section which provides a detailed interview or profile of specific issues or topics which come up during the development process. Recent articles included an explanation of wastewater impact fees, an explanation of how and why commercial utility deposits are necessary, and an informative piece about when a building permit is necessary for commercial rehabilitation. Articles in the works include a profile of the Central Florida Development Council's Small Business Development Center and another on the Brownfields Redevelopment Program. If you are interested in being added to our mailing list, please email us at lcr@lakelandgov.net

Our new website, www.lakelandcra.net continues to be a great source of information about LCRA programs, completed projects and available properties. The site, which launched in January 2011, is customer-friendly, easy to navigate and frequently updated. Tabs across the top of the home page allow our users to easily access information about Incentive Programs, our Enterprise Zone and Available Properties. We have found that the new layout allows customers to have a one-stop source of information as they begin to explore Lakeland for their development project or business. If you have not already, we invite you to visit www.lakelandcra.net and confirm that Lakeland is Open for Business.

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

- Mayor Gow Fields
- Commissioner Glenn Higgins
- Commissioner Don Selvage
- Commissioner Justin Troller
- Commissioner Phillip Walker
- Commissioner Howard Wiggs
- Commissioner Edie Yates

LAKELAND COMMUNITY REDEVELOPMENT AGENCY ADMINISTRATIVE STAFF

- Tamara Sakagawa
CRA Manager
- Patricia Hendler
CRA Project Manager
- Nicole Travis
CRA Project Manager

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

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FREQUENTLY ASKED QUESTIONS **20** ELEVEN

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 four 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.



01



02



04

THE LAKELAND EXPERIENCE

New events and activities continue to flock to our dynamic public spaces. Lakeland Volunteers in Medicine's Lakeland Derby (01, 03) and Lakeland Rotary Club's Child of the Sun Jazz Festival (05) and Urban Triathlon (02, 04) make use of the Frances Langford Promenade at Lake Mirror Park.

05





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?

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 by the City Commission who represents the larger economic development interests for the City of Lakeland and one (1) member who represents the Board of Directors of the Downtown Lakeland Partnership. 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 Boards are required to live, work and/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 any of these Advisory Boards, please visit the City of Lakeland’s website 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 2.0% in millage, providing the basis for LDDA’s budget. Six Board Members are elected by 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 residential development 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



WELCOME TO DOWNTOWN 20 ELEVEN

BUSINESS IS BOOMING!

Over 30 new businesses opened in downtown Lakeland during the 2010-2011 Fiscal Year. The range of businesses from Pumpernaks, a small store with unique antiques and collectibles on Trader's Alley, to the expansion of Community Southern Bank, which opened a new loan production office on East Main Street, tells the story of a healthy downtown attracting retail, professional office, financial services, and restaurants. There were also expansions of existing businesses whose growth is a testament to the demand and support for quality establishments.

Restaurants continue to find success and hungry customers in downtown. Fresco's, a popular breakfast and lunch spot on Kentucky Avenue, expanded in both size and scope by doubling their square footage and opening for dinner. There are still lines at lunch and it's hard to get a seat on Friday night unless you've made a reservation. A former, favorite restaurant spot on Bay Street reopened as Bay Street Bistro, a welcome addition and anchor on the north end of downtown. Bosphorous Turkish Kitchen has brought a new cuisine choice for both lunch and dinner to Kentucky Avenue. For many diners it afforded the first taste of Turkish specialties such as baba ganoush and falafel. Another new restaurant, The Left Bank Bistro, at Lake Mirror Tower and new ownership of the Garden Bistro expanded the downtown restaurant scene further to the east to serve the growing population of professionals locating in the Garden District.

The decision to move the USF Polytechnic administrative and development offices to the Pilot Bank Building was another signal that downtown is the central location for businesses who want to reach and be readily available to the greater Lakeland area. Cross, Fernandez & Riley, a regional accounting firm, also chose one of downtown's multi-tenant office buildings, the BB&T building on Tennessee Avenue, for their Lakeland headquarters. Other professional and financial service providers opening or expanding in downtown this fiscal year included Lakeland Document Solutions, CMK Home Health of Florida, Collins Survey Consulting, Loss Mitigation Training Institute, Swan Development Advisors, William Keyes Computer Repair, Arturi Consulting, Wells Financial Consulting, Hometown Home Care, Main Street Financial, Staff Builders, and Crowell Insurance Group, Inc.. Locations of these businesses range from the Garden District to North Tennessee Avenue- another indication of the overall health of the entire downtown area.

Several new business concepts also chose downtown as the right place to begin this year. They include Polk County Wedding Association, Events by Joann, Play Me a Song, LKLD TV (a new TV production office just getting off the ground on N. Massachusetts Avenue), Smart Social Media Management (an expansion of local entrepreneur Chris McLaughlin into the social media market), and Preservation Hall a new event location on Main Street. Tougie Baby, a children's clothing and accessory shop opened on Kentucky Avenue. A convenient location for downtown office workers to get baby shower gifts and birthday presents for grandchildren. Vicky Luffman opened Garden District Artists on East Lemon Street offering studio space and retail outlet for local artists and a great place to find local art. And the Black Swan Antiques moved their arts/antiques/hand-crafted soaps and oils to North Kentucky Avenue.



THE LAKELAND EXPERIENCE

MIDFLORIDA Credit Union's proposed redevelopment of the historic Federal Building (01, 02, 03) will preserve and restore the building to be used as an executive boardroom and outdoor patio for special events. Downtown Lakeland continues to thrive with new and "renewed" businesses including The Garden Bistro (04), The Left Bank Bistro (05), Tougie Baby (06), Bay Street Bistro (07) and Garden District Artists (08).



THE FEDERAL BUILDING

The iconic Federal Building at the northeast corner of the intersection of East Lemon Street and South Tennessee Avenue was deeded to the City of Lakeland by the United States General Services Administration in 2005. The property, whose main building was constructed in 1919 followed by a substantial addition in 1931, was built as downtown Lakeland’s main post office. The property, listed on the National Register of Historic Places, was conveyed to the City of Lakeland subject to a Historic Preservation Covenant which outlined the requirements related to the preservation and reconstruction of the exterior of the property, which would ultimately be subject to approval by the State Historic Preservation Office. At the time that the City received the property, it was partially occupied and was already in a state of decline. The tenants eventually vacated the property, however, continued neglect of the roof had resulted in severe water intrusion, mold and mildew, and unpainted and aging exterior wood details continued to decline.

In April 2009, representatives of Historic Lakeland approached the City of Lakeland with a request to repair the roof and parapets, develop a restoration plan, budget and funding strategy for the entire property, and to consider relocating a City department into the building. At the time, City budgets would not allow for substantial improvement to the property, however, the City Commission agreed to continue to explore options to save the building. As a result, in July 2009, LCRA staff released a Request for Proposals (RFP) for the redevelopment of the Federal Building. The RFP was non-specific about the reuse of the property; its primary emphasis was upon the respondents’ development and/or historic preservation experience and ability to carry the financial burden to preserve and reoccupy the building.

Two responses were received and after extensive evaluation, the City Commission awarded the project to MIDFLORIDA Credit Union. MIDFLORIDA, a significant property owner and employer in downtown Lakeland, proposed to restore the property to be used as an executive conference room and meeting facility to augment their main offices at the adjacent MIDFLORIDA Tower property. Their proposal included demolition of the 1931 addition to the building and replacement with an outdoor pavilion and addition to the existing parking lot. Due to the Historic Preservation Covenant, the proposal for partial demolition required a great deal of photo documentation, drawings of the proposed replacement structure and finally, approval by the State Historic Preservation Office. It was not until after the State was satisfied that MIDFLORIDA could be assured that their project was possible. In the fall of 2011, indications from the State were positive and the Development and Disposition Agreement and associated legal documents could be drafted. It is anticipated that this Agreement will be signed before the end of 2011, and that the project will proceed shortly thereafter.



DOWNTOWN COMMUNITY REDEVELOPMENT AREA

Downtown Community Redevelopment Area Advisory Board

Joseph Mawhinney
Clark, Campbell, Mawhinney & Lancaster P.A.

Ford Heacock III
Heacock Insurance Group, Inc.

Bill Mutz
Lakeland Automall

Janet Tucker
Property Owner

Jim Malless
Wiley & Malless, LLC

Commissioner Don Selvage
City of Lakeland

Eric Belvin
Linksters Taproom

Christopher McArthur
Black & Brew Coffee House & Bistro

Macon Tomlinson
Tomlinson Construction, LLC



BIKELAKELAND

For the past two years, LCRA and City staffs have participated in “BikeLakeland”, a citizen initiative with the mission of uniting Lakeland’s bicyclists, business community, City employees and concerned residents to promote awareness and effect positive change for bicycle riders in the community. In 2011, BikeLakeland was responsible for selecting, fundraising and purchasing a number of very visible bike racks placed throughout downtown Lakeland. LCRA staff assisted BikeLakeland in identifying and prioritizing the locations for installation of these racks, as well as assisted with the recruitment of City of Lakeland Construction and Maintenance staff to complete installation. These racks, identified by their bright yellow color, were jokingly referred to as the “children” of the very visible, Cindi the Cyclist, who rides along the south side of Munn Park. Haru, Celso, Gigi and Sophie, arrived in the Fall of 2011, and have been well-used ever since. BikeLakeland members monitor the use of these racks and anticipate additional fundraising for purchase and placement of additional racks as demand requires. For more information about this initiative and cycling in Lakeland, please visit www.BikeLakeland.com

NEW SOUTHERN SQUARE – RESIDENTIAL DEVELOPMENT

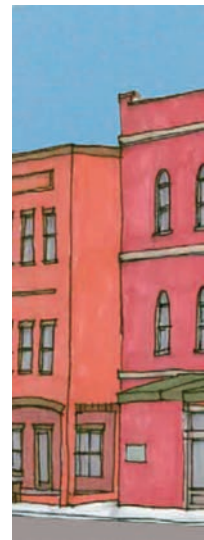
The Downtown Redevelopment Plan Update, completed in 2009, identified a number of big ideas which needed to be pursued in order to advance a shared vision for downtown Lakeland. These ideas were:

1. Increased residential development
2. Increased activity
3. Improved coordination of Downtown stakeholder groups
4. A shift from governmental regulation to facilitation
5. Downtown development recruitment

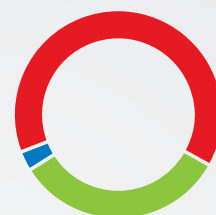
As part of the implementation of this plan, the Downtown CRA Advisory Board has focused a great deal of attention on increasing development activity through developer recruitment, specifically for the purpose of residential development projects.

A site immediately identified for residential development was the Bay Street Parking lot. Bay Street is a 1.22 acre, L-shaped vacant property bounded by East Bay Street, North Kentucky and Tennessee Avenues, and East Oak Street. The site was purchased by the City of Lakeland in 1999 and is currently used as a municipal parking lot with metered and non-metered spaces.

THE VISION FOR DOWNTOWN LAKELAND: A regional center with a vibrant mix of high quality residential, retail, professional, civic and entertainment activities within a continuously enhanced urban and historic setting.



DOWNTOWN FINANCIALS
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REVENUES

- Tax Increment Revenues \$1,123,856
- Unappropriated Surplus \$586,368
- Interest and Miscellaneous \$59,658

TAX INCREMENT REVENUE SOURCES*

City of Lakeland \$350,809



01

In October 2010, a Request for Proposals and Qualifications (RFPQ) was released for a residential mixed-use project to be planned, designed, financed, constructed, marketed and sold or leased by an experienced developer or development team. White Challis Redevelopment Co., LLC, out of Daytona Beach, Florida, a skilled developer that focuses strictly on redevelopment of properties in and around small-market historic downtown areas responded to the RFPQ. Their experience in multiple residential and mixed-use projects in urban areas gave them a great deal of credibility and their response to the RFPQ illustrated that they understood the product that the LCRA was looking for in downtown Lakeland. In February 2011, the Lakeland City Commission approved the recommendation to award the project to White Challis.

The White Challis redevelopment concept for the site is called New Southern Square. The project consists of New Southern Lofts, a three story mixed use building with retail/office space combined with residential studios on the ground floor; nine (9) residential lofts on each of the second and third floors. The lofts range from 800 to 1,035 SF each and will face North Kentucky Avenue and East Bay Street. The building has a roof terrace which serves as a common recreation area. On site surface parking will be behind the building.



04

The second component of the proposed project, New Southern City Homes, consists of 14 townhomes ranging in size from 1,200 SF to 2,500 SF. These are two and three story townhomes with two car garages and roof decks. The buildings front North Tennessee Avenue and East Bay Street.

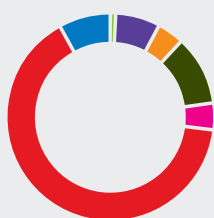


07

The Development Agreement is currently being completed and is expected to be sent to the Lakeland Community Redevelopment Agency and City Commission for consideration in early 2012. The completed project is anticipated to be a catalyst for residential development in downtown Lakeland.

THE LAKELAND EXPERIENCE

BikeLakeland successfully placed bike racks throughout downtown Lakeland. Their bright yellow color allowed them to be jokingly referred to as the “children” of Cindi the Cyclist, a prominent bike rack on the south side of Munn Park (01, 02, 03, 04). A new development dubbed “New Southern Square” is proposed for the Bay Street Parking Lot. The project, a residential, mixed-use development, is part of the ongoing implementation of the redevelopment plan for downtown Lakeland (05, 06, 07).



EXPENSES

- General Government \$4,122
- Interlocal Agreements \$125,000
- Economic Development Incentives \$84,843
- Transportation Improvements \$73,531
- Property Acquisition \$205,305
- Debt Service \$1,155,000
- Maintenance \$122,081

Polk County	LAMTD	LDDA	Total
\$573,380	\$42,132	\$157,535	\$1,123,856

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

A rendering of the proposed New Southern City Homes.



WELCOME TO DIXIELAND 20 ELEVEN

DIXIELAND COMMUNITY REDEVELOPMENT AREA ADVISORY BOARD

Greg Myers
Southside Cleaners-Launderers

Keith DeLoach
Pennsylvania Financial Group

Melissa Chambers
The Chambers House

Randy Mathews
South Lake Morton Neighborhood
Association

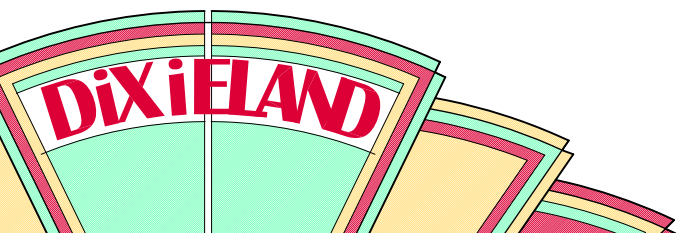
Cindy Green
Dixieland Neighborhood
Association

GATEWAY SIGNAGE

Since the creation of the Dixieland Community Redevelopment Area, the LCRA has explored ways in which to define or brand the area as a distinct commercial district. Street signs and banners with the Dixieland logo have subtly signaled that visitors were in Dixieland; however, as part of the implementation of the redevelopment plan, there has always been an interest in boldly marking the entrances to the district. The Dixieland CRA Advisory Board decided to take advantage of an opportunity to continue the branding of Dixieland by marking the southern entrance to the district with a gateway sign. Local architect, Sam Sheets and sculptor/artist Tom Monaco, were hired to take a creative approach to designing a gateway sign that would identify the commercial corridor. The duo understood that the welcoming sign would tell a story about the eclectic nature of the urban district as well as create a focal point for celebrating and strengthening the community's unique identity.

The result of the collaborative effort by this architect and artist is far from a standard sign. After several design renditions and full size mockups, the Dixieland CRA Advisory Board authorized fabrication of the highly anticipated gateway sign. Don Bell Signs of Port Orange, Florida fabricated the detailed six-foot tall aluminum sign. It was installed in September 2010 within a landscape easement on the site of the former Tucker's Southside Package and Lounge at the northeast corner of the intersection of South Florida Avenue and East Belmar Street. The architecturally attractive sign promotes the distinct image and deco style of the district with its eclectic shape and color palette. The colors are highlighted with white and lavender crepe myrtles and other drought-tolerant plants that were installed and will be maintained by the City of Lakeland's Parks and Recreation Department.

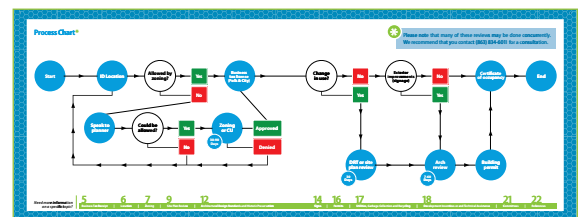
Introducing the deco-styled gateway sign to the Dixieland has been an effective urban design tool for promoting creativity in this area. In fact, the district's identification sign has brought new energy and innovation to the district by attracting creative entrepreneurs and artists. Whether it is photographs, cool lighting effects or the improved corridor view; it is evident that this project is a tangible example of good things that are happening in the Dixieland Community Redevelopment Area.



SMALL BUSINESS DEVELOPMENT GUIDE

Opening a business is extremely challenging for any entrepreneur or company. Regulatory, financial and real estate issues combine to make it daunting to take the first step. Moreover, in older business districts or areas which were formerly residential, like downtown Lakeland and Dixieland, site and building issues often compound the challenges. In order to assist in explaining the process and to ensure that prospective business owners can avoid some of the most common pitfalls, LCRA and City staffs have drafted the Small Business Development Guide: A Comprehensive Guide to Opening a Business in Dixieland or Downtown Lakeland. This guide is intended to provide an overview of the review and approval process, point out many of the development issues which may come up in the course of locating and developing space for a business, as well as provides summary of available incentives.

In the course of developing this guide, LCRA staff has had the opportunity to connect with the Small Business Development Center (SBDC) at the Central Florida Development Council. They have a team of certified professionals who are dedicated to providing management advice to potential and existing business owners in Polk County. Through this new relationship, we hope to provide new businesses an opportunity to plan for a successful business venture and to fully understand and appreciate the development process. We anticipate that the guide will be available in electronic form in early 2012. For more information about the SBDC, check out www.polksbdc.org





DIXIELAND

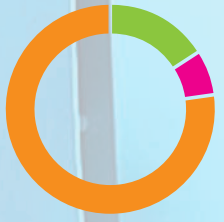
The Dixieland gateway sign, designed by local architect Sam Sheets and artist Tom Monaco, has become a focal point for celebrating and strengthening the Dixieland commercial district's unique identity. The sign promotes the distinct image and Art Deco style of the district; with its eclectic shape and color palette, it is a tangible example of good things that are happening in the Dixieland CRA.

DIXIELAND FINANCIALS | FISCAL YEAR | 20 ELEVEN



REVENUES

- Tax Increment Revenues \$214,756
- Interest and Miscellaneous \$52,333
- Unappropriated Surplus \$205,967



EXPENSES

- General Government \$73,797
- Economic Development Incentives \$33,553
- Transportation Improvements \$365,706

TAX INCREMENT REVENUE SOURCES*

City of Lakeland	Polk County	LAMTD	Total
\$77,961	\$127,423	\$9,372	\$214,756

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

FOOD SERVICE MATCHING GRANT

In FY 2011, the LCRA unveiled a new grant program to add to the toolkit of development incentives available in the Dixieland Community Redevelopment Area. The Food-Related Services Matching Grant was developed in response to the Dixieland Neighborhood Association's concern about vacant storefronts in the redevelopment area as well as their request for more food-related businesses within their neighborhood. Backed by a 2007 economic study of the Dixieland CRA that revealed an unmet need for specialty foods within the district, combined with an inventory of available spaces, the LCRA launched the Food-Related Services Matching Grant in August 2011. The intent of the incentive is to attract food-based businesses to relocate or establish secondary locations within vacant buildings in the Dixieland CRA. Businesses that are eligible are food-related ventures such as sit-down restaurants, coffee/tea shops, bakeries, commissary kitchens, mobile food establishments, grocery stores, produce markets, health food stores and other specialty food stores. The program offers a \$15,000 dollar-for-dollar matching grant to be used towards eligible leasehold improvements in order to make the property functional for a food-service business.



Butterfly Bistro 



Specific improvements for which grant funds may be used include, but are not limited to, electrical and plumbing upgrades, installation of attached fixtures, grease traps, utility connections, venting systems, sprinkler systems, solid waste and recycling management and mechanical, electrical and plumbing engineering services.

In addition to the Food-Related Services Matching Grant, the LCRA continues to offer two incentive programs for commercial property owners or tenants within the Dixieland Community Redevelopment Area. The Design Assistance Program connects property owners with local architects to help create illustrations of potential façade improvements. The Façade Improvement Matching Grant is a dollar-for-dollar matching grant up to \$15,000 for eligible exterior improvements.

Property and/or business owners have the ability to combine all of the incentives offered in the district at one location or property. This ability to stack the grants was a great benefit to two business owners within the Dixieland CRA. Diana Simmons, owner of Butterfly Bistro, located at 1212 S. Florida Avenue, took advantage of the Façade Improvement Matching Grant and Food-Related Services Matching Grant. Although the location was previously used as a restaurant, the property still needed a vent hood system to be fully functional as a restaurant. The Food-Related Services Matching Grant allowed the Ms. Simmons to purchase and install a vent hood system. In addition, Ms. Simmons was able to use the Façade Improvement Matching Grant to offset the costs of improvements the exterior of the building with new awnings, paint and signage. The Butterfly Bistro will open in January 2012.

Another new business owner who took advantage of the Façade Improvement and Food-Related Services Matching Grants is Dustin Olsen, proprietor of Fat Maggie's, a proposed restaurant at 1037 Dixieland Mall Lane. The property required a conditional use approval for restaurant use from the Planning and Zoning Board and approval from the Historic Preservation Board for modifications to the existing structure. Fat Maggie's received approval from both Boards and received approval for a Façade Improvement Matching Grant of \$15,000 and a Food-Related Services Matching Grant of \$15,000. Fat Maggie's is projected to open in Spring 2012.

WELCOME TO MID TOWN 20 ELEVEN

MID TOWN CRA ADVISORY BOARD

Earl Johnson

Watson Clinic, LP

Hugh Autry

Lakeland Regional
Medical Center

Dean Boring

Boring Business Systems

**Deborah
Beall Boynton**

Beall Insurance

Tim Mitchell

Parker Street Ministries

Ryan Reis

Keiser University

**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 including Parker Street Ministries, Habitat for Humanity and Keystone Challenge Fund, to develop new and rehabilitated housing units in the Parker Street Neighborhood. The intent of the work in Parker Street 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 FY 2011, housing initiatives in the Parker Street Neighborhood continued. Habitat for Humanity purchased two lots from the LCRA to complete design and construction of two new homes for Parker Street families. One residence was completed in the fall of 2011. In addition, Keystone Challenge Fund purchased and cleared a lot for the purpose of constructing a new home for a first-time homebuyer. They are currently in the process of marketing the site for potential buyers. And the City's Neighborhood Services Division completed the sale of a new construction residence through their Neighborhood Stabilization Partnership Program.

“...FUNDING FOR THESE IMPROVEMENTS, WHICH WAS IN EXCESS OF \$1 MILLION DOLLARS, WAS PROVIDED ENTIRELY THROUGH DONATIONS TO THE TENANT, PARKER STREET MINISTRIES...”

The former Wesley Memorial United Methodist Church property, at the southeast corner of the Massachusetts and Parker Street intersection, which was purchased by the LCRA in 2010, underwent a substantial facelift. Funding for these improvements, which was in excess of \$1 million dollars, was provided entirely through donations to the tenant, Parker Street Ministries. The extensive rehabilitation project included roofing and window replacement, electric, plumbing and HVAC replacement, the installation of a commercial kitchen, new bathrooms, new interior finishes and an expansion of the office building. Exterior painting and landscaping completed the project. Under the conditions of the lease, Parker Street Ministries has an option to purchase the property. They have notified the LCRA of their interest in exercising this option and we expect to transfer the property to them in early 2012.





PAUL A. DIGGS AND WEBSTER PARK SOUTH NEIGHBORHOODS

For months the Mid Town CRA Advisory Board researched the Paul A. Diggs and Webster Park South Neighborhoods as potential targets for a “Parker Street Model Block” neighborhood stabilization strategy. This would include targeted property acquisition and the encouragement of low and moderate income homeownership. However, the physical and social conditions in the Parker Street Target Area and these two neighborhoods are substantially different.

While a large part of the approach in Parker Street was to encourage the attraction of new, low and moderate income families for homeownership, much of the “draw” for the neighborhood was the Parker Street Ministries organization itself. Locally-funded down payment assistance programs helped make the property purchases more palatable, but that was not the primary reason that buyers were interested in the area; buyers were coming because they wanted to be a part of the neighborhood and the work of the organization.

The most stable partner identified in the Diggs/Webster Park South Neighborhood, the Dream Center, does not have a mission which emphasizes or encourages living within the neighborhood. As a result, any sales of properties within the neighborhood are strictly based on the market- and the LCRA’s ability to make the purchase price or terms attractive enough to compete with other housing units in comparable or better neighborhoods. With the large number of residential units currently on the market, competition without a built-in base of buyers would be challenging.

On the positive side, these two neighborhoods have benefitted from substantial public investments over the past 5-10 years. The Lakeland Housing Authority’s HOPE VI project at Lake Ridge and Washington Renaissance, improvements to the City’s Coleman Bush and Simpson Park Complexes, the renovations to Washington and Jackson Parks and multiple roadway enhancement projects are all investments which have substantially improved the appearance of the neighborhood.

In addition, many of the area churches have invested in their facilities or have created community gathering places. One of the largest, the Dream Center, has a number of excellent programs for neighborhood residents, and has great financial staying power to continue to provide and expand their services. Attempting to harness or coordinate these services with those provided at nearby public facilities will be important to maximizing resources and efficiencies.

As a result of these issues, the Mid Town CRA Advisory Board proposed the following goals for these neighborhoods:

- **Stabilize the properties that have the potential to do the most harm AND can create the most benefit to the neighborhood.**
- **Create an environment around the Dream Center to make it truly a viable community gathering place.**
- **Coordinate the activities and services provided at the Dream Center, Coleman Bush, Lake Ridge and Washington Renaissance to eliminate duplication and to stretch resources.**
- **Connect the public amenities through safe pedestrian, bike and transit facilities.**

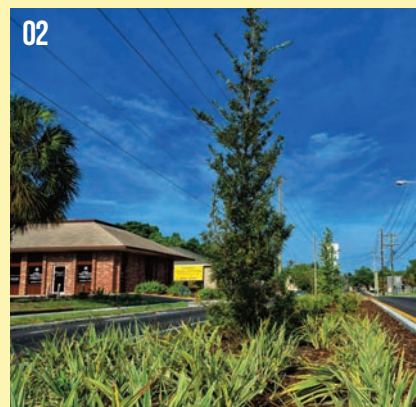
Many steps were made in the 2011 fiscal year to achieve these goals. These included the purchase and demolition of a number of dilapidated shotgun house structures which had been a source of safety and code enforcement concerns for a number of years. The subsequent reuse of these sites for parking for the Dream Center, which has some severe parking needs. Also, the design and construction of a sidewalk connection on Lincoln Avenue from West Memorial Boulevard to West 5th Street, along with the construction of brick crosswalk enhancements at the intersection of West 5th Street and Lincoln Avenue and West 10th Street at Lincoln Avenue, has facilitated the safe movement of residents through the neighborhoods.

Most significant was the decision to engage in negotiations to purchase Lincoln Square Apartments, a 120-unit functionally obsolete multifamily property in the midst of these two neighborhoods. This property was the subject of a bankruptcy and foreclosure and had a history of crime, code enforcement and other issues which impacted the immediate community. The property directly abutted Lincoln Academy, one of Polk County's premier magnet elementary schools. It was determined that this property had the potential to do the greatest harm or the greatest good for the Diggs and Webster Park South neighborhoods. Moreover, given the condition of the units and their location within a single family area, these structures were best suited for demolition and reconstruction as something other than multifamily housing. Negotiations to purchase the property, while protracted, were successful, with a closing anticipated for December 2011.

CORRIDOR ENHANCEMENT AND PEDESTRIAN IMPROVEMENTS

Enhancement of the transportation corridors in the Mid Town Community Redevelopment Area have made a substantial impact on the perception of the entrances into our City and individual neighborhoods. In FY 2011, landscaping improvements were made to Ingraham Avenue between E. Memorial Boulevard and E. Main Street. The project beautified a stretch of roadway which will serve as a link between the Parker Street Multi-modal Project, completed in FY 2010, and the proposed E. Main Street improvements which are anticipated to go into construction in FY 2012. These improved corridors include landscaping, bike lanes, enhanced pedestrian crossings and new transit amenities.

Planning continued on what we anticipate to be a very significant enhancement and safety project in Mid Town; the US 98N Corridor Enhancement Project. A pedestrian safety improvement jointly funded by the Florida Department of Transportation (FDOT) and the LCRA, this project extends from W. 10th Street to Griffin Road. The project includes landscaped medians and pedestrian





refuges to facilitate safe crossing of this very congested roadway. Project construction is expected to begin in late 2011 with completion in early Spring 2012.

In addition, we continue to provide pedestrian improvements throughout the district. In FY 2011, the LCRA funded the design and construction of a sidewalk improvement on Lincoln Avenue between W. Memorial Blvd and W. 5th Street and brick crosswalk improvements at Lincoln and W. 5th Street and on W. 10th Street at Lincoln Avenue. These projects were completed in conjunction with our neighborhood stabilization activities in the Paul A. Diggs and Webster Park South Neighborhoods.

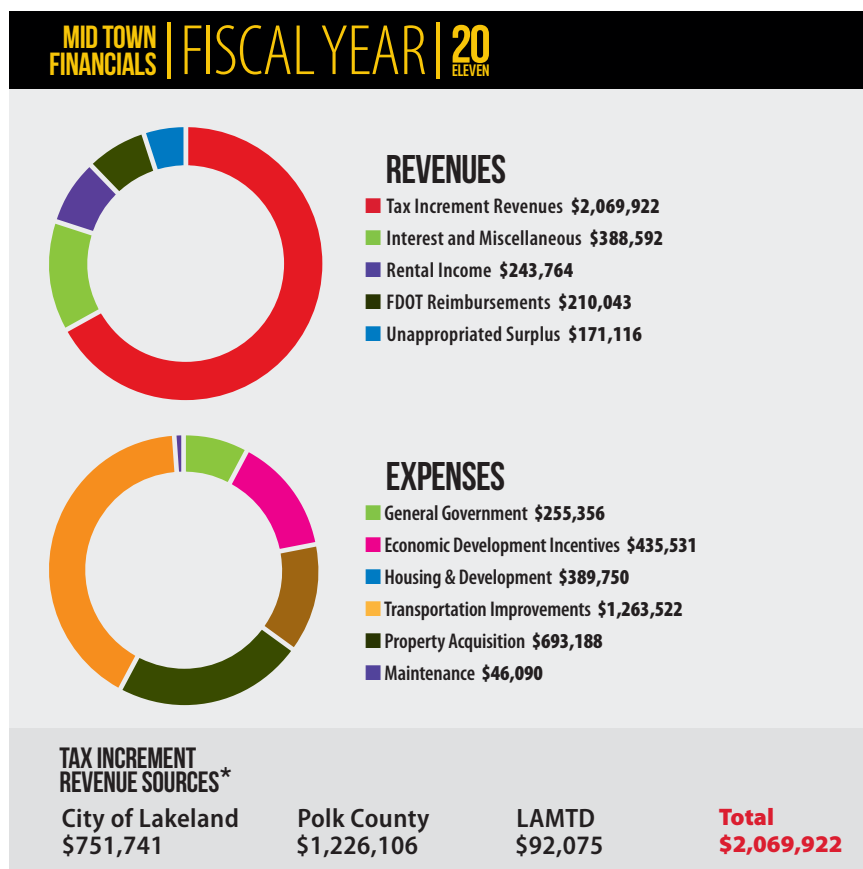
Also, LCRA and City staff provided input into the development of a Pedestrian Safety Zone along US 92/Memorial Boulevard from Walker Street to Morgan Avenue. This project was the result of ongoing pedestrian safety evaluations completed by FDOT and is intended to help remind drivers to be alert for pedestrians in some of our higher crossing areas along Memorial Boulevard. Implementation of the Pedestrian Safety Zone is expected to begin in early 2012.



03



05



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

THE LAKELAND EXPERIENCE

Enhancing the image of Mid Town is one of the most critical components of the Mid Town CRA Redevelopment Plan. Infrastructure improvements which are both functional and aesthetically pleasing, like pedestrian safety and "road diet" projects, improve the community and set the stage for ongoing private investment. Neighborhood stabilization initiatives, including public control of the most troubled properties in our neighborhoods, are another important step in beginning to turn neighborhoods around.

WILLIAMS COMMUNITY REDEVELOPMENT AREA

In FY 2011, a number of significant projects were completed related to the Williams Development of Regional Impact which includes a portion of the Williams Community Redevelopment Area. While these projects were not completed using LCRA funds, they will support the long term viability of the Redevelopment Area.

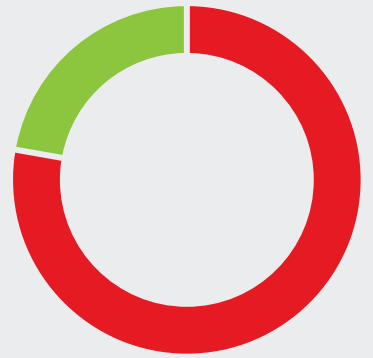
Projects include the completion of the Pace Road Interchange on the Polk Parkway by the Florida Turnpike Enterprise. In addition, the Turnpike Enterprise completed the widening of the Parkway to four (4) lanes between Pace Road and Interstate 4 along with eastern toll plaza improvements.

Polk County completed the extension of Pace Road westward to the new Pace Road Interchange. This extension included a 12 foot wide side-path for pedestrian/bike use and landscaping.

The Florida Department of Transportation (FDOT) is in the process of constructing University Boulevard, a new four (4) lane roadway extending eastward from S.R. 33 to the Pace Road Interchange. FDOT is also constructing Research Way, a new road extending in a half loop design from University Boulevard at the Interchange north and west back to University Blvd. This road is intended to allow access to the future USF Polytechnic campus and the future Williams Research business park area. The opening date for both new roads is targeted for February 2012.

In May of 2011, the Williams Acquisition and Development Company submitted a request for a Notice of Proposed Change or NOPC to the Williams Development of Regional Impact. In addition to making various minor updates to the Development Order, the applicant sought and was granted in its Amended Development Order transportation concurrency for a portion of the second phase of the DRI whereas the prior Development Order only granted transportation concurrency for Phase I. The amendment to the Development Order was the second NOPC for this DRI and was adopted by the City Commission on September 6, 2011. The applicant has also requested additional DRI time extensions for all phases and the build out date, as per those allowed by 2011 Florida Legislative changes.

WILLIAMS | FISCAL YEAR | 20 ELEVEN



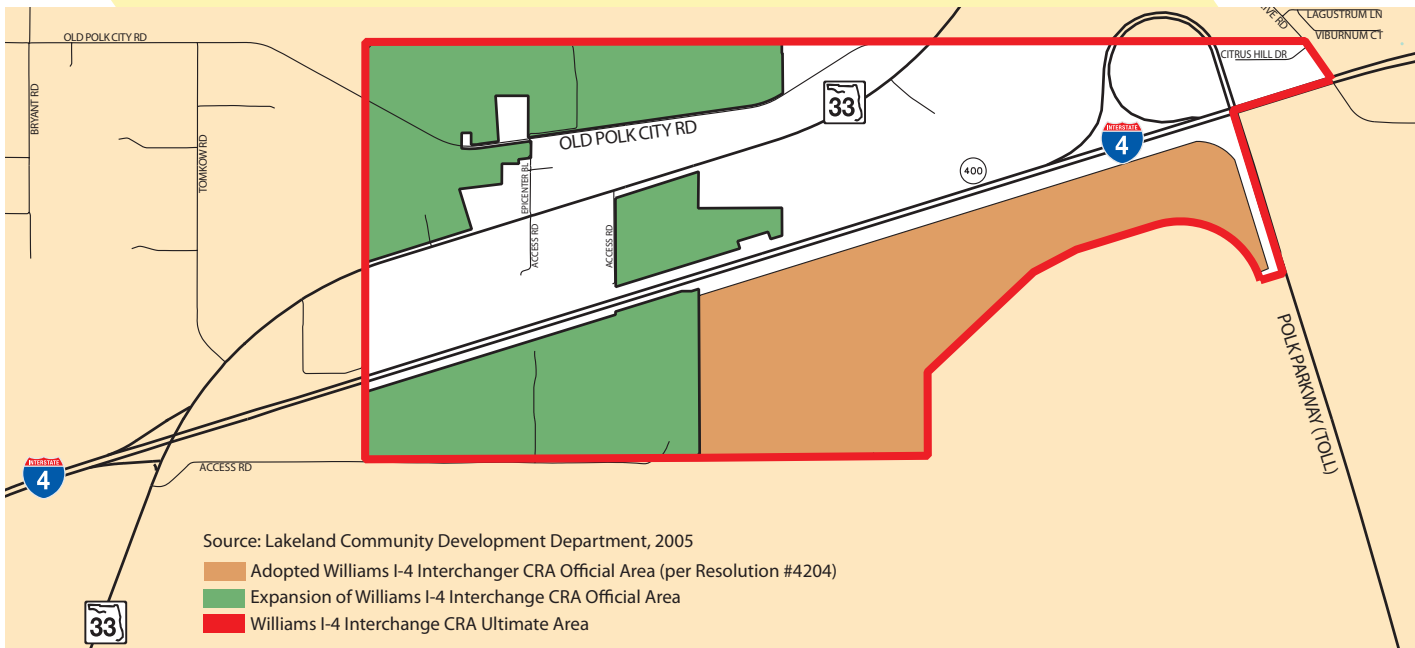
REVENUES

- Tax Increment Revenues \$15,011
- Interest and Miscellaneous \$4,186

TAX INCREMENT REVENUE SOURCES*

Polk County	\$9,313
City of Lakeland	\$5,698
LAMTD	\$0
Total	\$15,011

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



WELCOME TO THE ENTERPRISE ZONE 20 ELEVEN



ENTERPRISE ZONE ADVISORY BOARD

Claudia Tritton

Lakeland Economic Development Council

Scott Gardner

Bank of Central Florida

Stan Martin

Lakeland Police Department

Paula Bohnstedt

PolkWorks

Brian Rewis

Neighborhood Services Division,
City of Lakeland Administrative Staff

Jason Willey

Economic Development Coordinator

LAKELAND ENTERPRISE ZONE 2011

The City of Lakeland's 2011 Enterprise Zone Annual Report covers all activities for the period of October 1, 2010 through September 30, 2011. The report includes a summary of the year's activities, including a review of the program's 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 area. Encouraging capital investments, the Enterprise Zone helps to achieve a sustainable, diverse, local economy with greater economic opportunities. In carrying out this mission, Lakeland's Enterprise Zone serves 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 approximately 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 \$265,000 to participating business and property owners.

ENTERPRISE ZONE OPERATIONS AND ACCOMPLISHMENTS

Similar to the past fiscal year, development activities in Lakeland have come to a near halt. Building permit data and new development projects remain at historically low levels. Unemployment rates have stabilized and are now slowly dropping on a month to

month basis, though Lakeland's 11.4% unemployment rate still lags 1 ½ percentage points behind Florida's average rate for the same period. Many projects that were slated to begin this fiscal year have been delayed or postponed indefinitely. With the slowdown, additional steps have been 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 affect 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

Lakeland's industrial market continued to stabilize in 2011. Business confidence and an expansive variety of available space helped fuel a renewed feeling of optimism. Industrial vacancy rates hovered just above 6.5% for much of 2011, which marked more than a 1% decrease from the 2010 rates. Along with the decrease in vacancy rates, industrial rental rates continue to fall, with asking rates dropping approximately \$0.17 per square foot (psf) over the past 12 months, placing the mid quarter average rate at about \$4.16 psf. Though Florida's industrial real estate market has taken a hit, the Lakeland market remains constant, demonstrating strengths in both affordability and absorption. With the growing stability of 2011, the following year should present opportunities as vacancy rates continue to rise and rental rates fall. New growth possibilities will resurface as businesses look to expand and developers look to take advantage of depreciated land and material costs as well as a variety of newly available financial incentives. With this factor, Lakeland's new and existing available space will continue to grow, spurring competition between landlords. This competition, combined with the expiring leases of existing tenants and a new flock of prospective tenants, will provide a boost to local leasing activities. Industry forecasters expect leasing activity within Lakeland's industrial market to increase in 2012 as absorption levels become more constant.

BUSINESS ASSISTANCE AND JOB CREATION

The Enterprise Zone Development Agency assisted more than 250 businesses within the 2011 fiscal year and aided in the creation of nearly 50 jobs. By providing technical, employment,

ENTERPRISE ZONE 20 ELEVEN

real estate and utility support to various business owners, prospects and consultants, Lakeland’s Enterprise Zone continues to support the areas 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 communities employers and residents 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 Zones specific goals and measurements, visit the City of Lakeland’s Economic Development website at www.lakelandcra.net



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?

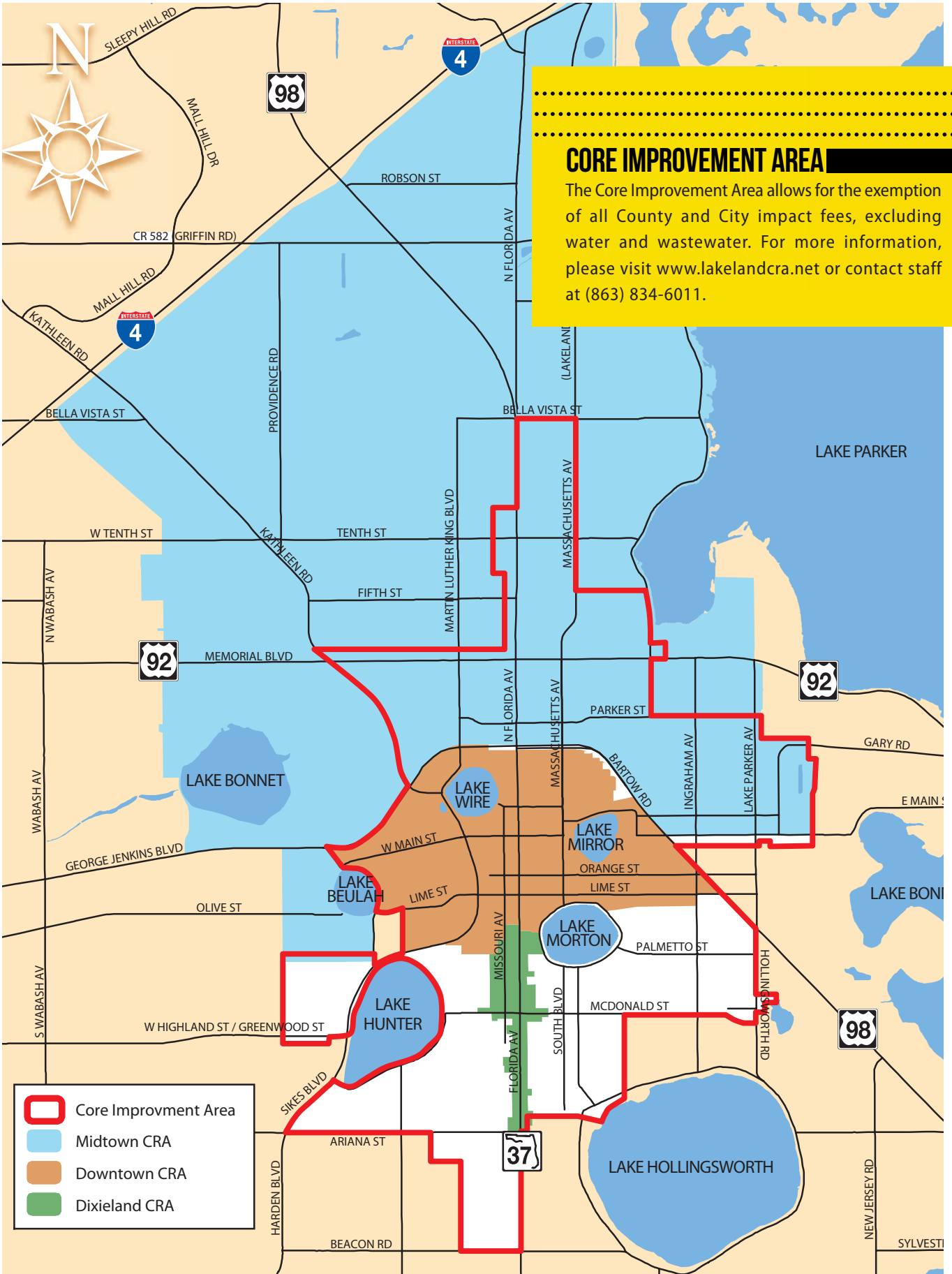
A. "Business property" is new or used equipment defined as "recovery property" in s. 38 of the Internal Revenue Code of 1954, as amended. The "business property" must have a class-life of five years and a sales price of \$5,000 per unit. "Business property" that becomes a component part of improvements 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.





MAPS: THE CORE IMPROVEMENT AREA 20

ELEVEN

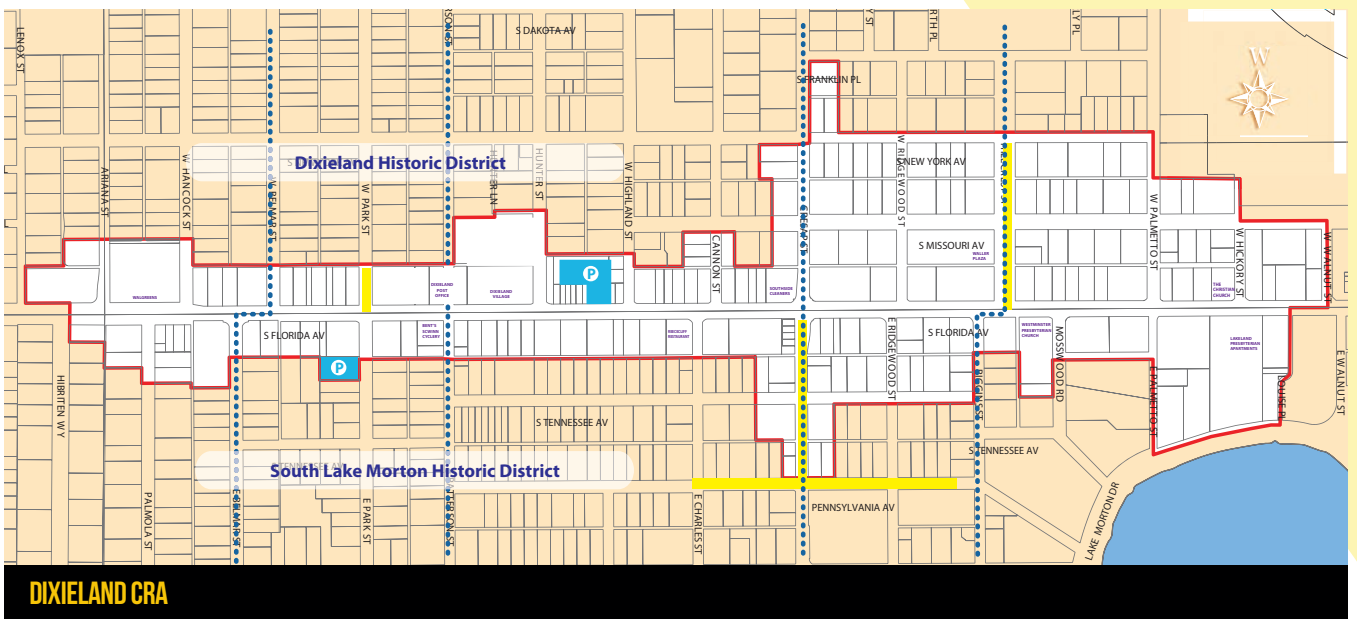


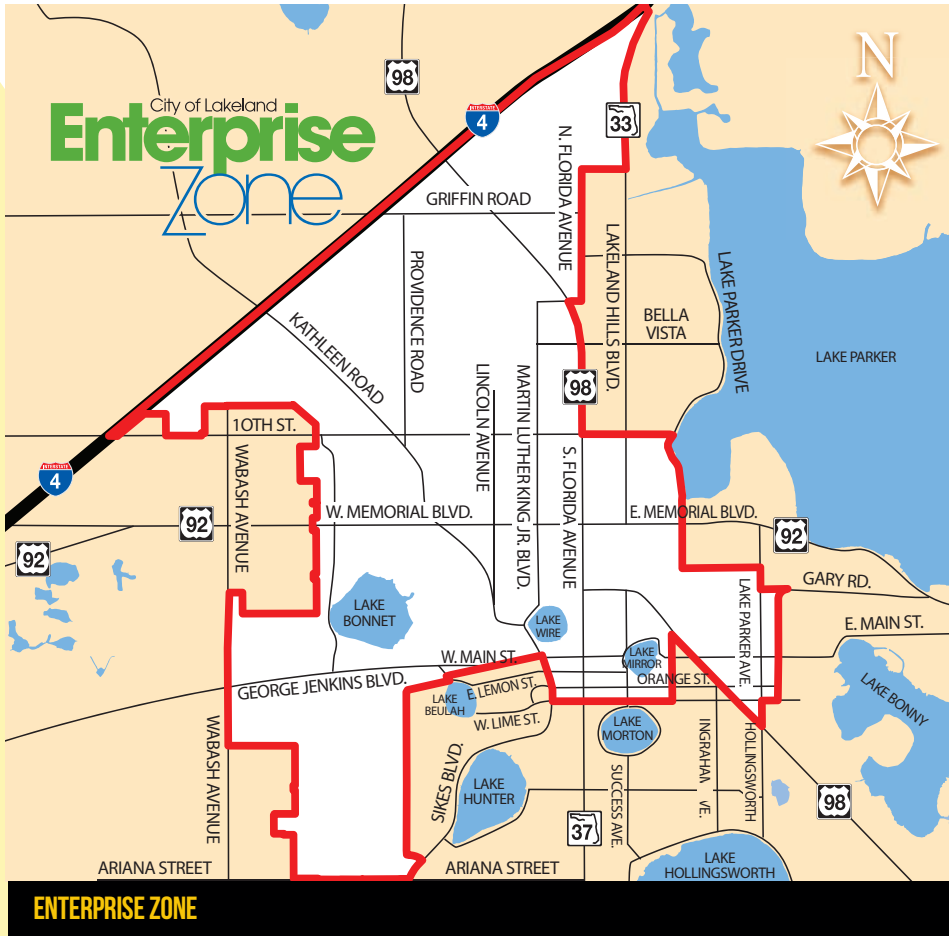
CORE IMPROVEMENT AREA

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.

-  Core Improvement Area
-  Midtown CRA
-  Downtown CRA
-  Dixieland CRA

MAPS: DOWNTOWN, DIXIELAND, ENTERPRISE ZONE AND WILLIAMS 20 ELEVEN





MEETING TIMES AND LOCATIONS

City Commission

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

Planning and Zoning Board

3rd Tuesday
8:30 AM
City Commission Chambers

Zoning Board of Adjustments and Appeals

1st Tuesday
9:00 AM
City Commission Chambers

Historic Preservation Board

4th Thursday
7:30 AM
Building Inspection
Conference Room

Lakeland Downtown Development Authority

3rd Thursday
8:00 AM
City Commission Conference Room

Downtown CRA Advisory Board

1st Thursday
8:00 AM
City Commission Conference Room

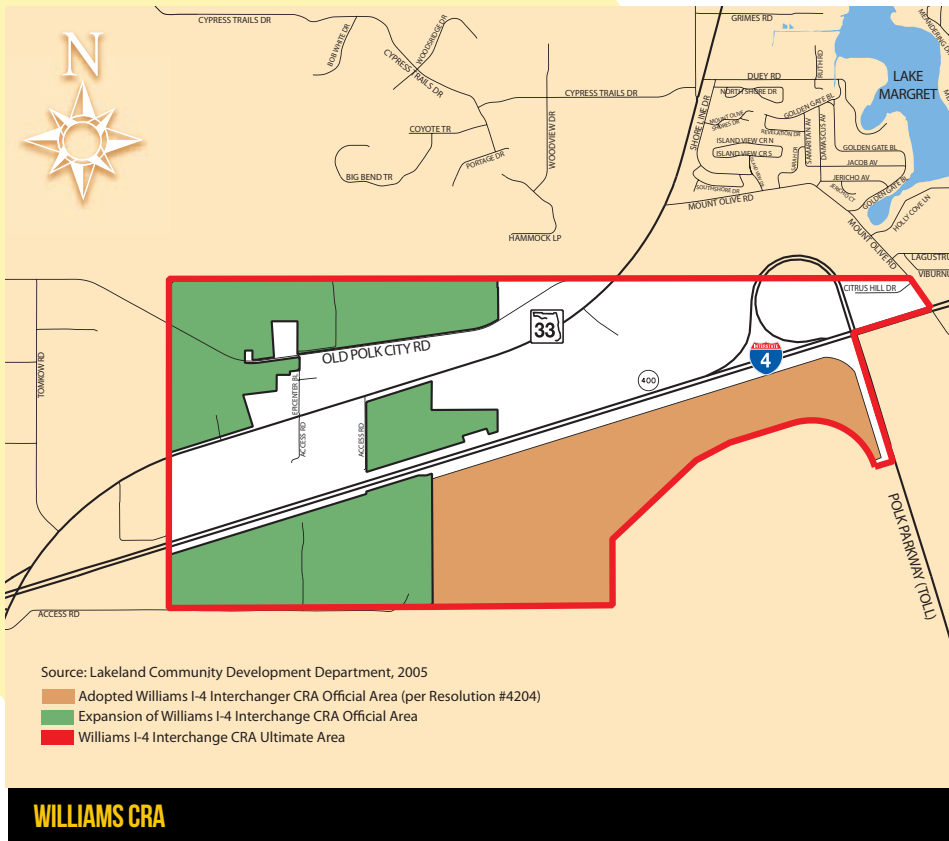
Dixieland CRA Advisory Board

3rd Tuesday
4:00 PM
City Commission Conference Room

Mid Town CRA Advisory Board

1st Thursday
3:30 PM
City Commission Conference Room

Enterprise Zone
Meetings as called



Source: Lakeland Community Development Department, 2005

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

WILLIAMS CRA

