

# Florence Villa Community Redevelopment Plan Update (CRA)

## Community Redevelopment Plan Update

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# Florence Villa Community Redevelopment Plan Update

## BACKGROUND

### What is a Community Redevelopment District?

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

There are currently over 200 Community Redevelopment Districts in the State of Florida. The designation is used by Florida cities of all sizes, from Jacksonville and Tampa to Madison and Apalachicola. Many familiar locations, such as Church Street in Orlando, Ybor City in Tampa, and the beachfront in Ft. Lauderdale are successful examples of Community Redevelopment Districts.

### What is a Community Redevelopment Agency?

The activities and programs offered within a Community Redevelopment District are administered by the Community Redevelopment Agency. A five to seven-member Community Redevelopment Agency "Board" created by the local government (city or county) directs the agency. The Board can be comprised of local government officials and or other individuals appointed by the local government. Although one local government may establish multiple Community Redevelopment Districts, there generally may be only one Community Redevelopment Agency Board. Each district must maintain separate trust funds, and expend those funds only in that district.

## What is a Community Redevelopment Plan?

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

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

## FLORENCE VILLA COMMUNITY REDEVELOPMENT DISTRICT

### History

A continuous goal of the City of Winter Haven is to explore mechanisms to promote economic development and improve the quality of life within the Florence Villa area. The Florence Villa Community Redevelopment Area (CRA), located in the City of Winter Haven, is an urban community of approximately 4,195 people (Source: 2017 ESRI Business Analyst).

This CRA Plan update builds upon the goals established as part 2000 CRA Plan and provides for: updated Capital Improvements Plan (CIP) and Tax Increment Financing (TIF) projections. In addition, it is the intent of this CRA Plan update to revise and extend the time certain for redevelopment activity to the maximum amount permitted by Florida law.

The community encompasses approximately 1.4 square miles and is less than one mile north of the City's downtown area. US Highway 17 is on the west side of the area. The Florence Villa CRA Plan has not been updated since it was adopted in 2000. The purpose of the update to the Florence Villa CRA Plan is to allow the City and community to evaluate the successes of the CRA, the current conditions, and prioritize revisited and new short-term and long-term goals. This document provides research and an analysis of current market conditions and development and residential opportunities. The first step was to have an overview of the existing land parcels in the area and examine the Future Land Use, zoning, existing land use, and lot sizes through GIS mapping. The second part analyzes the current socioeconomic and demographic conditions of the area. ESRI – U.S. Census was utilized to determine population, local economy, and housing characteristics in the Florence Villa CRA area compared to the City of Winter Haven and Polk County.

Table 1 below identifies the 2000 CRA Plan priorities as well as accomplishments as of this update. Several parks and recreation improvements in Florence Villa have been completed. Ongoing work includes code enforcement including a new “helping hands” code enforcement program, and drainage improvements.

**Table 1:  
Florence Villa CRA Plan  
Recommendations & Accomplishments  
2007-2018 Status**

Year 2000 CRA Plan Identified Goals	CRA Plan Accomplishments
Construction of the regional trail system. Should be paid for by other government organizations.	✓
Streetscape Design/Construction	✓
Lake Maude Waterfront Park	✓
Inman Park Improvements	✓
Sidewalk Improvements	✓
Sportsman Park	✓
Lake Maude Recreation	✓
Location and construction of the Winter Haven Police Department within the Redevelopment Area.	✓
Upgrade the street lighting systems.	In places
Encourage increased code enforcement on delinquent properties.	On going
Unsafe structures should be demolished. Consider organizing volunteer work parties to clean and maintain vacated properties.	On going
Sewer/Drainage Improvements	On going
First Street N Commercial	Corridor Study completed in 2010
Housing Strategies	
Planned Industrial Complex	

Figure 1 showing the map of completed and planned projects in Florence Villa is provided below. Since the adoption of the 2000 CRA Plan, several projects have been completed including the streetscaping of Martin Luther King Jr. Boulevard, drainage improvements throughout the community, and the Lake Maude Recreation Complex.

**Figure 1: Commercial, Residential, and Infrastructure Development Projects  
Planned and/or Completed in Florence Villa**

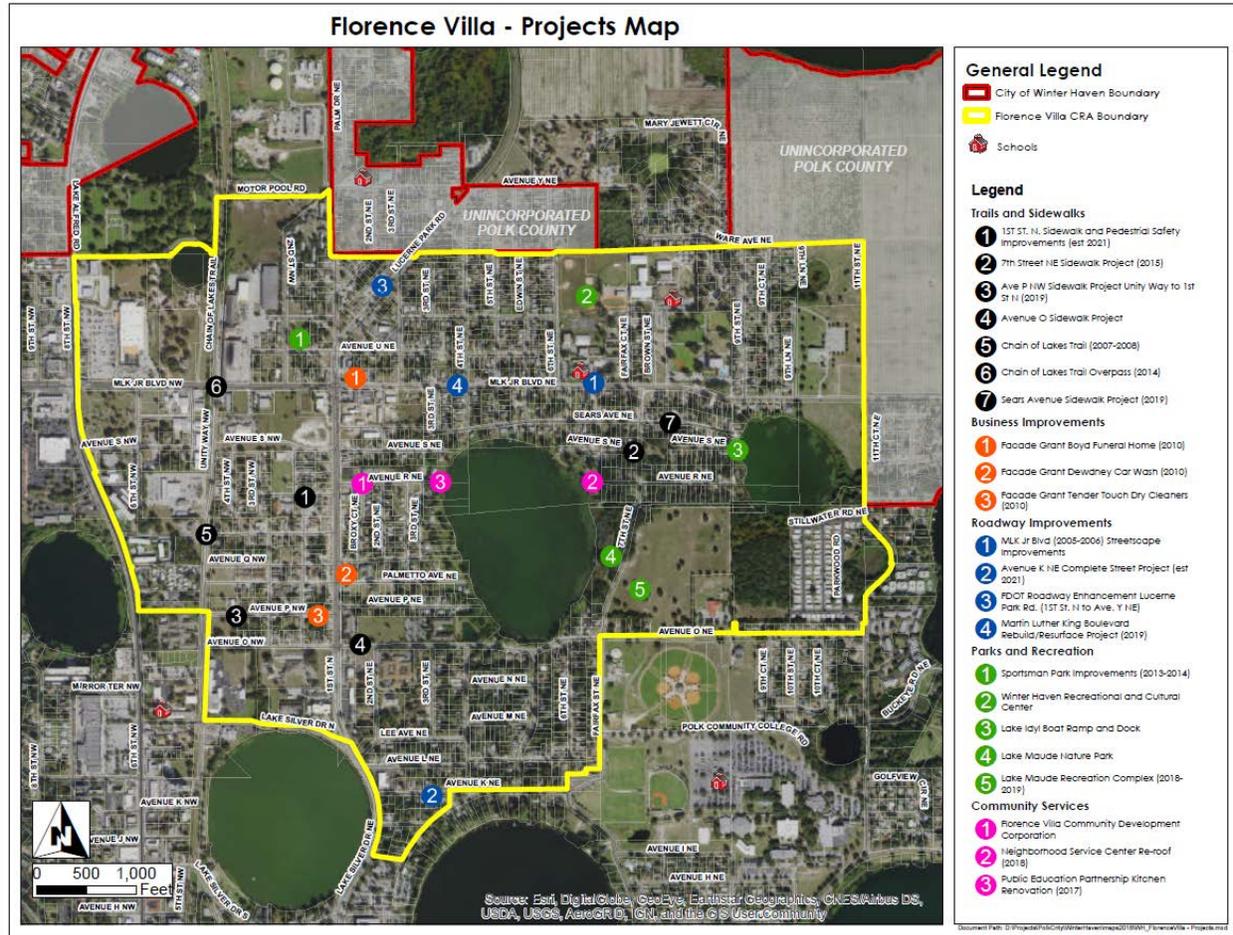
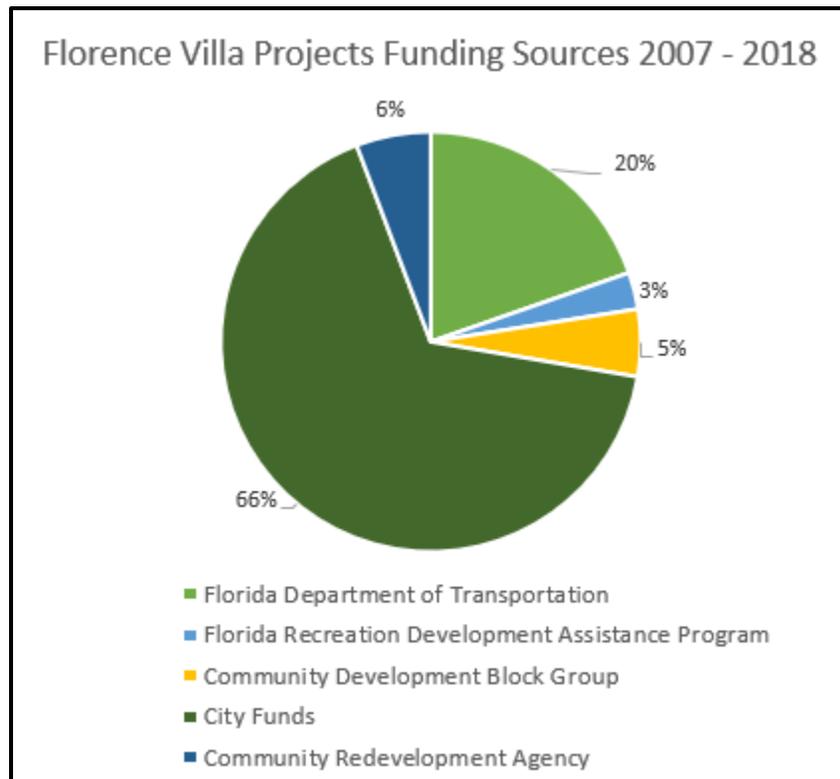


Figure 2 below indicates the funding sources for projects completed to date within the Florence Villa CRA. As shown, the majority of funding has been from the City's General Fund followed by the Florida Department of Transportation.

**Figure 2: Florence Villa Projects Funding Sources**

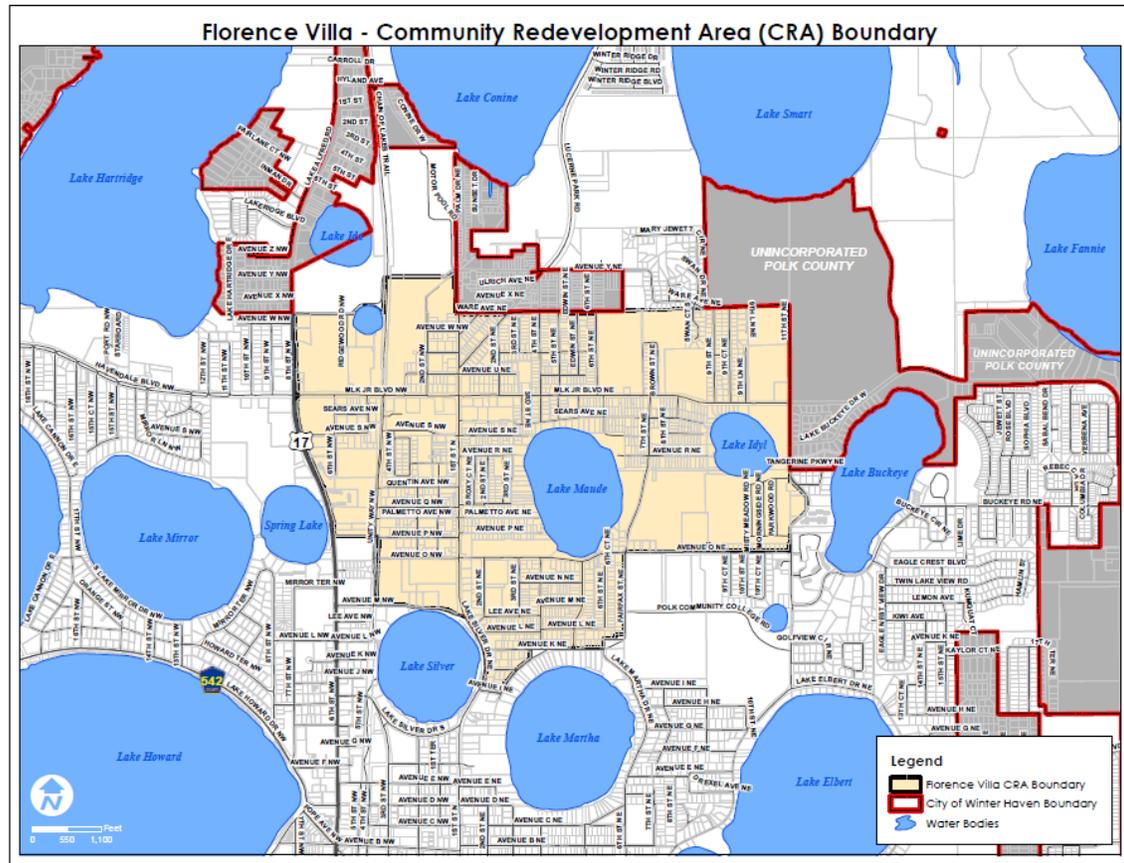


## Boundary

Florence Villa, the original African-American settlement in Winter Haven, is located in the north central portion of the City of Winter Haven and extends from 6<sup>th</sup> Street NW on the west, Avenue X NW and Ware Ave NE to the north, 11<sup>th</sup> Street on the east, and Avenue M NW/Avenue I/ Lake Martha Drive on the south.

The Florence Villa Community Redevelopment Area consists of approximately 715 total acres. Approximately 77.8 of those acres contain water bodies. The largest percentage of land area comes from 278.5 total acres of residential property. Most of the commercial property is located along U.S. Highway 17, MLK Jr. Blvd and First Street. Government and Institutional uses combined compose almost 28 percent of the total CRA area.

Figure 3. Florence Villa CRA Boundary



## Population

The Florence Villa area has a population of approximately 4,200 according to 2018 ESRI – U.S. Census Bureau (See Table 4). This population growth is expected to continue for the next five years. According to U.S. ESRI- U.S. Census, the Florence Villa CRA community will have a population of approximately 4,567 or a 1.6 annual population rate by 2023. Based on this 1.6 annual projection rate, by 2025, the population is expected to increase by 10 percent and by 2030, the population is expected to increase by 17 percent. See Table 2 for population projections. The median age in Florence Villa is 40, which is lower than the median age in the City of Winter Haven and Polk County. The Florence Villa community has an average household size of 2.52 and an average family size of 3.23. Additionally, approximately 71 percent of Florence Villa residents are high school graduates, which is lower than the City of Winter Haven and Polk County.

**Table 2: Population and Socio-Economic Characteristics**

	<b>Florence Villa Area*</b>	<b>Winter Haven**</b>	<b>Polk County**</b>	<b>Florida**</b>	<b>USA**</b>
<b>Population</b>	4,200	38,663	652,256	20,278,447	325,719,178
<b>Average Household Size</b>	2.52	2.32	2.59	2.48	2.58
<b>Average Family Size</b>	3.23	2.93	3.05	3.01	3.14
<b>Median Household Income</b>	\$25,429	\$41,790	\$45,988	\$50,883	\$57,652
<b>Per Capita Income</b>	\$13,904	\$23,424	\$22,579	\$28,774	\$31,177
<b>Median Age</b>	40	44	40.4	41.8	37.2
<b>High School Graduate</b>	70.7%	85.4%	84.3%	87.6%	87.3%

*\*Source: 2018 ESRI – U.S. Census Bureau*

*\*\*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates & 2010 Census*

**Table 3: Population Projections 2018-2040\***

<b>Year</b>	<b>Population</b>
<b>2018</b>	4,200
<b>2020</b>	4,331
<b>2025</b>	4,678
<b>2030</b>	5,052
<b>2035</b>	5,456
<b>2040</b>	5,893

*\*Source: ESRI -U.S. Census*

## Socio-Economic

The Florence Villa community has suffered from long-standing depressed economic conditions. In addition to low homeownership rate and higher renter occupied rate, the median household income is \$25,429, which is 39 percent less than the City of Winter Haven and 46 percent less than Polk County median household income.

Per capita income is also lower in Florence Villa. According to the 2018 U.S. Federal Poverty Guidelines to determine financial eligibility for federal programs, the annual income for one person is less than \$12,140. In Florence Villa, the per capita income is only \$13,904, which is 13 percent more than the U.S. Federal Poverty Guideline’s figure and almost half of the City of Winter Haven per capita income.

## Housing and Homeownership

The median value of owner-occupied housing is \$83,136, which is 46 percent less than the City of Winter Haven median value of owner-occupied housing units and 45 percent less than Polk County’s median owner-occupied housing units. In the Florence Villa community, the renter occupied rate is greater than the home ownership rate. In contrast, more than 50 percent of residents in Winter Haven and Polk County own their own homes and less than 40 percent rent. Additionally, there is a higher percentage of vacant housing units in Florence Villa as compared to the City of Winter Haven. See Table 3 for more details.

**Table 4: Housing and Homeownership Characteristics**

	<b>Florence Villa Area</b>	<b>Winter Haven</b>	<b>Polk County</b>
<b>Total Housing Units</b>	1,953	19,188	307,982
<b>Owner Occupied Housing Units</b>	37%	53%	55%
<b>Renter Occupied Housing Units</b>	46%	32	26%
<b>Vacant Housing Units</b>	17%	15%	19.1%
<b>Median value of owner - occupied housing</b>	\$83,136	\$154,434	\$152,438

*Source: 2018 ESRI- U.S. Census Bureau*

According to the Agricultural and Labor Program, an organization that provides Low Income Home Energy Assistance Program (LIHEAP) in Polk County, the program benefited approximately 391 families and 471 homes in 2018. Estimating an average of 3.23 per family size (2018 Esri – US. Census), this means that this program benefited approximately 1,263 residents or 70 percent of the Florence Villa residents.

## Business

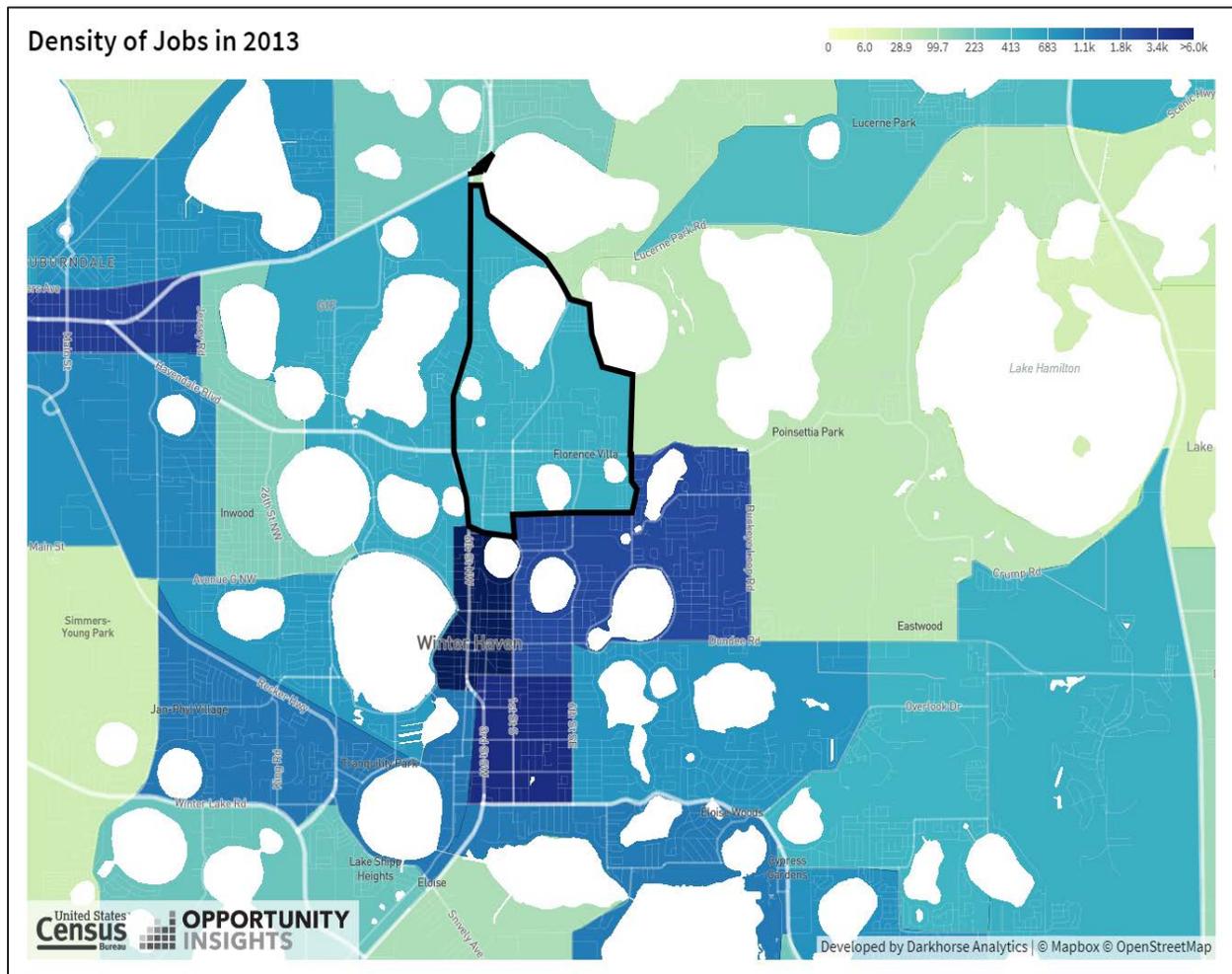
There are approximately 157 businesses in Florence Villa. The highest number of businesses by North American Industry Classification System (NAICS) is “Other Services (Except Public Administration)”, which is 32.3 percent of the total amount of businesses. This category typically includes businesses such as repair and maintenance, personal and laundry services, religious and other professional organizations, among others (Bureau of Labor Statistics). The second and third highest number of businesses by NAICS is Health Care & Social Assistance (14.5 percent) and Retail Trade with 13.7 percent, respectively. According to the Winter Haven Chamber of Commerce, only 15 businesses are members of the Chamber of Commerce. Taking into consideration that the total population is inside an urbanized area, there are no businesses classified under the Agriculture or Mining NAICS industry in the area.

## Employment

The Florence Villa area employee/residential population ratio per 100 residents is 79, which is 55 points less than the employee/residential population in the City of Winter Haven. The total number of employees in Florence Villa is 3,311. The “Health Care and Social Assistance” NAICS classification has the highest number of employees with approximately 2,285 employees or 69 percent of the total amount of employees. A total of 5.6 percent of employees work in Educational Services and 5.4 percent work in wholesale trade. An estimated 38.6 percent of the population has a white-collar occupation classification and 29.8 percent has a blue-collar occupation classification.

According to U.S. Census Opportunity Insights Atlas, the estimated job growth rate from 2004 to 2013 was 0.4 percent. Census Tract 12105013600, which comprises most of the Florence Villa CRA area, has an estimate of 483 jobs per square mile in 2013. This figure is slightly higher than the City’s estimated number of jobs per square mile, which is 413 per square mile. Figure 4 shows the density of jobs per square mile in 2013.

**Figure 4: Density of Jobs in 2013. Source: Opportunity Insights Atlas**



## REVIEW OF CURRENT CONDITIONS

### Existing Land Use Characteristics

In regards to the existing land use, the Florence Villa CRA area's highest percentage of existing land use is residential, followed by government, and commercial. The City of Winter Haven and the State of Florida as well as the Polk County School District are part of the existing government land use. The CRA area has a total of three (3) city parks (Inman Park, Sportsman Park, and Lake Maude Nature Park), one (1) recreational center (Winter Haven Recreational and Cultural Center), one (1) recreational complex (Lake Maude Recreational Complex), and the Chain of Lakes multi-use trail. Most of the parcels in the CRA area have a Residential Low Future Land Use designation and Residential-single family zoning designation. See Table 5 for Existing Land Use.

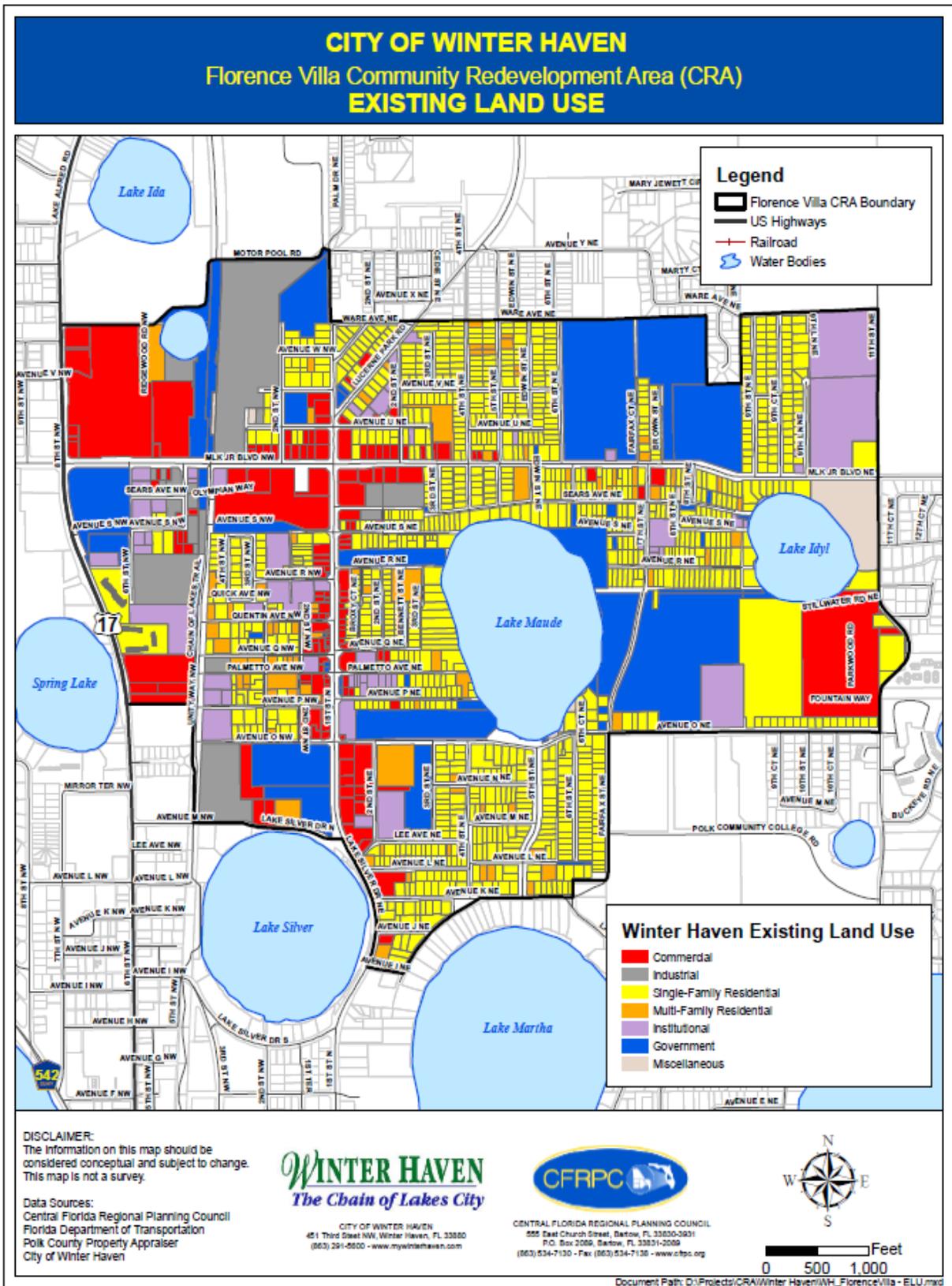
The Florence Villa CRA area has approximately 715.3 acres or 1.3 square miles that includes water bodies and other unassigned land uses based on the Department of Revenue (DOR) land use code designation. The area does not have agricultural land; thus, 100 percent of the population live and work inside an urbanized area. Approximately 39 percent of the area is residential and 22 percent is government. A total of 15 percent of the existing land use is designated as commercial. The total sum of water bodies is approximately 77.8 acres, which is 11 percent of the total number of acres.

**Table 5: Existing Land Use**

	<b>Total Acreage</b>	<b>Percent Acreage</b>
<b>Agricultural</b>	0	0%
<b>Commercial</b>	108.7	15%
<b>Government</b>	157.2	22%
<b>Industrial</b>	46.3	6%
<b>Institution</b>	60.4	8%
<b>Miscellaneous</b>	64.2	9%
<b>Residential</b>	278.5	39%
<b>Unassigned</b>	0	0%
<b>Total</b>	715.3	100%

In regards to vacant land, 362 parcels are vacant, totaling 167.7 acres or 23.5 percent. Of the 362 parcels, 85 have a commercial land use designation and have a total acreage of 21.6. There are 5 parcels with an industrial land use designation and have a total of 1.6 acres. Residential land use has the highest vacancy rate. A total of 199 parcels with residential land use designation are currently vacant which represents approximately 55 percent of the total number of vacant parcels.

Figure 5: Existing Land Use Map



## Parcel Inventory

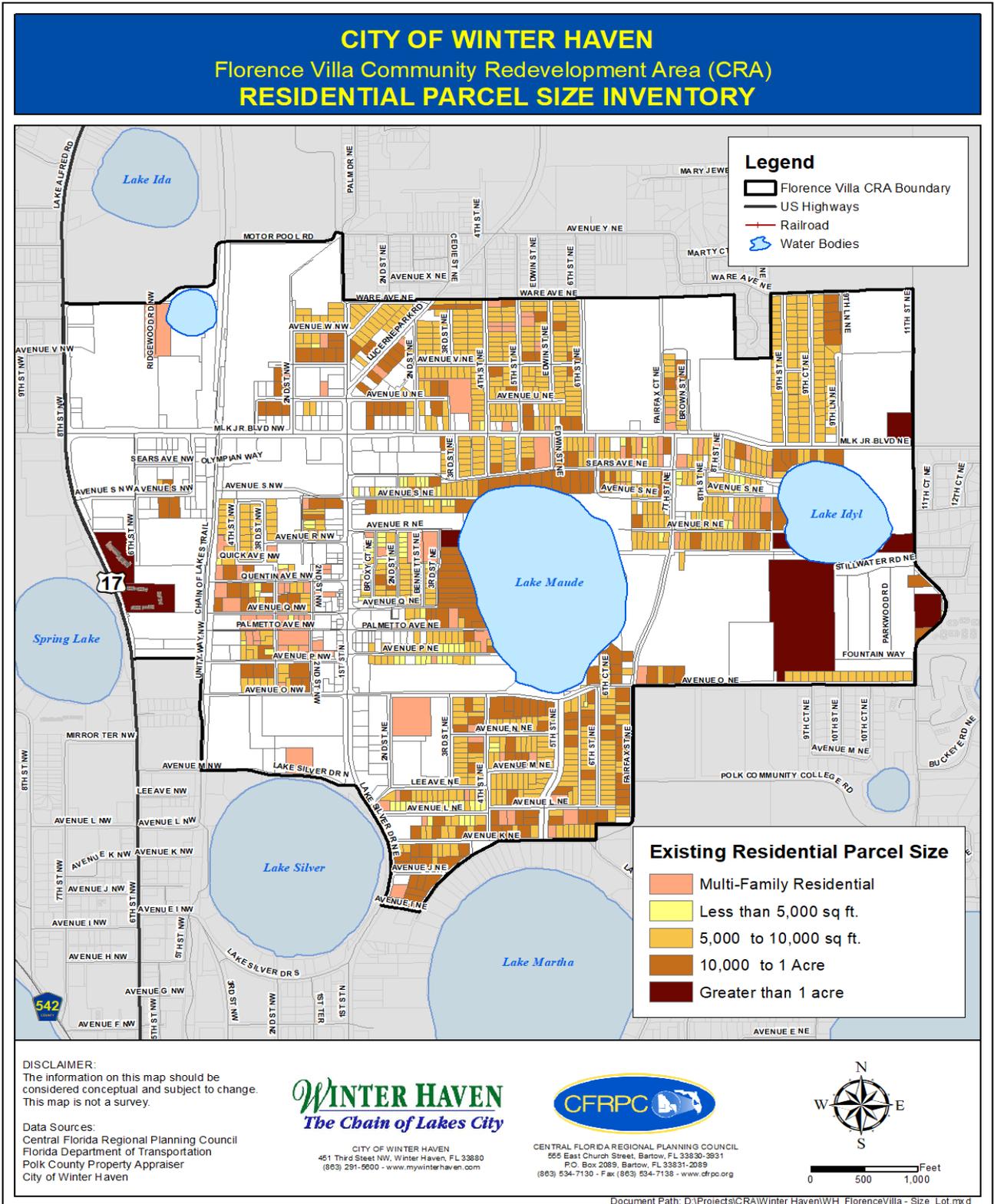
According to Polk County Property Appraiser information, there are 14 residential parcels in the area that are greater than one acre in size. The Florence Villa CRA area also has existing multi-family developed areas, which is considered to be 10 residential dwelling units or more according to the Department of Revenue land use code. The total area of the existing multi-family residential land is approximately 34.8 acres and there are approximately 243 parcels.

The largest parcel area with single- family residential zoning is located on the south side of Lake Idyl and has approximately 15.4 acres. The parcel is currently vacant and is adjacent to the City of Winter Haven’s Lake Maude Recreational Center and the Colony Club mobile home community. More than 60 percent of the existing residential parcels have a parcel size between 5,000 and 10,000 square feet and 20 percent of residential properties have a size of less than 5,000 square feet.

**Table 6: Residential Parcel Sizes in Florence Villa**

	< 5,000 sq ft	5,000 sq ft - 10,000 sq ft	10,000 sq ft -1 acre	> 1 acre	Multi-Family Residential
<b>Number of Parcels</b>	276	849	242	14	243

Figure 6: Residential Parcel Size Inventory



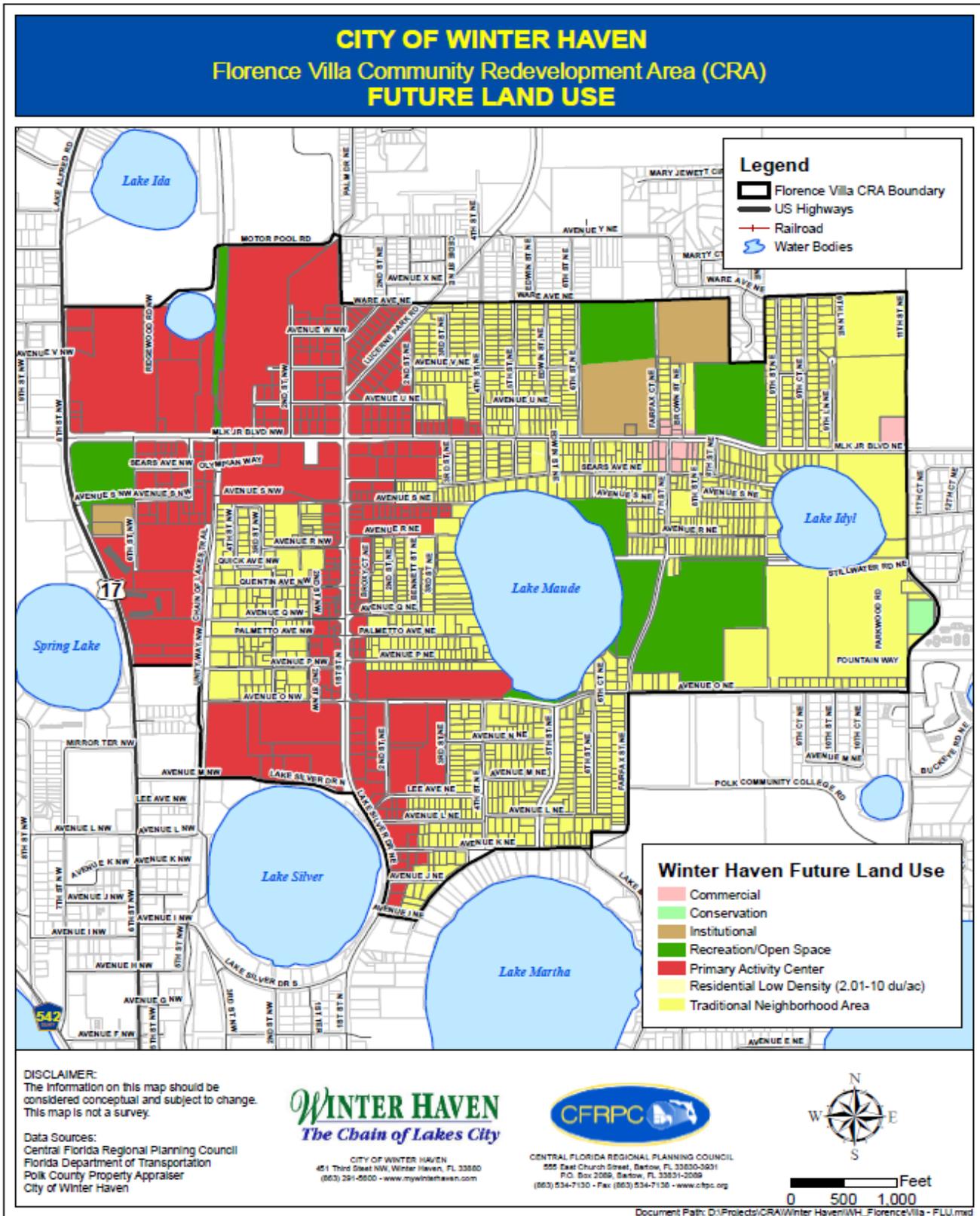
## Future Land Use

Figure 5 depicts the Future Land Use pattern within the CRA area. The Future Land Use pattern shows a much more homogeneous area that has primarily low to medium density residential in the Traditional Neighborhood Area Future Land Use designation. Multi-family uses are allowed under this designation as it allows residential densities for new construction of between 3 and 15 units per acre. Allowing multi-family uses within the commercial corridor, especially in First Street and MLK Jr. Blvd, may encourage mixed use, and walkable commercial and entertainment districts. See Table 7 for the Future Land Use analysis.

**Table 7: Future Land Use Designations in Florence Villa CRA**

	<b>Total Acreage</b>	<b>Percent Acreage</b>
<b>Commercial</b>	14.85	0%
<b>Conservation</b>	3.3	0.46%
<b>Institutional</b>	176.64	25%
<b>Recreational/Open Space</b>	29.75	4%
<b>Primary Activity Center</b>	241.95	34%
<b>Residential Low Density</b>	0	0%
<b>Traditional Neighborhood Area</b>	407.82	57%
<b>Total</b>	715.3	100%

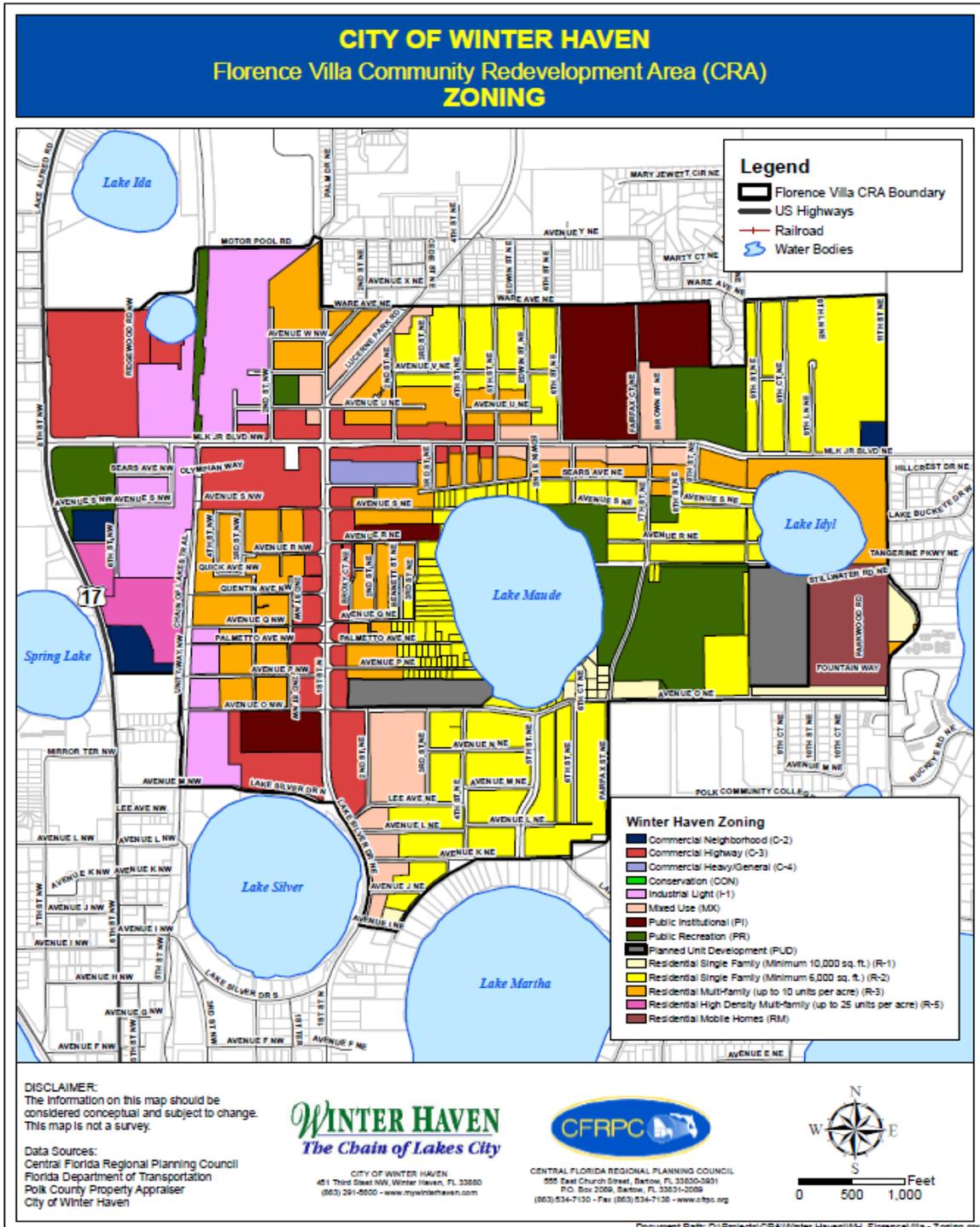
Figure 7: Future Land Use Map



# Zoning

The zoning districts in the CRA are consistent with the Winter Haven Comprehensive Plan. The CRA area is composed of different zoning classifications, primarily Residential single-family (R-2). Residential multi-family is also allowed in the area. Along U.S. Highway 17 and First Street, there are parcels that have a Commercial Highway zoning and Commercial Neighborhood zoning.

Figure 8: Zoning Map



## Transportation

One of the most significant transportation projects in Florence Villa has been the widening of First Street. All conversations with the community lead back to the noticed decline in Florence Villa beginning with changing First Street from 2 lanes to 4 lanes. The Florida Department of Transportation may consider adding streetscaping to this area to slow traffic down and create a more pedestrian friendly environment. As First Street continues to the north and turns into Lucerne Park Road (SR 544), the Florida Department of Transportation is evaluating the corridor for potential widening and alternative corridors.

As part of the recommendation from the 2000 CRA Plan, Martin Luther King, Jr. Boulevard has been improved through streetscaping, crosswalks, sidewalks, and a bus stop. This is a gateway into Florence Villa.

Speed is an issue throughout the community on both local and collector roadways. Residents stated that while speed bumps are helpful, they prefer speed tables to prevent drivers from racing over the speed bumps.

## Infrastructure

The City of Winter Haven's central potable water system and wastewater system extend throughout Florence Villa as indicated on Figures 9 and 10 below.

Figure 9:

Winter Haven Central Potable Water System in Florence Villa

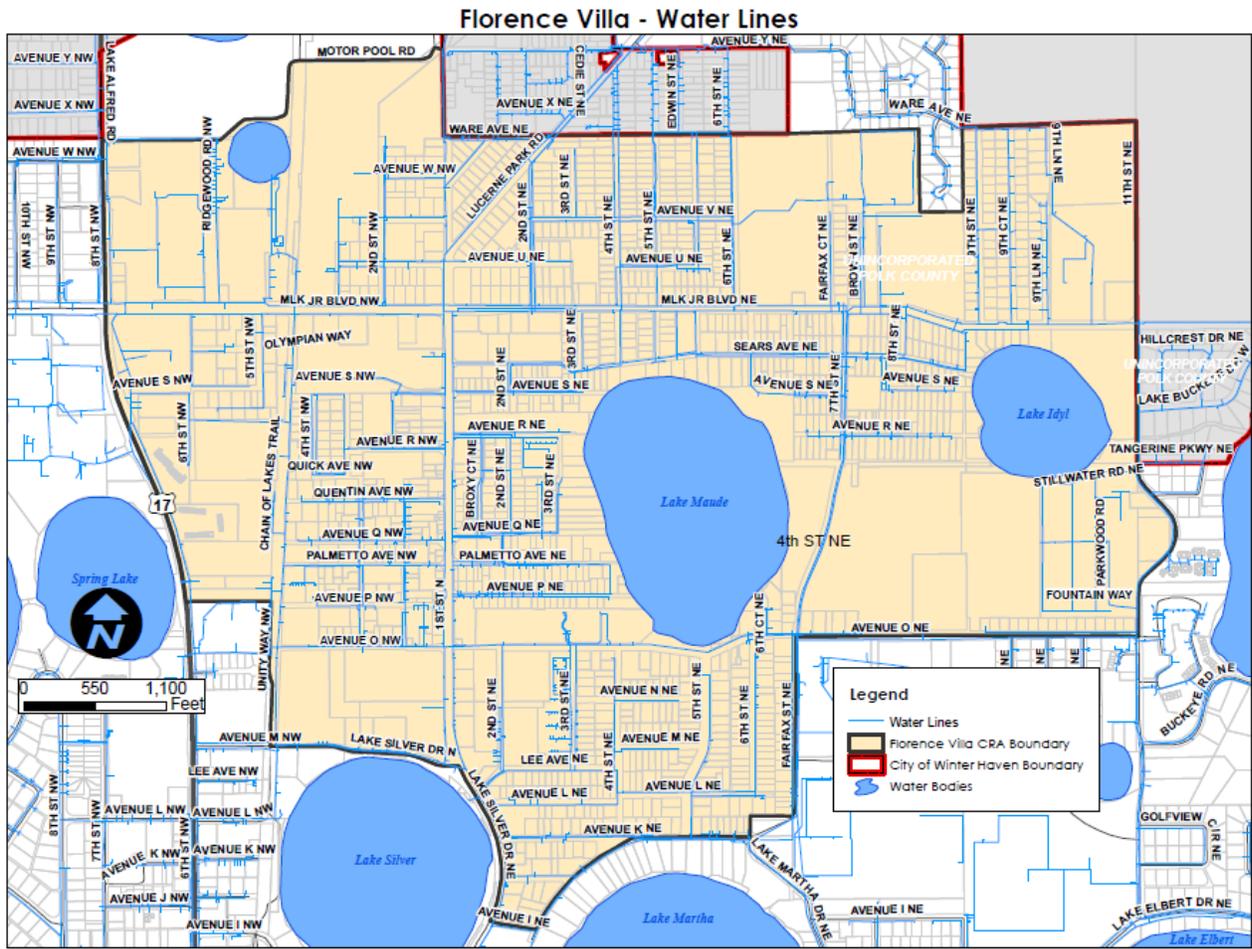
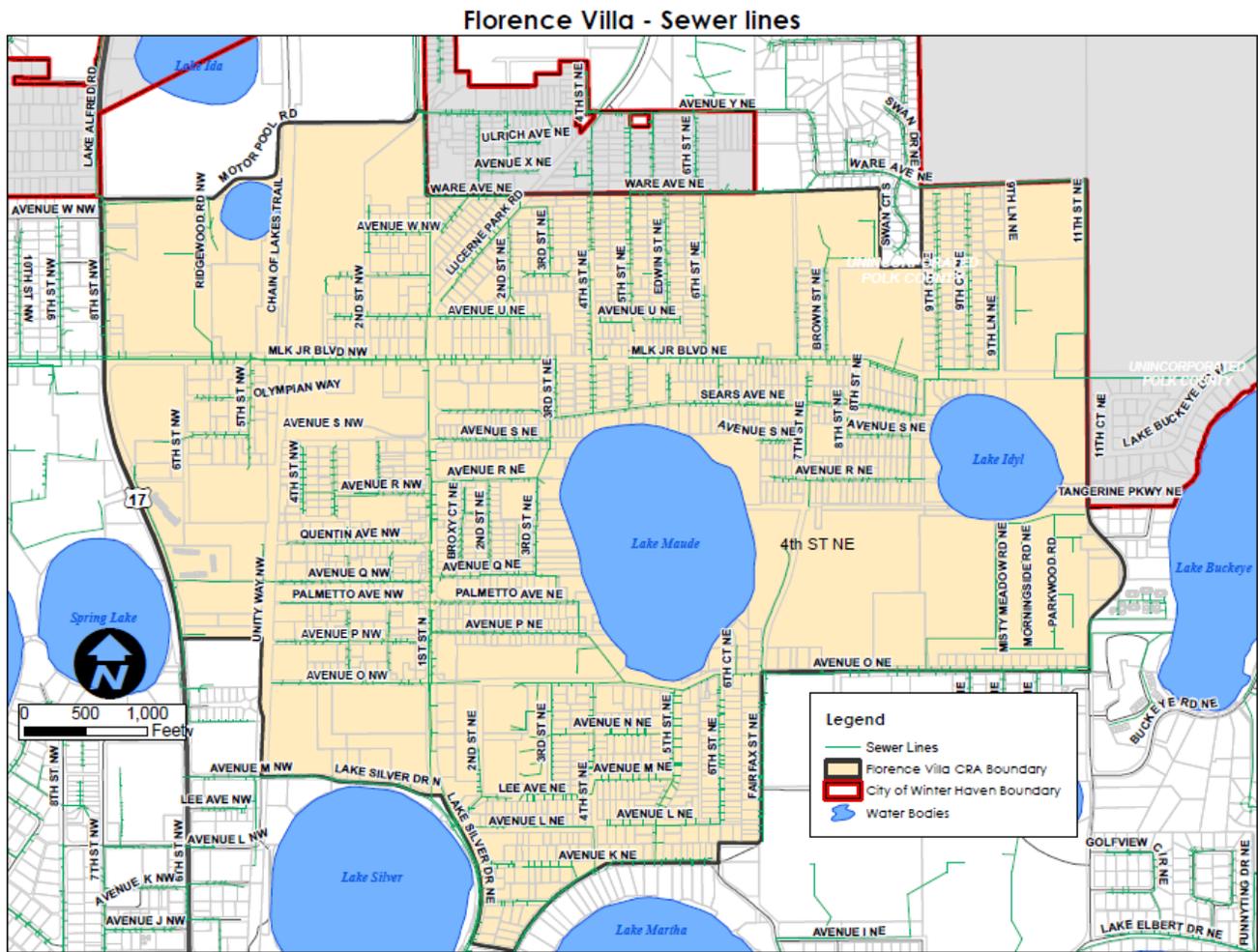


Figure 10:

Winter Haven Central Wastewater System in Florence Villa



# Winter Haven Florence Villa Community Redevelopment Plan Update

## PAST, CURRENT, AND PROJECTED MILLAGE RATES

In comparing current millage rates with those in the past and the potential for the future, a mill is the base unit which is used to calculate ad valorem revenue. For example, if a tax rate is 1.00 mill and the taxable value of a piece of property is \$1,000, one dollar of revenue is generated. Table 8 includes the millage rates for Winter Haven and Polk County from 2010 through 2021. The millage rates are specific to the County and City of Winter Haven and do not include the millage rates for the School Board or Water Management Districts. Winter Haven kept the same millage rate from 2010 through 2017 and then increased it in 2018. Polk County kept the same millage rate from 2010 to 2014, reduced it in 2015, increased it in 2018, and reduced it in 2020. Based on the historical trends, the projected millage rate is set as the 2023 millage rate.

**TABLE 8:  
MILLAGE RATES**

Year	City Millage Rate	County Millage Rate	Combined Millage Rate
<b>2010</b>	5.7900	6.8665	12.6565
<b>2011</b>	5.7900	6.8665	12.6565
<b>2012</b>	5.7900	6.8665	12.6565
<b>2013</b>	5.7900	6.8665	12.6565
<b>2014</b>	5.7900	6.8665	12.6565
<b>2015</b>	5.7900	6.7815	12.5715
<b>2016</b>	5.7900	6.7815	12.5715
<b>2017</b>	5.7900	6.7815	12.5715
<b>2018</b>	6.7900	7.1565	13.9465
<b>2019</b>	6.7900	7.1565	14.2465
<b>2020</b>	6.7900	6.8990	13.6890
<b>2021</b>	6.7900	6.8990	13.6890

Source: the Polk County Property Appraiser's Office

According to the Florida Department of Revenue, the City of Winter Haven levied \$19,190,651.93 of ad valorem taxes in 2020 and \$20,773,469.91 of ad valorem taxes in 2021, which is an 8.3 percent increase.

## Assessed Values

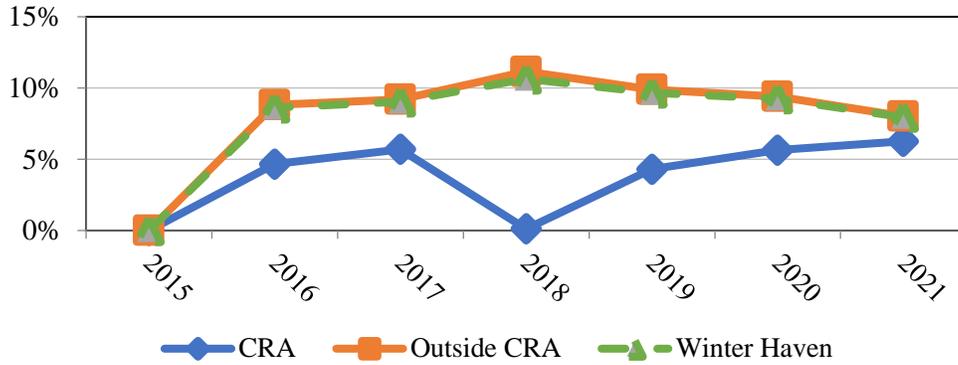
The Assessed Values for the properties in the Florence Villa CRA District experiences increases between 2015 through 2021, with the strongest increase between 2019 and 2020. The overall growth in assessed values in the Florence Villa CRA District were not as strong as the growth in the City of Winter Haven or the area located outside the Florence Villa CRA District. The growth in assessed values in these areas also increased each year. This is partially explained through the addition of annexed lands in these areas while the Florence Villa CRA district boundary remains the same. From 2015 to 2021, the Florence Villa CRA District experienced a 29.7 percent increase in assessed values, the area outside the CRA experienced a 71.5 percent increase in assessed values, and the City of Winter Haven experienced a 69.5 percent increase in assessed values.

**TABLE 9:  
TOTAL ASSESSED VALUE**

Year	Within CRA		Outside CRA		City of Winter Haven	
	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year
2015	\$106,158,352	--	\$2,038,319,921	--	\$2,144,478,273	--
2016	\$111,101,698	4.66%	\$2,218,089,257	8.82%	\$2,329,190,955	8.61%
2017	\$117,436,192	5.70%	\$2,422,153,740	9.20%	\$2,539,589,932	9.03%
2018	\$117,576,500	0.12%	\$2,692,385,737	16.82%	\$2,809,962,237	10.65%
2019	\$122,629,074	4.30%	\$2,958,947,452	9.90%	\$3,081,576,526	9.67%
2020	\$129,553,688	5.65%	\$3,237,130,139	9.40%	\$3,366,683,827	9.25%
2021	\$137,668,214	6.26%	\$3,496,586,299	8.02%	\$3,634,254,513	7.95%
<b>Overall Change</b>	<b>\$31,509,862</b>	<b>29.68%</b>	<b>\$1,458,266,378</b>	<b>71.54%</b>	<b>\$1,489,776,240</b>	<b>69.47%</b>

Source: The Polk County Property Appraiser's Office

**Figure 11: Percent Change in Assessed Value History - Florence Villa CRA, Outside the CRA, and Winter Haven**



## Taxable Values

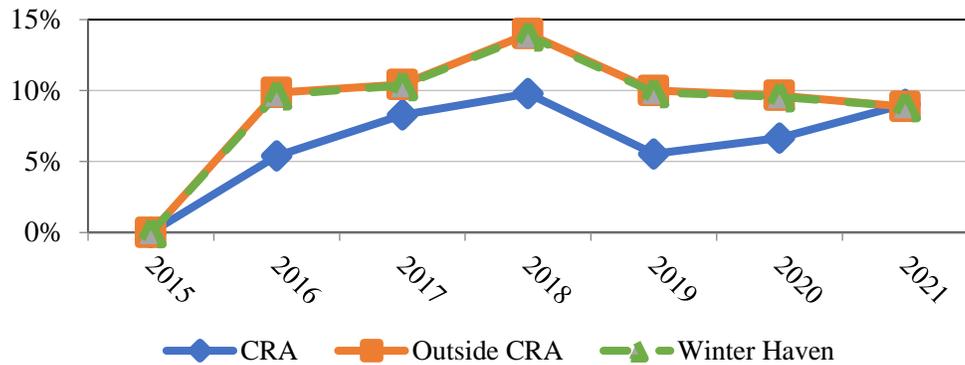
The Total Taxable Values for the properties in the Florence Villa CRA District increased every year, with the strongest increase between 2017 and 2018. The growth in Total Taxable Values in the Florence Villa CRA District were not as strong as the growth in the City of Winter Haven or the area located outside the Florence Villa CRA District. The growth in Total Taxable Values inside the Florence Villa CRA District from 2015 through 2021 was on average 4.5 percent. The growth in Total Taxable Values in these areas have increased each year from 2015 through 2021 on average of 10.4 percent. This is partially explained through the addition of annexed lands in these areas while the Florence Villa CRA district boundary remains the same. From 2015 to 2021, the Florence Villa CRA District experienced a 53.8 percent increase in Total Taxable Values, the area outside the CRA experienced an 81.6 percent increase in Total Taxable Values, and the City of Winter Haven experiences an 80.6 percent increase in Total Taxable Values.

**TABLE 10:  
TOTAL TAXABLE VALUES**

Year	Within CRA		Outside CRA		City of Winter Haven	
	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year
2015	\$52,389,080	--	\$1,477,523,646	--	\$1,529,912,726	--
2016	\$55,216,565	5.40%	\$1,623,086,609	9.85%	\$1,678,303,174	9.70%
2017	\$59,794,463	8.29%	\$1,792,314,735	10.43%	\$1,852,109,198	10.36%
2018	\$65,648,950	9.79%	\$2,043,183,175	14.00%	\$2,108,832,125	13.86%
2019	\$69,286,988	5.54%	\$2,247,532,562	10.00%	\$2,316,819,550	9.86%
2020	\$73,898,946	6.66%	\$2,464,446,612	9.65%	\$2,538,345,558	9.56%
2021	\$80,579,826	9.04%	\$2,683,036,870	8.87%	\$2,763,616,696	8.87%
<b>Overall Change</b>	<b>\$28,190,746</b>	<b>53.81%</b>	<b>\$1,205,513,224</b>	<b>81.59%</b>	<b>\$1,233,703,970</b>	<b>80.64%</b>

Source: the Polk County Property Appraiser's Office

**Figure 12: Percent Change in Total Taxable Value History - Florence Villa CRA, Outside the CRA, and Winter Haven**



## Tax Increment Revenue Projections

Original CRA Plan Adopted June 2, 2000 (1999 Base Year)

The revenue projections in the original CRA Plan assumed a year 1999 baseline and projected revenues for 30 years, to 2029. It assumed a growth rate of 1.9 percent and a millage rate of 13.9970. The projections estimated a cumulative trust fund revenue of approximately 14.55 million dollars by 2029. The information on Table 11 includes the revenue projections from the original CRA plan only including the years applicable to this report (page 67 of original plan).

**TABLE 11:  
FIRST UPDATE FLORENCE VILLA CRA PLAN REVENUE PROJECTION (1999 BASE YEAR)**

<b>Year</b>	<b>Area Tax Base (Taxable Value)</b>	<b>Tax Base Increment</b>	<b>Millage Rate (City + County)</b>	<b>Increment Revenues</b>	<b>Increment Revenue Limit</b>	<b>Trust Fund Revenue (\$)</b>	<b>Cumulative Revenue (\$) – Since 2000</b>
<b>1999</b>	\$39,596,809	\$0	0.013997	-	95%	\$0	\$0
<b>2021</b>	\$91,385,206	\$51,788,397	0.013997	\$724,882	95%	\$688,638	\$8,170,023
<b>2022</b>	<b>\$93,121,525</b>	<b>\$53,524,716</b>	<b>0.013997</b>	<b>\$749,185</b>	<b>95%</b>	<b>\$711,726</b>	<b>\$8,881,750</b>
<b>2023</b>	\$94,890,834	\$55,294,025	0.013997	\$773,950	95%	\$735,253	\$9,617,003
<b>2024</b>	<b>\$96,693,760</b>	<b>\$57,096,951</b>	<b>0.013997</b>	<b>\$799,186</b>	<b>95%</b>	<b>\$759,227</b>	<b>\$10,376,229</b>
<b>2025</b>	\$98,530,941	\$58,934,132	0.013997	\$824,901	95%	\$783,656	\$11,159,885
<b>2026</b>	<b>\$100,403,029</b>	<b>\$60,806,220</b>	<b>0.013997</b>	<b>\$851,105</b>	<b>95%</b>	<b>\$808,549</b>	<b>\$11,968,435</b>
<b>2027</b>	\$102,310,686	\$62,713,877	0.013997	\$877,806	95%	\$833,916	\$12,802,350
<b>2028</b>	<b>\$104,254,589</b>	<b>\$64,657,780</b>	<b>0.013997</b>	<b>\$905,015</b>	<b>95%</b>	<b>\$859,764</b>	<b>\$13,662,115</b>
<b>2029</b>	\$106,235,427	\$66,638,618	0.013997	\$932,741	95%	\$886,104	\$14,548,218

\*Note: 1999 Base line year

### Current Revenue Projections (1999 Base Year)

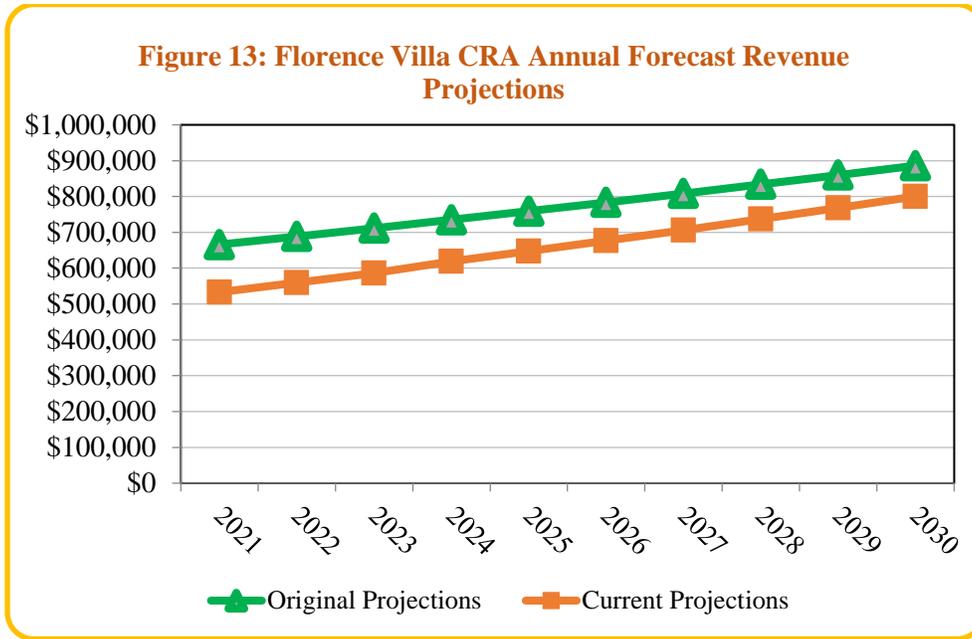
From 2015 to 2021, the annual percent change in taxable value for the Florence Villa CRA District averaged to 4.5 percent. The original Florence Villa CRA Plan included an updated revenue projections sheet that assumed a year 1999 baseline and assumed a growth rate of 1.9 percent. The current revenue projections assume an annual increase of 2.5 percent in taxable values within the CRA district with increases in years of catalyst projects as discussed in Section xxx. A lower percentage rate is utilized as a conservative measure against a potential future slowdown in residential development and property demands. The 2.5 percent proposed is between the original CRA plan’s 1.9 percent and the 4.5 percent average in 2015 to 2021. Table 12 includes the forecast revenue projections for the Florence Villa CRA District from 2021 through 2060. The 1999 tax year is the established base year and the tax increment is the difference between the base year and the forecast year. The contribution rate is at 95% with a city tax rate of 6.7900 mills through 2022 and 6.5900 starting in 2023 and a county tax rate of 6.8990 mills. Figure 13 illustrates the difference in the annual forecast trust fund revenue projections for 2021 through 2029 from the original projections.

**TABLE 12  
REVENUE PROJECTION**

Year	Area Tax Base (Taxable Value) (\$)	Tax Base Increment (\$)	City Millage	County Millage	Increment Revenues (\$)	Increment Revenue Limit	Trust Fund Revenue (\$)	Cumulative Revenue (\$)
1999	\$39,596,809							
2021	\$80,579,826	\$40,983,017	6.7900	6.8990	\$561,017	95%	\$532,966	\$532,966
2022	\$82,594,322	\$42,997,513	6.7900	6.8990	\$588,593	95%	\$559,163	\$1,092,129
2023	\$84,659,180	\$45,062,371	6.5900	6.8990	\$607,846	95%	\$577,454	\$1,669,583
2024	\$87,198,955	\$47,602,146	6.5900	6.8990	\$642,105	95%	\$610,000	\$2,279,583
2025	\$89,378,929	\$49,782,120	6.5900	6.8990	\$671,511	95%	\$637,935	\$2,917,519
2026	\$91,613,402	\$52,016,593	6.5900	6.8990	\$701,652	95%	\$666,569	\$3,584,088
2027	\$93,903,737	\$54,306,928	6.5900	6.8990	\$732,546	95%	\$695,919	\$4,280,007
2028	\$96,251,331	\$56,654,522	6.5900	6.8990	\$764,213	95%	\$726,002	\$5,006,009
2029	\$98,657,614	\$59,060,805	6.5900	6.8990	\$796,671	95%	\$756,838	\$5,762,846
2030	\$101,124,054	\$61,527,245	6.5900	6.8990	\$829,941	95%	\$788,444	\$6,551,290
2031	\$103,652,156	\$64,055,347	6.5900	6.8990	\$864,043	95%	\$820,840	\$7,372,131
2032	\$106,243,460	\$66,646,651	6.5900	6.8990	\$898,997	95%	\$854,047	\$8,226,178
2033	\$108,899,546	\$69,302,737	6.5900	6.8990	\$934,825	95%	\$888,083	\$9,114,261
2034	\$111,622,035	\$72,025,226	6.5900	6.8990	\$971,548	95%	\$922,971	\$10,037,232
2035	\$114,412,586	\$74,815,777	6.5900	6.8990	\$1,009,190	95%	\$958,731	\$10,995,962
2036	\$117,272,900	\$77,676,091	6.5900	6.8990	\$1,047,773	95%	\$995,384	\$11,991,347
2037	\$120,204,723	\$80,607,914	6.5900	6.8990	\$1,087,320	95%	\$1,032,954	\$13,024,301
2038	\$123,209,841	\$83,613,032	6.5900	6.8990	\$1,127,856	95%	\$1,071,463	\$14,095,764
2039	\$126,290,087	\$86,693,278	6.5900	6.8990	\$1,169,406	95%	\$1,110,935	\$15,206,699
2040	\$129,447,339	\$89,850,530	6.5900	6.8990	\$1,211,994	95%	\$1,151,394	\$16,358,094
2041	\$132,683,522	\$93,086,713	6.5900	6.8990	\$1,255,647	95%	\$1,192,864	\$17,550,958
2042	\$136,000,610	\$96,403,801	6.5900	6.8990	\$1,300,391	95%	\$1,235,371	\$18,786,329
2043	\$139,400,626	\$99,803,817	6.5900	6.8990	\$1,346,254	95%	\$1,278,941	\$20,065,270
2044	\$142,885,641	\$103,288,832	6.5900	6.8990	\$1,393,263	95%	\$1,323,600	\$21,388,870
2045	\$146,457,782	\$106,860,973	6.5900	6.8990	\$1,441,448	95%	\$1,369,375	\$22,758,245
2046	\$150,119,227	\$110,522,418	6.5900	6.8990	\$1,490,837	95%	\$1,416,295	\$24,174,541
2047	\$153,872,208	\$114,275,399	6.5900	6.8990	\$1,541,461	95%	\$1,464,388	\$25,638,928
2048	\$157,719,013	\$118,122,204	6.5900	6.8990	\$1,593,350	95%	\$1,513,683	\$27,152,611
2049	\$161,661,988	\$122,065,179	6.5900	6.8990	\$1,646,537	95%	\$1,564,210	\$28,716,822
2050	\$165,703,538	\$126,106,729	6.5900	6.8990	\$1,701,054	95%	\$1,616,001	\$30,332,823
2051	\$169,846,126	\$130,249,317	6.5900	6.8990	\$1,756,933	95%	\$1,669,086	\$32,001,909
2052	\$174,092,279	\$134,495,470	6.5900	6.8990	\$1,814,209	95%	\$1,723,499	\$33,725,408
2053	\$178,444,586	\$138,847,777	6.5900	6.8990	\$1,872,918	95%	\$1,779,272	\$35,504,680
2054	\$182,905,701	\$143,308,892	6.5900	6.8990	\$1,933,094	95%	\$1,836,439	\$37,341,119
2055	\$187,478,344	\$147,881,535	6.5900	6.8990	\$1,994,774	95%	\$1,895,035	\$39,236,154

Year	Area Tax Base (Taxable Value) (\$)	Tax Base Increment (\$)	City Millage	County Millage	Increment Revenues (\$)	Increment Revenue Limit	Trust Fund Revenue (\$)	Cumulative Revenue (\$)
2056	\$192,165,302	\$152,568,493	6.5900	6.8990	\$2,057,996	95%	\$1,955,097	\$41,191,250
2057	\$196,969,435	\$157,372,626	6.5900	6.8990	\$2,122,799	95%	\$2,016,659	\$43,207,910
2058	\$201,893,671	\$162,296,862	6.5900	6.8990	\$2,189,222	95%	\$2,079,761	\$45,287,671
2059	\$206,941,012	\$167,344,203	6.5900	6.8990	\$2,257,306	95%	\$2,144,441	\$47,432,112
2060	\$212,114,538	\$172,517,729	6.5900	6.8990	\$2,327,092	95%	\$2,210,737	\$49,642,849

\*Note: 1999 Base line year



## Parcel List

Table 13, included on the following pages, includes the list of parcels located within the Florence Villa Winter Haven CRA. The list includes parcels identified by the Polk County Property Appraiser for the 2021 tax year.

**Table 13  
Parcel IDs Located in the Florence Villa CRA per the 2021 Tax Roll**

26281600000021010	26281600000023310	262816537600000131	262816537700000070
26281600000021020	26281600000024020	262816537600000141	262816537700000080
26281600000021030	26281600000041010	262816537600000151	262816537700000090
26281600000021040	26281600000042010	262816537600000161	262816537700000100
26281600000021050	26281600000044010	262816537600000171	262816537700000111
26281600000021060	26281600000044020	262816537600000190	262816537700000120
26281600000021070	26281600000044030	262816537600000201	262816537700000130
26281600000021080	26281600000044040	262816537600000211	262816537700000140
26281600000021090	26281600000044050	262816537600000221	262816537700000151
26281600000021100	26281600000044060	262816537600000231	262816537700000161
26281600000021110	26281600000044070	262816537600000250	262816537700000170
26281600000022010	26281600000044080	262816537600000261	262816537700000180
26281600000022020	26281600000044090	262816537600000271	262816537700000190
26281600000022030	26281600000044100	262816537600000281	262816537700000200
26281600000022040	26281600000044110	262816537600000290	262816537700000210
26281600000022050	26281600000044120	262816537600000302	262816537700000220
26281600000022060	26281600000044130	262816537600000321	262816537700000230
26281600000022070	26281600000044140	262816537600000330	262816537700000240
26281600000022080	26281600000044150	262816537600000341	262816537700000250
26281600000022090	26281600000044160	262816537600000350	262816537700000260
26281600000022100	26281600000044170	262816537600000372	262816537700000270
26281600000023010	26281600000044180	262816537600000392	262816537700000280
26281600000023020	26281600000044210	262816537600000411	262816537700000290
26281600000023040	26281600000044220	262816537600000412	262816537700000300
26281600000023050	26281600000044230	262816537600000413	262816537700000310
26281600000023060	26281600000044240	262816537600000431	262816537700000321
26281600000023070	26281600000044250	262816537600000432	262816537700000330
26281600000023090	26281600000044260	262816537600000451	262816537700000340
26281600000023100	26281600000044270	262816537600000461	262816537700000350
26281600000023110	26281600000044290	262816537600000471	262816537700000360
26281600000023120	26281600000044310	262816537600000490	262816537700000370
26281600000023140	26281600000044330	262816537600000500	262816537700000380
26281600000023160	26281600000044340	262816537600000511	262816538000000010
26281600000023170	262816537600000010	262816537600000522	262816538000000020
26281600000023180	262816537600000020	262816537600000532	262816538000000030
26281600000023190	262816537600000031	262816537600000542	262816538000000041
26281600000023200	262816537600000041	262816537600000550	262816538000000060
26281600000023210	262816537600000051	262816537600000560	262816538000000070
26281600000023250	262816537600000061	262816537700000010	262816538000000090
26281600000023260	262816537600000071	262816537700000020	262816538000000100
26281600000023270	262816537600000082	262816537700000030	262816538000000110
26281600000023280	262816537600000091	262816537700000040	262816538000000120
26281600000023290	262816537600000111	262816537700000050	262816538000000130
26281600000023300	262816537600000121	262816537700000060	262816538000000140

26281653800000150	262816538000000670	262816538100001120	262816538100001610
26281653800000160	262816538000000680	262816538100001130	262816538100001620
26281653800000170	262816538000000691	262816538100001140	262816538100001630
26281653800000180	262816538000000710	262816538100001150	262816538100001640
26281653800000190	262816538000000721	262816538100001160	262816538100001650
26281653800000200	262816538000000740	262816538100001170	262816538100001660
26281653800000210	262816538000000750	262816538100001180	262816538100001680
26281653800000220	262816538000000760	262816538100001190	262816538100001690
26281653800000230	262816538000000770	262816538100001200	262816538100001700
26281653800000240	262816538000000780	262816538100001210	262816538100001710
26281653800000260	262816538000000790	262816538100001220	262816538100001720
26281653800000270	262816538000000810	262816538100001230	262816538100001730
26281653800000280	262816538000000820	262816538100001240	262816538100001740
26281653800000290	262816538000000830	262816538100001250	262816538100001750
26281653800000300	262816538000000840	262816538100001260	262816538100001760
26281653800000320	262816538000000850	262816538100001270	262816538100001770
26281653800000330	262816538000000860	262816538100001280	262816538100001780
26281653800000350	262816538000000880	262816538100001301	262816538100001790
26281653800000360	262816538000000890	262816538100001302	262816538100001800
26281653800000371	262816538000000900	262816538100001320	262816538100001820
26281653800000380	262816538000000910	262816538100001331	262816538100001830
26281653800000390	262816538000000920	262816538100001332	262816538200000010
26281653800000400	262816538000000930	262816538100001350	262816538200000030
26281653800000420	262816538000000940	262816538100001360	262816538200000040
26281653800000440	262816538000000950	262816538100001370	262816538200000050
26281653800000450	262816538000000960	262816538100001380	262816538200000060
26281653800000460	262816538000000970	262816538100001390	262816538200000070
26281653800000470	262816538000000980	262816538100001410	262816538200000080
26281653800000480	262816538000000990	262816538100001420	262816538200000090
26281653800000490	26281653800001000	262816538100001430	262816538200000110
26281653800000500	26281653800001011	262816538100001440	262816538200000120
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26281653800000620	26281653800001090	262816538100001540	262816538200000231
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262816538200000360	262816538300002240	262816539500003010	262816540500002070
262816538200000390	262816538300002250	262816539500004010	262816540500002080
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262816538200000411	262816538300002270	262816539500005010	262816540500002100
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262816538300001870	262816538300002320	262816540500001040	262816540500003010
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262816538300001930	262816538300002380	262816540500001110	262816540500003100
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262816538300002010	262816539500001040	262816540500001200	262816540500004040
262816538300002020	262816539500001050	262816540500001210	262816540500004050
262816538300002030	262816539500001060	262816540500001220	262816540500004060
262816538300002041	262816539500001070	262816540500001230	262816540500004071
262816538300002042	262816539500001080	262816540500001240	262816540500004072
262816538300002060	262816539500001090	262816540500001250	262816540500004080
262816538300002070	262816539500001100	262816540500001260	262816540500004090
262816538300002080	262816539500001140	262816540500001270	262816540500004100
262816538300002090	262816539500002010	262816540500001290	262816540500004110
262816538300002100	262816539500002041	262816540500001300	262816540500004120
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262816538300002150	262816539500002070	262816540500001340	262816540500005013
262816538300002160	262816539500002080	262816540500001350	262816540500005020
262816538300002170	262816539500002090	262816540500002010	262816540500005030
262816540500005041	262816541500000070	262816542000000271	262817000000024010
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262821580500000073	262821581500002100	262821584000004080	262821584100008140
262821580500000074	262821581500002110	262821584000004101	262821584100008150
262821580500000075	262821581500002120	262821584000004121	262821584100008160
262821580500000076	262821581500002130	262821584000004122	262821584100008171
262821580500000077	262821581500002150	262821584000004130	262821584100008172
262821580500000081	262821581500002160	262821584000004150	262821584100008180
262821580500000082	262821581500003010	262821584000004170	262821584100008200
262821580500000083	262821581500003020	262821584000004200	262821584100009010
262821580500000084	262821581500003040	262821584000005010	262821584100009020
262821580500000085	262821581500003060	262821584000005030	262821584100009030
262821580500000091	262821581500003080	262821584000005050	262821584100009040
262821580500000092	262821581500003170	262821584000005060	262821584100009050
262821580500000101	262821581500004010	262821584000005072	262821584100009061
262821584100009062	262821584100011120	262821585012000040	262821585012000480
262821584100009090	262821584100011130	262821585012000050	262821585012000490
262821584100009100	262821584100011140	262821585012000060	262821585012000500
262821584100009111	262821584100011150	262821585012000070	262821585012000510
262821584100009120	262821584100011160	262821585012000080	262821585012000520
262821584100009141	262821584100011170	262821585012000090	262821585012000530
262821584100009150	262821584100011180	262821585012000100	262821585012000540
262821584100009160	262821584100011190	262821585012000110	262821585012000550

262821584100009170	262821584100012010	262821585012000120	262821585012000560
262821584100009180	262821584100012030	262821585012000130	262821585012000570
262821584100009200	262821584100012120	262821585012000140	262821585012000580
262821584100010010	262821584100012131	262821585012000150	262821585012000590
262821584100010020	262821584100012150	262821585012000160	262821585012000600
262821584100010030	262821584100012170	262821585012000170	262821585012000610
262821584100010040	262821584100013011	262821585012000180	262821585012000620
262821584100010050	262821584100013012	262821585012000190	262821585012000630
262821584100010060	262821584100013030	262821585012000200	262821585012000640
262821584100010070	262821584100013041	262821585012000210	262821585012000650
262821584100010082	262821584100013042	262821585012000220	262821585012000660
262821584100010100	262821584100013071	262821585012000230	262821585012000670
262821584100010110	262821584100013072	262821585012000240	262821585012000680
262821584100010130	262821584100013090	262821585012000250	262821585012000690
262821584100010140	262821584100013100	262821585012000260	262821585012000700
262821584100010151	262821584100013110	262821585012000270	262821585012000710
262821584100010161	262821584100013130	262821585012000280	262821585012000720
262821584100010162	262821584100014010	262821585012000290	262821585012000730
262821584100010163	262821584100014020	262821585012000300	262821585012000740
262821584100010180	262821584100014030	262821585012000310	262821585012000750
262821584100010190	262821584100014040	262821585012000320	262821585012000760
262821584100010210	262821584100014050	262821585012000330	262821585012000770
262821584100010220	262821584100014060	262821585012000340	262821585012000780
262821584100010230	262821584100014070	262821585012000350	262821585012000790
262821584100010240	262821584100014080	262821585012000360	262821585012000800
262821584100011011	262821584100014090	262821585012000370	262821585012000810
262821584100011012	262821584100014100	262821585012000380	262822588000000033
262821584100011020	262821584100014110	262821585012000390	262822588000000052
262821584100011030	262821584100014120	262821585012000400	262822588000000055
262821584100011040	262821584100014140	262821585012000410	262822588000000060
262821584100011050	262821584100014150	262821585012000420	262822588000000070
262821584100011060	262821584100014160	262821585012000430	262822588310000860
262821584100011070	262821584100014180	262821585012000440	262822588310000870
262821584100011080	262821585012000010	262821585012000450	
262821584100011100	262821585012000020	262821585012000460	
262821584100011110	262821585012000030	262821585012000470	

## Future Finance Alternatives

Future growth and finance alternatives include continued TIF revenue, grant sources, and tax credits. As indicated in the section above, the TIF revenues in Florence Villa are anticipated to increase through the year 2060. In 2030 the Trust Fund Revenue is projected at \$788,444 with a total cumulative revenue of \$6,551,290. In 2060 the Trust Fund Revenue is projected at \$2,210,737 with a cumulative revenue of \$49,642,849.

Grant sources may provide funding to the CRA. The City has received and used funding from the Florida Recreation Development Assistance Program to help pay for recreation improvements in Florence Villa.

Tax credits may also apply in the Florence Villa area and include but are not limited to Low-Income Housing Tax Credit funding for low income housing including senior housing. This tax credit program provides incentives for private equity in development of affordable housing. The maximum rent that may be charged is based on the Area Median Income.

New Market Tax Credits (NMTC) are another tool to be considered to finance business. This program helps economically challenged communities attract private capital by providing investors with a federal tax credit. For every \$1.00 provided through federal funds, the NMTC generate approximately \$8.00 of private investment.

## ANALYSIS OF MARKET POTENTIAL & DEVELOPMENT OPPORTUNITIES FOR COMMERCIAL & RESIDENTIAL MARKETS

During the Future of Florence Villa public workshop held on November 8, 2018, attendees expressed their desire to have more businesses in the area and more affordable housing. An analysis of market potential and development opportunities for commercial and residential markets determined possibilities regarding where Florence Villa residents can live, work, and shop. The sources used to explore the opportunities in the area were provided by ESRI Census Bureau ArcGIS Business Analyst, GIS Land Use Analysis, community and City staff conversations, and on-site visits to the area.

### Retail Marketplace Profile and Potential

To determine the retail market potential, ESRI and Infogroup methodology was used. This methodology provides a direct comparison between retail sales and consumer spending by industry and measures the gap between supply and demand. To identify a retail potential opportunity, a leakage/surplus factor is identified. If the factor is positive (green), it represents a retail opportunity for new retailers to enter the trade area or for existing retailers to extend their marketing outreach to accommodate the excess demand. If the factor is negative (red), this means that supply is exceeding the area's demand and retailers are attracting shoppers that reside outside the trade area. In urban areas, like Florence Villa, where many customers walk and/or take mass transit, trade areas are much smaller. Therefore, data was pulled for a 1-mile, 2-mile, and 3-mile radius. See Appendix B for a complete list of industries and their leakage/surplus factor in a 1, 2 and 3 mile-radius.

As observed on Table 14, the factor number changes in every industry group category. For example, in a 1-mile radius, the leakage factor number (green) under the "29. Florists" industry is 100 (positive). However, in a 2-mile radius, the surplus factor number (red) is -61.0 (negative). This means that in a 1-mile radius there are no florists in the area, but in a 2-mile radius, there is one or several florists that are meeting the trade area demand.

Main roads such as U.S. 17, MLK Jr Blvd, and First Street and the location of public transportation stops influence the trade area demand. Additionally, the location of other competitive shopping districts and shopping centers or commercial corridors also influence the size of the trade area. In Winter Haven, the Downtown district area and the Cypress Gardens Blvd commercial corridors provide easy access for shopping and entertainment and generate larger traffic count.

Through community conversations and information compiled from public workshops, the businesses that have more potential to succeed in the area should be small local shops. Residents within the CRA area are younger than the city's median age, are growing faster in a 1.6 annual population rate, and have a lower household income than the City. Therefore, clothing and accessories stores, shoes stores, and other non-store retailers would be needed in the area.

**Table 14: Retail Marketplace Profile**

<b>2017 Industry Group</b>	<b>Leakage/ Surplus Factor 1 -mile radius</b>	<b>Leakage/ Surplus Factor 2-mile radius</b>	<b>Leakage/ Surplus Factor 3-mile radius</b>
1. Motor Vehicle & Parts Dealers	-17.9	-9.5	-21.1
2. Automobile Dealers	-18.0	-6.9	-20.3
3. Other Motor Vehicle Dealers	12.4	14.1	-7.4
4. Auto Parts, Accessories & Tire Stores	-38.5	-41.0	-38.9
5. Furniture & Home Furnishings Stores	54.2	-25.5	-12.9
6. Furniture Stores	100.0	-29.4	-20.3
7. Home Furnishings Stores	18.4	-19.6	-1.0
8. Electronics & Appliance Stores	80.6	30.4	20.9
9. Bldg Materials, Garden Equip. & Supply Stores	-63.8	-56.6	-43.0
10. Bldg Material & Supplies Dealers	-66.2	-58.5	-45.5
11. Lawn & Garden Equip & Supply Stores	100.0	-4.1	20.2
12. Food & Beverage Stores	-15.6	-18.8	-40.5
13. Grocery Stores	-18.6	-20.8	-41.3
14. Specialty Food Stores	10.4	-21.4	-50.2
15. Beer, Wine & Liquor Stores	100.0	65.9	9.7
16. Health & Personal Care Stores	-19.0	-37.6	-31.4
17. Gasoline Stations	-30.8	-21.3	-2.4
18. Clothing & Clothing Accessories Stores	37.1	16.2	36.0
19. Clothing Stores	22.8	23.7	43.2
20. Shoe Stores	100.0	100.0	73.2
21. Jewelry, Luggage & Leather Goods Stores	100.0	-28.7	-3.5
22. Sporting Goods, Hobby, Book & Music Stores	100.0	-52.0	-36.7
23. Sporting Goods/Hobby/Musical Instr Stores	100.0	-53.9	-33.7
24. Book, Periodical & Music Stores	100.0	-40.4	-47.7
25. General Merchandise Stores	27.4	-0.7	-29.4
26. Department Stores Excluding Leased Depts.	100.0	-4.0	-38.2
27. Other General Merchandise Stores	-28.8	7.6	3.9
28. Miscellaneous Store Retailers	-2.2	-41.5	-34.6
29. Florists	100.0	-61.0	-38.8
30. Office Supplies, Stationery & Gift Stores	100.0	-71.8	-66.9
31. Used Merchandise Stores	-47.1	-42.5	-17.9
32. Other Miscellaneous Store Retailers	13.8	8.4	-7.4
33. Nonstore Retailers	100.0	95.2	94.8
34. Electronic Shopping & Mail-Order Houses	100.0	100.0	100.0
35. Vending Machine Operators	100.0	100.0	100.0
36. Direct Selling Establishments	100.0	71.5	86.9
37. Food Services & Drinking Places	10.4	-27.0	-40.4
38. Special Food Services	20.2	24.1	58.2
39. Drinking Places - Alcoholic Beverages	100.0	11.8	-6.7
40. Restaurants/Other Eating Places	6.2	-29.7	-42.8

## Development Opportunities for Commercial and Residential Markets & Potential Redevelopment Sites

The sources to determine the development opportunities for commercial and residential markets were ArcMap 10.5 and 2017 Polk County Property Appraiser aerial photos. ArcMap was used to calculate the estimated amount of commercial land use designation per DOR land use code designation. The estimated total amount of vacant commercial land is 21.6 acres. Once the parcels were identified, to more accurately account for the potential commercial building stock, 2017 Polk County Property Appraiser aerial photos were utilized.

Only 4 out of 85 vacant commercial lots have an existing building on site. Out of the four (4) commercial vacant buildings, only one (1) totals more than one (1) acre. The rest of the vacant commercial parcels are less than an acre. Most of the vacant commercial parcels with no existing buildings on site are located on First Street. Although residents are in favor of development, particularly local shops, along that corridor, challenges are presented due to lot size and configuration. However, this type of redevelopment is necessary for job creation and revitalization of the area. See Table 15 for the complete list of vacant commercial parcels and see Figure 14 for the map of vacant commercial and residential parcels.

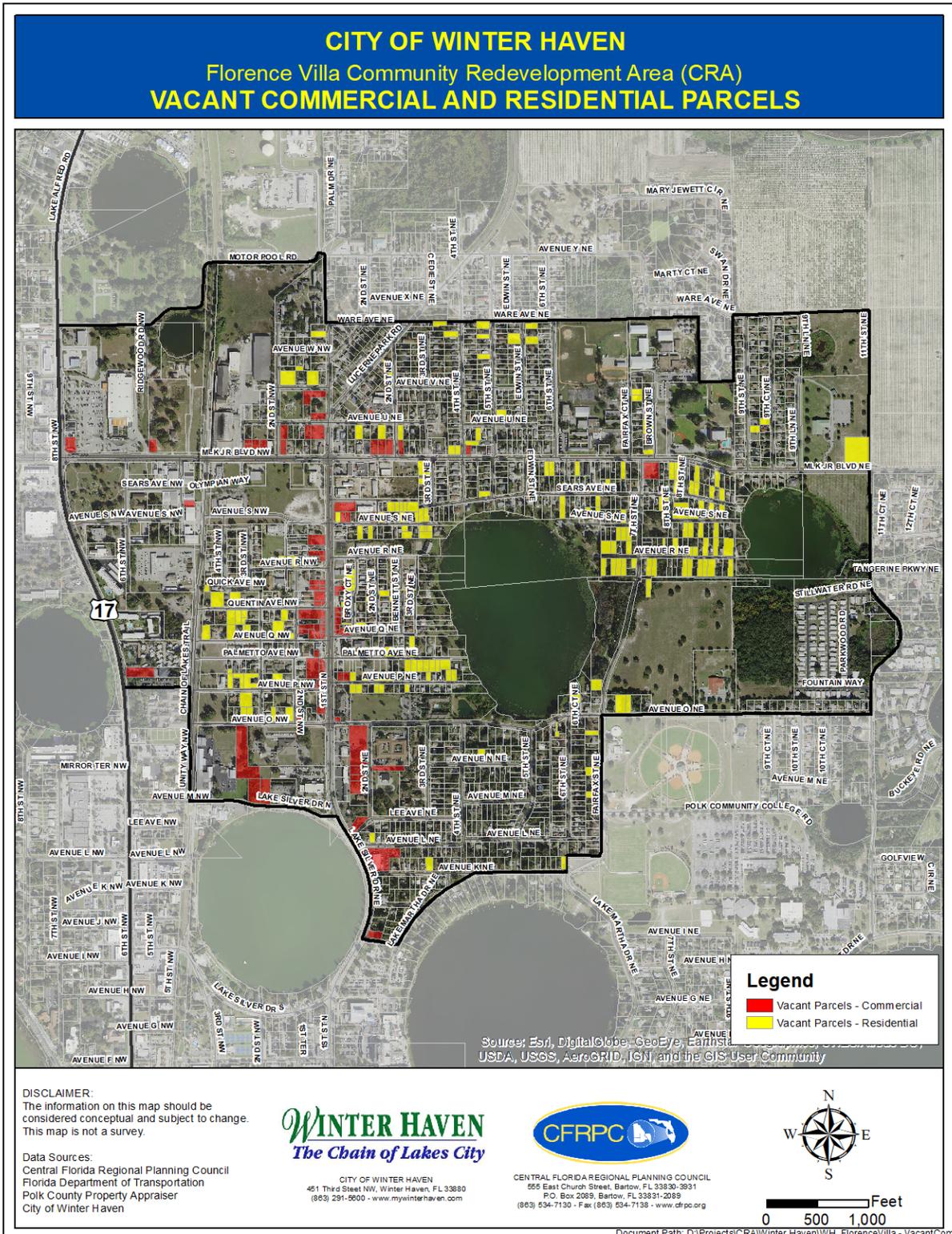
**Table 15: Vacant Commercial Parcels**

Parcel ID	Building on Site Yes/No
26282157200000010	No
262821584000005090	No
26282157200000090	No
26282055900000100	No
26282055900000120	No
26282157200000100	No
26282157200000110	No
26282000000012090	No
26282157200000130	No
262821572500002030	No
26282000000011200	No
26282000000011170	No
26282000000011100	No
26282000000011250	No
26282000000011040	No
26282158010000190	No
26282158010000180	No
26282000000011030	No
26282056050000042	No
26282000000011020	No
26282000000011270	No
26282000000011010	No
262820559500013050	No
26282158050000076	No
262820559500014050	No
262820559500014040	No
262820559500014100	No
262820559500014090	No
262821581500001092	No
26282158050000043	No
262820559500014060	No
262820559500014030	No
26282158050000041	No
262820559500014080	No
262820559500014070	No
262820559500014010	No
262820559500015120	No
262820559500015100	No
262820559500015070	Yes
262820559500015050	No
262821581500001010	No

Parcel ID	Building on Site Yes/No
262820559500015020	No
262821581500001020	No
262820559500015010	No
262821581000001030	No
262820559500016080	No
262820559500016040	No
262820559500016070	Yes
262821580500000012	No
262817548500002031	No
262816541500000250	No
262817548500002034	No
262817548500002032	No
262817548500002039	No
262817548500002033	No
262817548500001123	No
262817548500001072	No
262817548500001060	No
262816539500001090	No
262816539500001040	No
262816539500001030	No
262816539500001010	No
262816539500001140	No
262817545000000081	No
262817547500005052	No
262817547500006072	No
262817547500005070	No
262817547500005060	No
262817547500007140	No
262817547500005051	No
262817547500007150	No
262817547500007160	No
262817542800000011	No
262817543500001031	Yes
262817547500006060	No
262817547500006031	No
262817547500006010	No
262817547500001120	No
262817547500009122	No
262817547500001010	No
262816540500001010	No
262816538100001830	No
262821000000034130	No

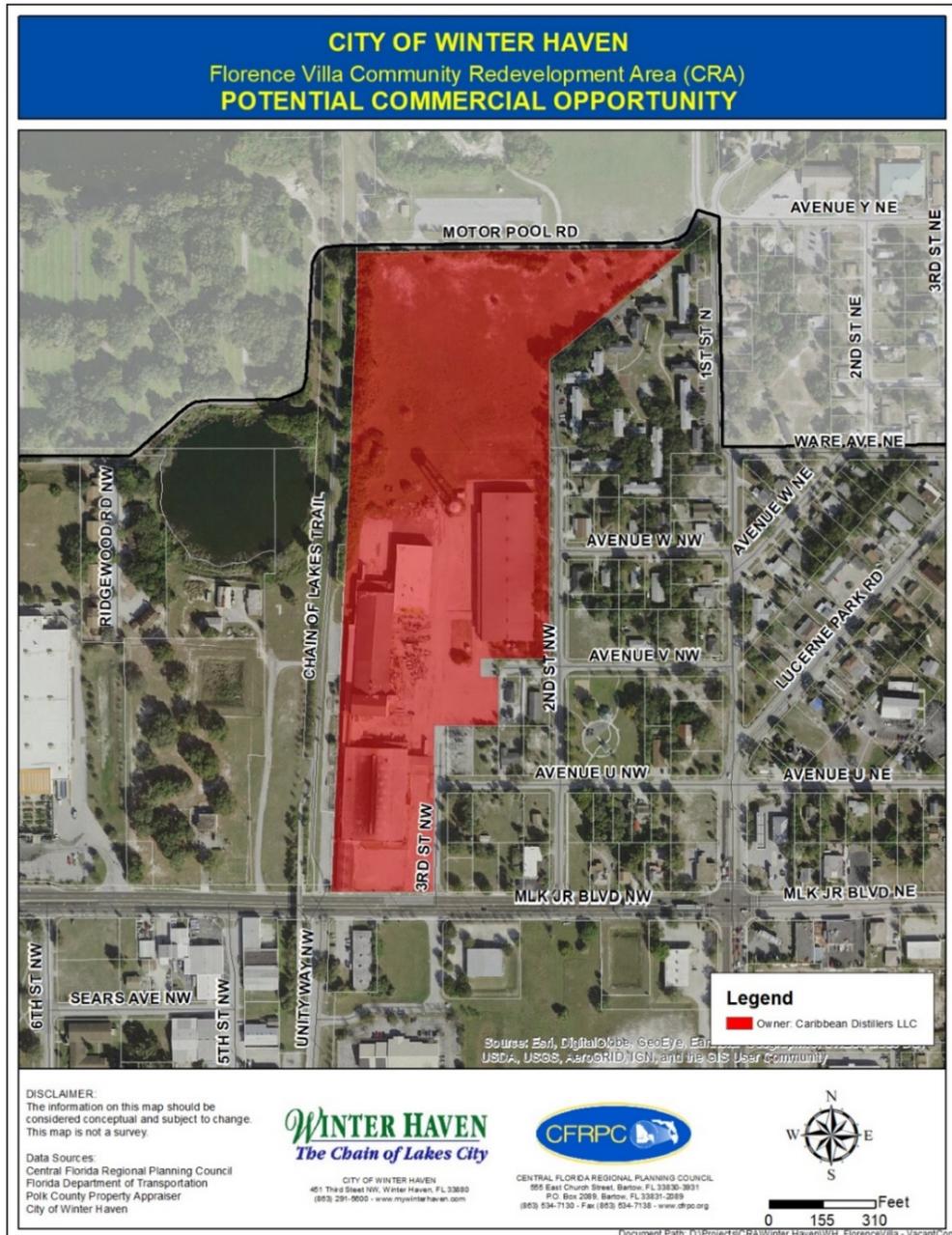
Parcel ID	Building on Site Yes/No
26281653800000110	No
26282158350000010	Yes

Figure 14: Vacant Commercial and Residential Parcels Map



Another potential commercial market opportunity is located on the northwest side of the CRA area (See Figure 15). This parcel has a light industrial land use designation but has been vacant for several years. The current owner is Caribbean Distilleries (previously Florida Distillers Co). This parcel has a total acreage of 22.6. Located between U.S. Highway 17 and First Street, on the north side of MLK Blvd, this parcel is adjacent to the Winter Haven Chain of Lakes Trail and the Home Depot market plaza. This area has the potential to become a successful brownfield project that could have a significant positive economic impact to the Florence Villa CRA and the City of Winter Haven.

**Figure 15: Vacant Commercial Opportunity Map**



In regards to potential residential development, the vacant parcels that have a residential land use designation are scattered throughout the Florence Villa CRA area (See Figure 14). However, between Palmetto Ave NE and Avenue P NE, a conglomeration of nine (9) single-family home parcels has a total acreage of 1.7 and may be a potential area for future affordable housing. The Future Land Use Designation Residential Low-Density and zoning classification of Residential single-family. Another potential residential development area is located on the east side of the CRA area, between MLK Jr Blvd NE and 11th Street NE. The total acreage of this parcel is 1.6 and has a Residential Low-Density Future Land Use designation and a zoning designation of Residential single-family.

The First Street corridor that extends through the west side the community offers additional opportunity for potential mixed use development. Residents have indicated they would like to see a history center, restaurants, childcare facilities, an affordable grocery store, retail with residential on top floors, a bank, and uses that allow for competitive wage jobs. The map below identifies the First Street Corridor with Business/Commercial Infill Opportunities. One of the challenges in this endeavor is to acquire a large enough property for development.

Figure 16: First Street Business/Commercial Infill Opportunities



## CONSTITUENT ISSUES BASIS FOR THE COMMUNITY REDEVELOPMENT PLAN

An essential component of the framework of a Community Redevelopment Plan are the key issues identified by the residents, property owners, business owners, and others whose lives are intimately tied to the Community Redevelopment Area. Nobody has more insight about the area than these vitally important constituents. As part of the process of updating the Florence Villa Community Redevelopment Plan, the CFRPC staff has placed particular emphasis on soliciting input and participation from the constituents for which the Community Redevelopment Plan is being created.

### Constituent Engagement

CFRPC staff conducted community workshops to identify key issues related to the Florence Villa Community Redevelopment Plan update. Each workshop resulted in valuable input to guide the development of the Plan.

#### Community Workshop Summary – 11/8/18, Winter Haven Recreational & Cultural Center



The public workshop took place on Thursday, November 8, 2018 at the Winter Haven Recreation and Cultural Center. The meeting had approximately 58 attendees, which included City of Winter Haven elected officials, Florence Villa CRA Board members, local business owners, and Florence Villa residents. The meeting was opened by Winter Haven Mayor Pro Tem and Florence Villa area resident, Nat Birdsong. CFRPC staff presented the CRA historic background information, explained the project's purpose and what projects have been accomplished in the area since the creation of the CRA back in year 2000. Then, workshop participants, in five breakout groups, discussed what they like most in Florence Villa, what they would like to see in the future and a

big idea for a project to make a difference in the community. Participants reported out their big ideas and other topics discussed during the meeting.



Many participants mentioned that they would like to see more local businesses and jobs in the area and also expressed the need for greater economic development opportunities. Participants explained that more businesses on First Street are needed. Most of the services needed for the residents of Florence Villa are recreational services, programs for senior citizens, business incubators to help people start business and mentoring programs for young children and teenagers. Participants also mentioned the need for more grocery stores and for other businesses that support the local culture.



Residents think that more community policing is needed in the area as well as mentoring/ apprentice programs. Participants expressed their concern for the lack of economic development programs and preserving the historic heritage and culture. Participants would like to see an events or venue space where more cultural activities are held and where people can get together.

In regards to infrastructure improvements, participants mentioned that they would like to see sidewalks on all the streets and more street lighting. Participants suggested that First Street should be redesigned in order to improve the access to businesses in the area. Participants showed concern regarding the intersection of First Street and Lucerne Road. Some participants mentioned that this part of the road should be redesigned. Participants would like to see more traffic calming devices and traffic signs on main roads to encourage safer, more responsible driving and potentially reduce traffic flow, specifically on Avenue “O” and 7th Street. Participants said that Martin Luther King JR Boulevard needs an update because the streetscape is aging and it needs beautification.

Recreational opportunities and facilities improvements were mentioned during the workshop. Participants said that they would like to see more events and activities in the area. They explained that Lakes Maude and Idyl have a lot of vegetation and they need a cleanup. They would like to see Lake Maude being used for outdoor activities like canoeing or paddle boarding. Participants mentioned that they would like to see well- maintained parks, trails, and lakes. They mentioned that the Winter Haven Recreational and Cultural Center should have a splash pad and a clock.



Among other projects, participants would like to see an expansion of broadband and high-speed internet. They also discussed the need for better public transportation options and well-designed bus shelters. Residents would like to see better housing that is affordable and accessible to all. They discussed the possibility of uniting the Downtown and Florence Villa Community Redevelopment Areas.

Concern was expressed regarding redevelopment opportunities being difficult, due to lot size and configuration. Residents would like the CRA to prioritize lot assembly in order to encourage new development. Residents are concerned that City staff does not understand the needs of the community and how best to serve those needs in regard to the culture and heritage of Florence Villa.

## Community Workshop Summary – 3/28/19, Winter Haven Recreational & Cultural Center



A Community Workshop was held on Thursday, March 28, 2019 at the Winter Haven Recreation and Cultural Center. The meeting had approximately 44 attendees, which included City of Winter Haven elected officials, Florence Villa CRA Advisory Board members, local business owners, and Florence Villa residents. The meeting was opened by Winter Haven Mayor Pro Tem and Florence Villa area resident, Nat Birdsong. The Community Workshop included: 1) Welcome and Introduction presentation by Mayor Pro Term Birdsong; 2) Overview of the Florence Villa CRA Advisory Board and introduction of Florence Villa CRA Advisory Board members by Ms. Tymesia Ellis; 3) A current activities and programs update by Winter Haven Planning Manager and CRA Director Eric Labbe; and 4) An explanation of the Florence Villa CRA presented by Central Florida Regional Planning Council staff including a summary of community survey results and key aspects of the Draft CRA Plan Update.



The opening presentations were followed by breakout groups facilitated by staff. During the breakout groups, staff facilitated discussion to seek input regarding: 1) proposed catalyst sites along First Street and at US 17 and Martin Luther King Jr. Boulevard (Business Development); 2) Proposed Project Priorities; and 3) Proposed Program Priorities (Quality of Life and Housing).

## **Proposed Catalyst Sites (Business Development) and Project Priorities**

The First Street Corridor and the US 17 and Martin Luther King Jr. Boulevard area were discussed as potential catalytic areas within the CRA. Participants agreed that First Street has the potential for many catalyst sites including the potential for a viable mixed-use development. Workshop attendees shared that they frequent the local shops and restaurants on First Street like the hair salon, dry cleaners, and Big Daddy's BBQ. They would like to see more commercial options on First Street like a consignment shop, a family restaurant, grocery store with low prices, recreation centers like a movie theatre, skating rink or bowling center. Community members aspire for Florence Villa to cater to families by having historical educational centers, childcare facilities and a family diner. By catering to families and their needs, they believe it will make Florence Villa attractive to live and start a family.

Business beatification along the First Street corridor and along Unity Way as well as Martin Luther King Jr. Boulevard was a topic that came up as a priority. Participants felt that there should be enforcement or assistance in upkeeping store fronts and making them aesthetically pleasing. Store fronts and businesses look rundown and therefore keep visitors from wanting to visit. Having adequate street lighting and cameras along commercial areas was also suggested so that businesses and customers feel safe accessing goods and services from local businesses.

The suggestion of a business incubator was brought up with participants encouraging virtual offices, multipurpose facilities and conference centers for businesses needing a start. Having high-speed affordable internet was also important to members of the breakout sessions. Bringing new businesses to the Florence Villa area while providing assistance to current businesses already established resonated well with the participants, due to the correlation it has to the economy and the development of jobs in the area.

Participants also shared the challenges they see with Business Development, the lack of parking in the area, the slowing down of traffic and the potential for more pedestrian fatalities due to higher traffic patterns.

## Priority Programs - Quality of Life and Housing



Participants at the Community Workshop voiced major concerns with speeding in the area and the lack of enforcement. Participants felt it was unsafe to have children outside and walking the streets. Street lighting is lacking and sometimes inactive. There is high drug activity in the area and participants would like to see a police sub-station in the area or for patrolling to increase. Participants felt there was no sense of security and noise complaints need to be enforced. Participants would like to see this community be a kid friendly community by providing a place for kids to walk to school or their bus stop, for kids to play at their local playground and engage in community activities while feeling safe. Organized children and community activities in the form of art, music and youth development are suggestions that the community would like to see in the Florence Villa area.

Affordable housing in form of homeownership was a need for the participants of the workshop. Programs like down payment assistance and home improvement assistance are needed in the community. Affordable rental properties were also a need and participants would like to see the cost of rent link to the average household income. Participants suggested information classes on home buying, credit repair and budgeting should be provided to the community. Assistance for homeowners especially those who are of mature age is needed. Many of the homes need upkeep and homeowners are not able to afford home improvements.

Vacant housing is also an issue, some homes are left unkept and make the community less approachable. Participants would like to see vacant homes and lots enforced by code enforcement. They would also like to see that renters take ownership of their rental homes by keeping the home well kept.

### **Other Suggestions**

Workshop participants identified the expansion of business and commercial zoning while preserving the neighborhoods as a top priority. They want the CRA to focus on community-based

projects that are easy to complete and can make a difference immediately. Participants suggested that the CRA Advisory Board and Board get involved with the community and see firsthand the current situation in order to make equitable decisions.

### **Community Voting on Priorities**

At the end of the Community Workshop, participants were asked to deposit voting dollars in the boxes labeled as follows. Participants were asked to place dollars in the boxes in which they believe are CRA priorities.

**NEIGHBORHOOD IMPROVEMENTS  
INCLUDING HOUSING, SIDEWALKS, LIGHTING, AND TRAFFIC  
CALMING**

**BUSINESS DEVELOPMENT  
INCLUDING First STREET CORRIDOR**

**COMMUNITY PROGRAMS, RECREATION, AND PARKS**

**OTHER IDEAS**

As shown in the graph below, approximately 36 percent of the voting dollars were allocated to Community Programs, Recreation, and Parks. The next highest priority identified by voting dollars is 31 percent for Business Development. A total of 25 percent of the voting dollars were allocated to Neighborhood Improvements and approximately 8 percent of the dollars were provided in the Other Ideas box.

## Key Issues

Key issues are those items that were regularly identified at the various constituent meetings and workshops. They are issues that the community has decided are important to them and are key elements to be considered in any redevelopment effort. These reflect what the community sees as both positive and negative about current conditions and future possibilities.

- Resurface roads
- Opportunities for new homes
- Lighting
- Lots are unattractive to developers
- New CRA Director
- Traffic/transportation/roadway improvements
- Promote businesses on 1st St. (JOBS!!)
- Public Library
- A centralized Community Center
- Lucerne Park Rd, US 17 – Gateways
- Growth Potential – no growth in the middle
- If it is old tear it down
- Grants for existing business to revitalize
- Partnerships – Community, Law Enforcement, Codes. Work together, communication.
- Lots on First Street – approach owners, look at opportunities for these properties
- Optimize development
- Business appearance – area clean up
- Lot behind Auto Zone
- Community Aesthetic
- As we look at Downtown, look at Greater City
- Lake Maude & upcoming Phase 2
- No Basketball facilities
- Affordable Housing – Sec. 8
- Safe Pedestrian Crossings / Well lighted
- Technology
- Library/Event Space
- Clean up (remove vegetation from) Lake Maude and Lake Idyl and improve recreational use options like with Lake Silver.
- Business incubator to support local people trying to start businesses
- Have the CRA buy up some of the lots on First Street to create lots where things can actually be built.

## The Florence Villa Community Redevelopment Advisory Board Strategic Planning Session-3/05/22 Winter Haven Recreational & Cultural Center

The Florence Villa Community Redevelopment Advisory Board Strategic Planning Session focused on providing Board members with an overview Community Redevelopment Area's and best practices. The Central Florida Regional Planning Council facilitated the session and began with a CRA 101 overview addressing what a CRA is, its mission, and how communities can be revitalized through associated programs and projects.

Participants included committee members and community stakeholders totaling 13. Attendees were provided with the current goals of the Florence Villa CRA plan, key issues, and an outline of key redevelopment concepts. Participants were later asked to identify ideas for future projects within the district. Re-establishing 1<sup>st</sup> Street into the Business District, building partnerships with community leaders and organizations, master planning with property owners on 1<sup>st</sup> Street, and youth career programming were just a few of the strategies identified.

The Florence Villa CRA Plan was created and adopted in 2000 to address slum and blight in the Florence Villa Community. Since its adoption, significant improvements have been made in the community to improve the quality of life of its residents. The Florence Villa CRA Plan was amended in year 2020 to provide for additional strategies to address the unique needs of the area, allowing further improvements to the community that enhance the quality of life for residents.





**FLORENCE VILLA CRA ADVISORY BOARD STRATEGIC PLAN SESSION  
“BIG IDEAS” – March 5, 2022**

1. Community outreach plan
2. Meet the CRA Event, Facebook page, newsletter
3. Food Incubator’s at small businesses
4. Create a sense of PLACE along 1<sup>st</sup> Street corridor
5. Invest in franchise businesses
6. Taste of Florence Villa Festival; Soul food, other food options
7. Inventory of vacant property in Florence Villa
8. Understand percentage of owners vs. renters. Learn renters who want to own.
9. CRA owned the property and have food truck events. Revenue will be for the CRA.
10. Florence Villa Main Street program or organization that creates constant community events.
11. Re-establishing 1<sup>st</sup> Street into the Business District.
12. Building Partnerships:
  - a. Faith based
  - b. Law Enforcement
  - c. Investors
  - d. Community leaders
  - e. Florence Villa Community Development Corporation Board
  - f. Chamber
13. Master planning with property owners on 1<sup>st</sup> Street to see what can happen.
14. Strategize how to bring in a variety of housing options, incentive programs (tax rebates).
15. Youth Career program, Workforce Education Partner with Polk Vision for a youth program, summer program.
16. Bridge the resources available through the County to the residents, down payment assistance.
17. Focus on 1<sup>st</sup> Street property owner title issues.
18. Florence Villa Incubator.

# Goals, and Objectives of the Florence Villa Community Redevelopment Agency

## FLORENCE VILLA CRA GOALS AND OBJECTIVES

The following are goals and objectives/initiatives identified as part of the CRA Plan Update.

**Goal 1:** Attract business and economic development opportunities.

### *Objectives*

- Modify land use policies to better allow for redevelopment.
- Develop cost-sharing policies for infrastructure improvements.
- Develop criteria to identify and support catalyst site developments.
- Support job training, education, and business development programs.
- Support land parcel assembly, code enforcement, and demolition for potential redevelopment.
- Provide incentives for business retention and recruitment for businesses along Martin Luther King Jr. Boulevard and First Street.
- Continue to Consider and seek ways to implement the First Street North Corridor Study.
- Develop a loan pool to support investment opportunities.
- Expand Broadband throughout the CRA.
- Apply for New Market Tax Credit program.
- Identify mixed use development opportunities along the First Street corridor.
- The CRA, Florence Villa Community Development Corporation, churches, and civic leaders should work together to develop the organizational framework and institutional relationships to facilitate effective redevelopment activities.

**Goal 2:** Improve housing conditions and increase affordable housing stock.

### *Objectives*

- Continue to identify and remove dilapidated housing structures that pose a threat to public health and safety.
- Continue infill housing development projects.
- Work with City and Code enforcement through more of a “helping hands” rather than disciplinary program.
- Partner with private developers to apply for Low-Income Housing Tax Credit projects.
- Increase residents’ and businesses’ pride and responsibility in the CRA neighborhoods.
- Increase quality and quantity of middle-income housing.
- Implement home repair assistance programs.

**Goal 3:** Embrace Florence Villas African American History, Culture and Education.

*Objectives*

- Support development of culture, art and education facilities.
- Encourage Partnerships to leverage local assets including private and public resources as part of an economic development initiative to build facilities and sponsor programs.

**Goal 4:** Reduce crime and create a safer living environment.

*Objectives*

- Continue to encourage coordination between the Winter Haven and Polk County Police Departments.
- Establish neighborhood policing efforts in the community.
- Continue code enforcement program.

**Goal 5:** Improve Community Programs, Parks and Recreation.

*Objectives*

- Work to offer fee waivers for after school programs for qualified applicants. Continue to provide programs on weekends and breaks from school.
- Continue installing sidewalks to connect residences to and schools and parks.
- Improve the Winter Haven Recreation and Cultural Center.
- Work to improve stormwater treatment facilities through low impact design.

## REDEVELOPMENT IMPROVEMENT PROGRAMS & ACTIVITIES

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

The programs and projects identified within this section of the Plan are tools that may be utilized by the Board throughout the life of the CRA. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting, whether or not the action was on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

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

All programs and projects identified within this Plan shall be implemented in an appropriate manner for the use and expenditure of TIF funds deposited in the redevelopment trust fund. The Board may use any number of the projects or programs in a manner that furthers the redevelopment of the community.

### Programs

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

### Greenfield Development Incentives

Unlike urban sprawl, where there is little or no urban planning, greenfield development is about proper urban planning that aims to provide practical, affordable, and sustainable developed spaces for growing urban populations. Proper planning takes future growth and development

into account and seeks to avoid the various infrastructure issues that sometimes exist in urban areas. The development of greenfield areas within the District can serve as a catalyst for the CRA, providing additional TIF revenue that could then be utilized to further additional redevelopment programs and projects within the District.

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

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

## Infill Development Incentives

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

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

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

redevelopment of infill properties within the District, with priority given to development by the private sector.

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

## Brownfield Development Incentives

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

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

Redevelopment of brownfields is important for a number of reasons. From an environmental perspective, cleanup of contamination is important because it reduces the release of harmful contaminants into the environment, making the environment safer. Environmental cleanup can reduce health problems in the neighboring community and support plant and animal life.

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

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

## Building and Property Improvement and Rehabilitation Incentives

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

Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the District is key to the appearance and integrity of residential neighborhoods. Accordingly, the CRA may provide assistance to residential property owners and associations for the rehabilitation of their properties. Both single-family and multi-family residential units and structures are eligible for assistance. Again, these building or property improvements must be of a permanent or “fixed” nature, as allowable by Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater hookups, plumbing, electrical upgrades, interior buildout, landscaping, and anything associated with bringing a structure into compliance with local or state building codes.

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

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

## Public Infrastructure Development/Redevelopment

The provision of adequate public infrastructure is essential to the health and vitality of an urban community and its residents. The lack of adequate public infrastructure is a major cause of disinvestment and the establishment of blighted conditions within communities. The development and/or improvement of Public Infrastructure is a redevelopment strategy designed to address current and future needs by increasing capacity, functionality, efficiency, and/or marketability. Public infrastructure may include but is not limited to water and wastewater utilities, roadways, traffic calming, parking, electric utilities, signalization, broadband and other innovative technologies, recreational facilities and equipment, open space, bicycle lanes, and pedestrian facilities including sidewalks, walking/biking trails, and trailheads.

Public infrastructure also includes the provision of adequate public transportation. As an incentive to local businesses and a convenience to the residents, the CRA may wish to enhance public transportation throughout the redevelopment area including but not limited to contracting with public agencies, contracting with private providers, purchasing or leasing vehicles, employing qualified staff and promoting the services.

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

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

## Historic Preservation

The preservation and promotion of historic properties and structures within the Florence Villa Community Redevelopment Area attracts residents and visitors to the District to celebrate the area's heritage, learn about the City and its past, and engage with the Florence Villa community.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and by the Winter Haven Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships,

grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of historic structures and historic properties within the Florence Villa CRA District. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development, redevelopment, and/or rehabilitation of historic structures and places, with priority given to development, redevelopment, and/or rehabilitation by the private sector.

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

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

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

Similarly, many non-profit organizations assist in any number of various activities that support redevelopment goals within the District. The CRA may partner with various non-profit organizations of this type that seek to improve the economic, social, and physical character of the District.

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

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

## Beautification

The appearance and aesthetic beauty of the District is critical for attracting residents and visitors to the District, especially the historic downtown. Beautification programs help to create a visually

and emotionally pleasant environment. Patrons of the historic downtown area will find themselves staying longer and enjoying themselves more, when the area is as attractive as it can be. A beautification program may include, but is not limited to, signage, entry features, period lighting, public art, murals, plantings, and landscaping.

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

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

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

## Marketing, Promotions and Recruitment

Generally speaking, marketing is “the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing:

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

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

In February of 2004 a CRA Redevelopment/Marketing Plan was completed for the District. Created nearly 10 years ago (at the time of the drafting of this Plan), that marketing plan and the strategies identified within are largely outdated. The Board may provide funding and guidance necessary to create a useful and locally tailored marketing plan as allowable by Florida Statutes Chapter 163 Part III, by Florida law, for the purposes of attracting residents and visitors to use

the community redevelopment area and thereby enhance the District tax base. Additionally, the Board may provide funds to promote the District and its residential and/or non-residential opportunities to residents or potential visitors. TIF funding may be utilized to recruit private investment, development, and businesses to locate or relocate to the District.

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

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

## Code Enforcement

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and by the Winter Haven Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees, to assist with the enforcement of municipal codes in the Florence Villa Community Redevelopment Area as well as to assist with compliance-required remediation, improvement and/or rehabilitation of properties within the Florence Villa Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support code enforcement efforts within the District.

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

## Relocation Assistance

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

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

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

## Community Policing

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and by the Winter Haven Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees, for community policing initiatives within in the Florence Villa Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any

legal development and/or redevelopment tool available to facilitate a community policing program within the District.

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

### Neighborhood Reinvestment Program

The funding of certain capital improvements, increased pride of home ownership, and elimination of certain blighted conditions facilitate the stabilization and revitalization of stressed residential neighborhoods.

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

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

### Elderly and Disabled Assistance Program

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and by the Winter Haven Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study

preparation, and attorney's fees, for the purpose of assisting the elderly and disabled. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support an elderly and disabled assistance program within the District.

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

## Disaster Prevention and Recovery

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and by the Winter Haven Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, transaction costs, title insurance, request-for-proposal costs, marketing, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment activities related to disaster prevention and recovery within the Florence Villa Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support a disaster prevention and recovery program within the District. The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of a disaster prevention and recovery program within the District.

## PROGRAM AND ACTIVITY CONCEPTS

The concepts listed below provide for an opportunity to continue the momentum created by the redevelopment goals and program activities identified. Given the limited funding the CRA will have to spend over its term, the approach below seeks to maximize the impact and improvement of the Florence Villa community.

Goal	Program	Result
<b>Enhancement of Community Aesthetics</b>	<ul style="list-style-type: none"> <li>• Development and installation of a community gateway feature.</li> <li>• Banners and landscaping lining First Street</li> <li>• Installation of cultural/historical placards.</li> <li>• Development of walking and or driving tour of Florence Villa.</li> <li>• Organization of music, art, and cultural festivals.</li> <li>• Development of a social media ambassador program.</li> <li>• Create murals program in coordination with local businesses, artists, and residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a sense of place and community pride</li> <li>• Promote and celebrate the history and culture of the neighborhood.</li> <li>• Promote special community events; marketing Area to potential developers and promoting local businesses.</li> <li>• Establishes a community brand.</li> </ul>
<b>Pedestrian Facility Expansion and Improvement</b>	<ul style="list-style-type: none"> <li>• Installation of bus shelters and traffic calming devices.</li> <li>• Improve crosswalks with updated lighting and signage.</li> <li>• Coordinate with Local, State, and Federal agencies to identify current and future grant funding opportunities to finance community development projects.</li> <li>• Seek partnership opportunities with recreation providers to expand programming and activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve community infrastructure</li> <li>• Promote walkability</li> <li>• Deter crime and improve the health and safety of the community</li> </ul>
<b>Economic Development / Expansion of Employment Opportunities</b>	<ul style="list-style-type: none"> <li>• Development of a Florence Villa Summer Youth Internship Initiative.</li> <li>• Development of a Florence Villa CRA Economic Incentive Program (Commercial, Industrial, and Office).</li> <li>• Development of a Florence Villa CRA Mom and Pop Grant.</li> <li>• Establish a Disaster Prevention and Recovery Program.</li> <li>• Expand broadband throughout CRA.</li> <li>• Launch a business incubator.</li> <li>• Consider commercial lot consolidation to encourage and attract development.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase employment opportunities for the youth of Florence Villa.</li> <li>• Retain and support community businesses seeking to expand.</li> <li>• Provide disaster relief to struggling community businesses.</li> <li>• Support new entrepreneurs and business owners through resources and programming.</li> </ul>

Goal	Program	Result
	<ul style="list-style-type: none"> <li>• Establish coordination with the Winter Haven Chamber of Commerce, Winter Haven EDC. and Central Florida Development Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage relationships with community stakeholders.</li> </ul>
<b>Housing Strategies</b>	<ul style="list-style-type: none"> <li>• Identify lots for Habitat for Humanity home sites.</li> <li>• Develop a down payment assistance program.</li> <li>• Explore incentivizing alternative affordable housing construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep families of existing residents in Florence Villa.</li> <li>• Help ease the transition from renting to home ownership in Florence Villa.</li> </ul>

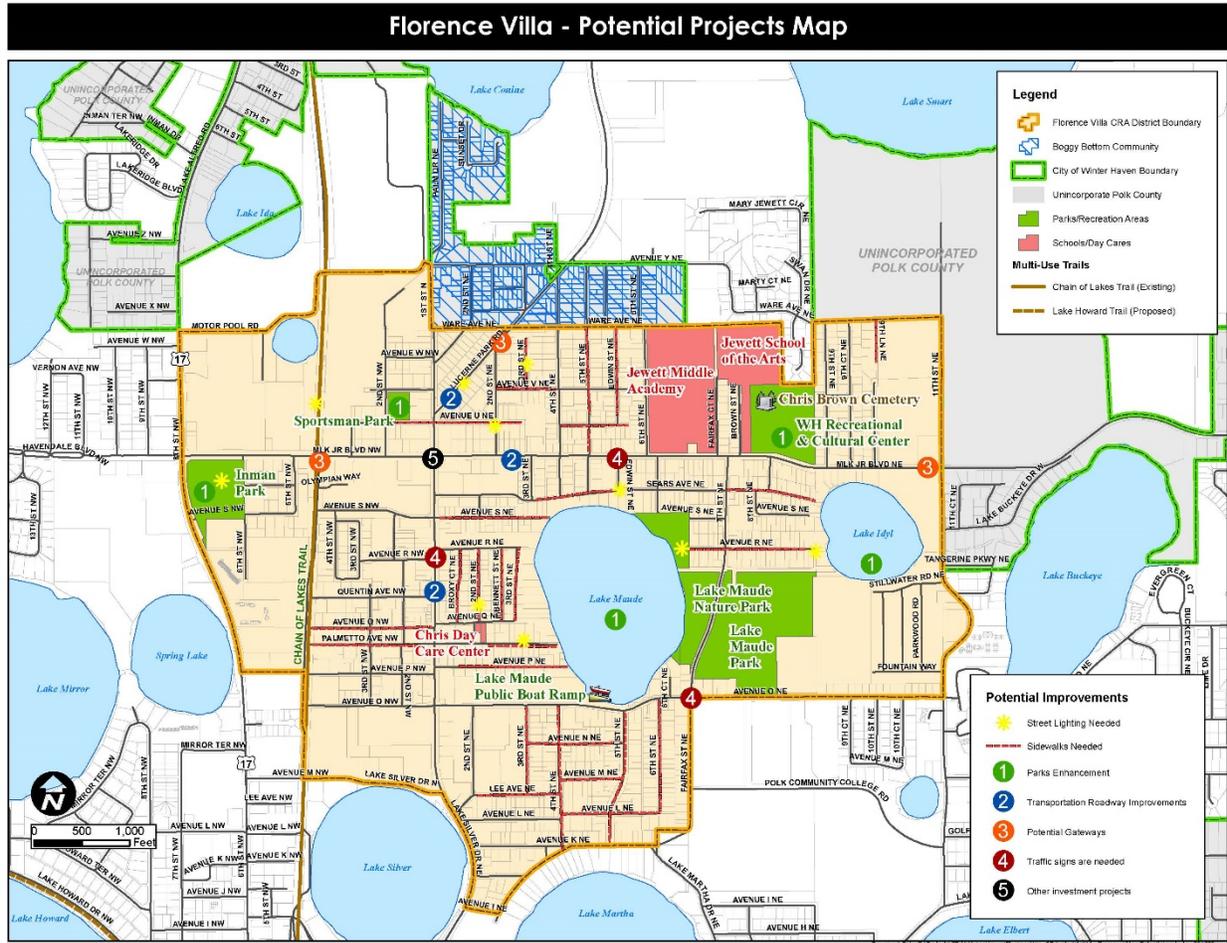
## PROJECTS AND CATALYST SITES

Projects identified through community engagement are included in the table and map below. Potential projects include but are not limited to street lighting, park upgrades and maintenance, and affordable housing.

<b>Table 16: Potential Projects Identified by the Community</b>
Street Lighting
Pedestrian Crosswalks
Sidewalks
Speed Bumps
Transportation Roadway Improvements – First Street
Transportation Roadway Improvements – Lucerne Park Road and First Street
Traffic signals at Avenue O and 7 <sup>th</sup> Street
Lucerne Road Gateways
Park Upgrades and Maintenance
Lake Maude and Lake Idyl Cleanup
More recreation options
Broadband and Technology
Façade Grants to improve aesthetics
Business Incubator
Job-producing businesses
Affordable Housing

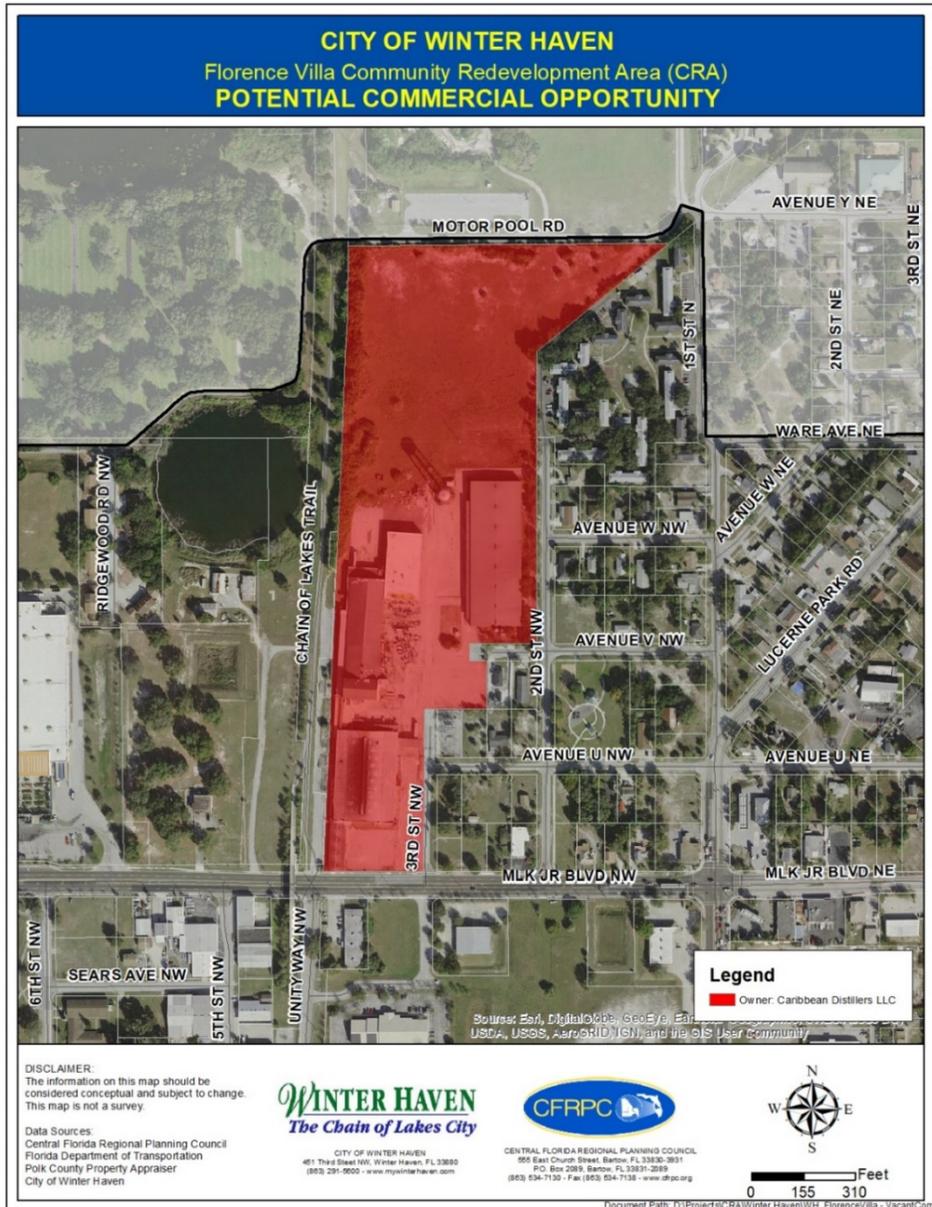
Potential projects are identified on the map below by categories including 1) Parks Enhancements; 2) Transportation Roadway Improvements; 3) Potential Gateways; 4) Traffic Lights Needed; and 5) Other Investment Projects.

Figure 17: Florence Villa Potential Projects Map



Potential Catalyst Sites are indicated on the two maps below and include a site located on the northwest side of the CRA area. This parcel has a light industrial land use designation but has been vacant for several years. The current owner is Caribbean Distilleries (previously Florida Distillers Co). This parcel has a total acreage of 22.6. Located between U.S. Highway 17 and First Street, on the north side of MLK Blvd, this parcel is adjacent to the Winter Haven Chain of Lakes Trail and the Home Depot market plaza. This area has the potential to become a successful brownfield project that could have a significant positive economic impact to the Florence Villa CRA and the City of Winter Haven.

Figure 18: Vacant Commercial Opportunity Map



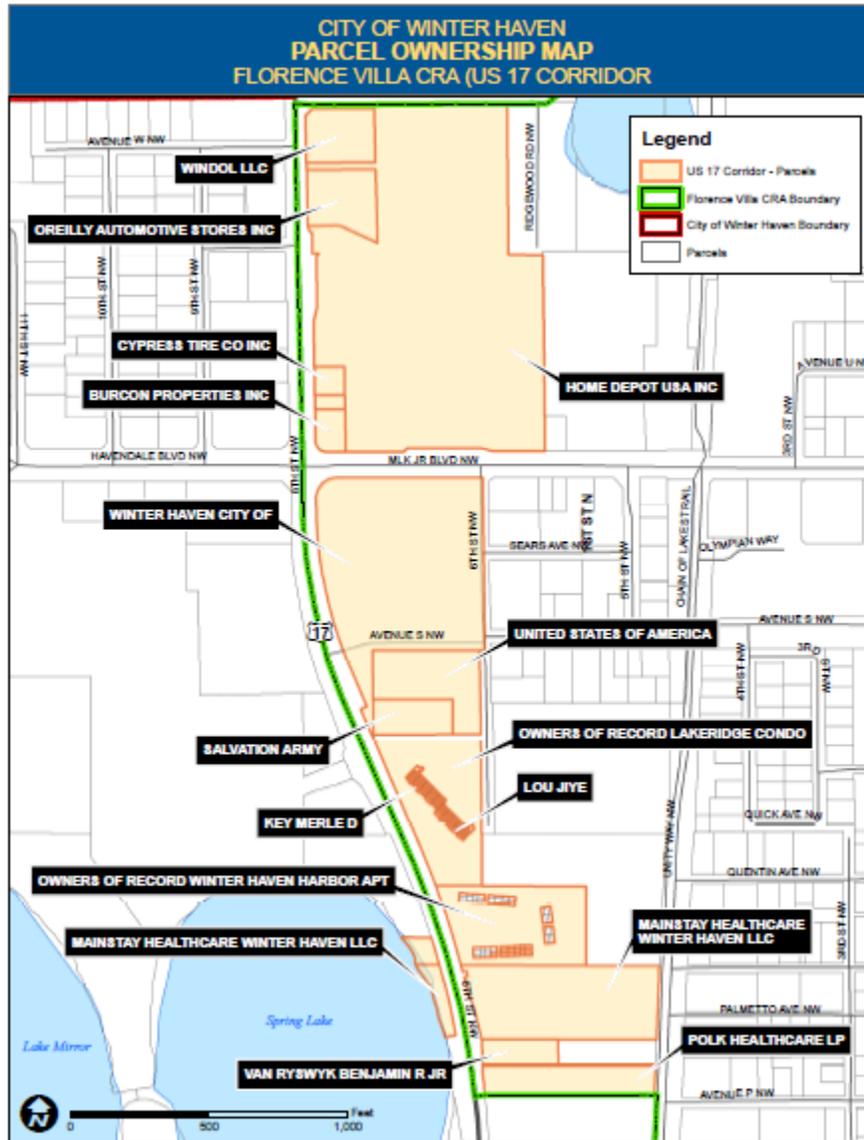
In regards to potential residential development, the vacant parcels that have a residential land use designation are scattered throughout the Florence Villa CRA area (See Figure 14). However, between Palmetto Ave NE and Avenue P NE, a conglomeration of nine (9) single-family home parcels has a total acreage of 1.7 and may be a potential area for future affordable housing. The Future Land Use Designation Residential Low-Density and zoning classification of Residential single-family. Another potential residential development area is located on the east side of the CRA area, between MLK Jr Blvd NE and 11th Street NE. The total acreage of this parcel is 1.6 and has a Residential Low-Density Future Land Use designation and a zoning designation of Residential single-family.

The First Street corridor that extends through the west side of the community offers additional opportunity for potential mixed use development. Residents have indicated they would like to see a history center, restaurants, childcare facilities, an affordable grocery store, retail with residential on top floors, a bank, and uses that allow for competitive wage jobs. The map below identifies the First Street Corridor with Business/Commercial Infill Opportunities. One of the challenges in this endeavor is to acquire a large enough property for development.

**Figure 19: First Street Business/Commercial Infill Opportunities**



Figure 20: US 17 at Martin Luther King Jr. Boulevard Opportunities



The US 27 and Martin Luther King Jr. Boulevard intersection has been identified as a gateway into Florence Villa. There are vacant properties on the east side of 6<sup>th</sup> Street NW that are potential infill development opportunities. Conversations held in the community about this area revealed that the Florence Villa community has no identification with this intersection and in particular, Inman Park. Community members stated that it is ok for private investment in this area but not for CRA investment. This area does have the potential for new development which would increase the tax base of the CRA.

## Prioritized Projects

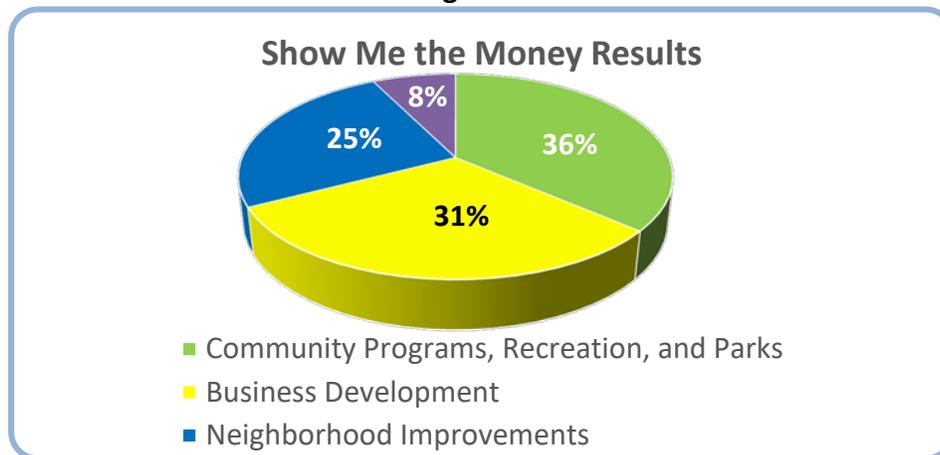
At a community workshop held on March 28, 2019, attendees were asked to prioritize projects through an exercise called “Show me the money”. Attendees were provided with \$100 of play money to deposit their dollars in one four boxes titled:

- Community Programs, Recreation and Parks
- Business Development
- Neighborhood Improvements
- Other Ideas



Results of the survey are show below. The majority of participants (36 percent) voted to fund Community Programs, Recreation and Parks. The second highest category to fund is Business Development (31 percent) followed by Neighborhood Improvements (25 percent) and Other Ideas (8 percent).

**Figure 21**



Consistent with the identified goals and objectives of the CRA Plan, project priorities include:

- Expansion of Broadband.
- Business retention and recruitment.
- Development of opportunities along First Street for job producing businesses.
- Affordable housing.
- Community programs.

## Legal Comments and Compliance Statements

The Winter Haven Community Redevelopment Agency is a dependent special district of the City of Winter Haven, Florida established by the City Commission of the City of Winter Haven, Florida pursuant to Part III of Chapter 163 of the Florida Statutes, the Interlocal Agreement for Delegation of Community Redevelopment Authority between Polk County and the City of Winter Haven dated January 8, 2000, Resolution 00-09 of the Board of County Commissioners of Polk County, Florida dated February 8, 2000, and Resolution 00-07 of the City Commission of the City of Winter Haven, Florida dated March 13, 2000. The community redevelopment area of the City of Winter Haven lies exclusively within the municipal boundaries of Winter Haven, Florida and the exercise of redevelopment powers is generally governed by Section 163.410, Florida Statutes and the foregoing county and municipal acts.

The redevelopment trust fund for the Winter Haven Community Redevelopment Agency was created by Ordinance O-00-15 of the City of Winter Haven, Florida dated June 26, 2000, which is codified at Section 17-149 of the Code of Ordinances of the City of Winter Haven, Florida (“City Code”). Pursuant to Section 17-149(c), City Code, each taxing authority shall annually appropriate to the redevelopment trust fund a sum that is no less than the tax “increment” defined in Section 17-149(d), City Code, for a period of thirty (30) years after \_\_\_\_\_, which is the date this CRA Plan update was adopted by the City Commission.

Notwithstanding Section 17-149(c), City Code or Section 163.362(10) of the Florida Statutes, the Board of Commissioners of the Winter Haven Community Redevelopment Agency and the City Commission of the City of Winter Haven, Florida intend to take all actions necessary to require annual appropriations to the redevelopment trust fund for the maximum period of time permitted by Section 163.387(2)(a) of the Florida Statutes, which actions may include adopting one or more additional updates to this CRA Plan Update at certain dates in the future.

Under this CRA Plan update, and pursuant to Resolution R-00-09 of the Board of County Commissioners of Polk County, Florida, the Winter Haven Community Redevelopment Agency is vested with all powers necessary or convenient to carry out and effectuate the purposes and provisions of Part III of Chapter 163 of the Florida Statutes, including the following specific powers in addition to any and all others granted by law:

- a. To make and execute contracts and other instruments necessary or convenient to the exercise of its powers.
- b. To disseminate slum clearance and community redevelopment information.

c. To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

i. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

ii. Demolition and removal of buildings and improvements.

iii. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of Part III of Chapter 163 of the Florida Statutes in accordance with the community redevelopment plan.

iv. Disposition of any property acquired in the community redevelopment area at its fair value as provided in Section 163.380 of the Florida Statutes for uses in accordance with the community redevelopment plan.

v. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.

vi. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.

vii. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

viii. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

ix. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

x. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

d. To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

e. Within the community redevelopment area:

i. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

ii. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

iii. To hold, improve, clear, or prepare for redevelopment any such property.

iv. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

v. To insure or provide for the insurance of any real or personal property or operations of the City of Winter Haven and the Winter Haven Community Redevelopment Agency against any risks or hazards, including the power to pay premiums on any such insurance.

vi. To enter into any contracts necessary to effectuate the purposes of Part III of Chapter 163 of the Florida Statutes.

vii. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

f. To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to Section 163.385 of the Florida Statutes at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

g. To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of Part III of Chapter 163 of the Florida Statutes and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to

include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the City of Winter Haven, Florida deems reasonable and appropriate which are not inconsistent with the purposes of Part III of Chapter 163 of the Florida Statutes.

h. To make or have made all surveys and plans necessary to the carrying out of the purposes of Part III of Chapter 163 of the Florida Statutes; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

i. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

ii. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

iii. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

i. To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

j. To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

k. To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

l. To appropriate such funds and make such expenditures as are necessary to carry out the purposes of Part III of Chapter 163 of the Florida Statutes; to zone or rezone any part of the City of Winter Haven, Florida or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by the City of Winter Haven, Florida pursuant to any of the powers granted by Part III of Chapter 163 of the Florida Statutes.

m. To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the City of Winter Haven, Florida.

n. To organize, coordinate, and direct the administration of the provisions of Part III of Chapter 163 of the Florida Statutes, as they may apply to Winter Haven, Florida, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within the City of Winter Haven, Florida may be most effectively promoted and achieved and to establish such new office or offices of the City of Winter Haven, Florida or to reorganize existing offices in order to carry out such purpose most effectively.

o. To develop and implement community policing innovations.

By law, the following matters may not be paid for or financed by any increment revenues deposited in the redevelopment trust fund of the Winter Haven Community Redevelopment Agency:

a. Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

b. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the City Commission of the City of Winter Haven, Florida pursuant to a previously approved public capital improvement or project schedule or plan of the City Commission which approved the community redevelopment plan unless and until such projects or improvements have been removed from such

schedule or plan and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

c. General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan

With the approval of the City Commission of the City of Winter Haven, Florida, the Winter Haven Community Redevelopment Agency may:

a. Prior to approval of any modifications to this CRA Plan update, acquire real property in the community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses; and

b. Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under Part III of Chapter 163 of the Florida Statutes in the event that the real property is not made part of the community redevelopment area.

By law, the Winter Haven Community Redevelopment Agency shall procure all commodities and services it uses under the same purchasing processes and requirements that apply to the City of Winter Haven, Florida, to which it is dependent.

Pursuant to Section 163.358 of the Florida Statutes, and Resolution 00-09 of the Board of County Commissioners of Polk County, Florida, the City of Winter Haven, Florida shall have all powers necessary or convenient under this CRA Plan update to carry out and effectuate the purposes and provisions of Part III of Chapter 163 of the Florida Statutes, including those powers granted under Section 163.370 of the Florida Statutes. Further, pursuant to Resolution 00-09 of the Board of County Commissioners of Polk County, Florida, the City Commission of the City of Winter Haven, Florida retains the following powers of community redevelopment:

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

2. The power to grant final approval to community redevelopment plans and modifications thereof;
3. The power to authorize the issuance of revenue bonds as set forth in Section 163.385 of the Florida Statutes;
4. The power to approve the acquisition, demolition, removal, or disposal of property as provided in Section 163.370(4) of the Florida Statutes and the power to assume the responsibility to bear loss as provided in Section 163.370(4) of the Florida Statutes;
5. The power to approve the development of community policing innovations; and
6. The power of eminent domain.

A Finding of Necessity for the Florence Villa Community Redevelopment Area was made by Resolution R-00-06 of the City Commission of the City of Winter Haven, Florida, adopted on March 13, 2000. A legal description of the community redevelopment area and the reasons for establishing such boundaries are wholly contained within the Finding of Necessity resolution, which is incorporated into this CRA Plan update by reference.

The base year for tax increment calculations is 2000.

The time certain for the completion of redevelopment activity by the Winter Haven Community Redevelopment Agency in the Florence Villa Community Redevelopment Area pursuant to this CRA Plan update is December 31, 2052. Notwithstanding anything in the law to the contrary, the Board of Commissioners of the Winter Haven Community Redevelopment Agency and the City Commission of the City of Winter Haven, Florida intend to take all actions necessary to require annual appropriations to the redevelopment trust fund from taxing authorities for the maximum period of time permitted by law, which is anticipated to be December 31, 2060.

Adoption of this CRA Plan update was recommended by Resolution \_\_\_\_\_ of the Board of Commissioners of the Winter Haven Community Redevelopment Agency adopted on \_\_\_\_\_.

Notice of intent to consider and adopt this CRA Plan update was furnished to the public and to each taxing authority which levies ad valorem taxes on taxable real property contained within

the geographic boundaries of the community redevelopment area pursuant to Section 163.346, Florida Statutes, on \_\_\_\_\_ and \_\_\_\_\_, respectively.

Pursuant to Section 163.361(3)(a), Florida Statutes, a written report was provided to each taxing authority concerning this CRA Plan update on \_\_\_\_\_.

This CRA Plan update was found to be compliant with the Comprehensive Plan of the City of Winter Haven by the Winter Haven Planning Commission, in its capacity as Local Planning Agency for the City of Winter Haven, Florida under the Community Planning Act on \_\_\_\_\_.

Pursuant to Section 163.361(2) of the Florida Statutes, a public hearing was convened on \_\_\_\_\_ before the City Commission of the City of Winter Haven to consider and adopt this CRA Plan update. This CRA Plan update was adopted by the City of Winter Haven by Resolution \_\_\_\_\_ of the City Commission of the City of Winter Haven, Florida on \_\_\_\_\_ with immediate effect.

A resolution approving the existence of the Winter Haven Community Redevelopment Agency beyond the termination dates specified in Section 6 of Chapter 2019-163, Laws of Florida, was adopted by majority vote of the City Commission of the City of Winter Haven, Florida, in its capacity as governing body, on \_\_\_\_\_.

By adoption of this CRA Plan update, the Board of Commissioners of the Winter Haven Community Redevelopment Agency and the City Commission of the Winter Haven, Florida jointly find that this CRA Plan update contains specific information regarding (a) the impact of redevelopment upon the residents of the community redevelopment area, (b) planned public capital improvements, (c) safeguards, (d) assurances, and (e) projected costs for redevelopment, all in compliance with the minimum requirements of Sections 163.362(3)-(9) of the Florida Statutes.

All capital improvement plans, five-year work plans and fixed capital outlay plans adopted by the executive departments and agencies of the State of Florida, by Polk County, by the School Board of Polk County, and by the City of Winter Haven, Florida that are effective as of the date of adoption of this CRA Plan update, are incorporated herein by reference to the extent such plans reflect publicly funded capital projects to be undertaken within the community redevelopment area.