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Winter Haven Downtown Community Redevelopment Plan Update



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Prepared for: The City of Winter Haven, Florida
Prepared by: Central Florida Regional Planning Council

WINTER HAVEN
The Chain of Lakes City



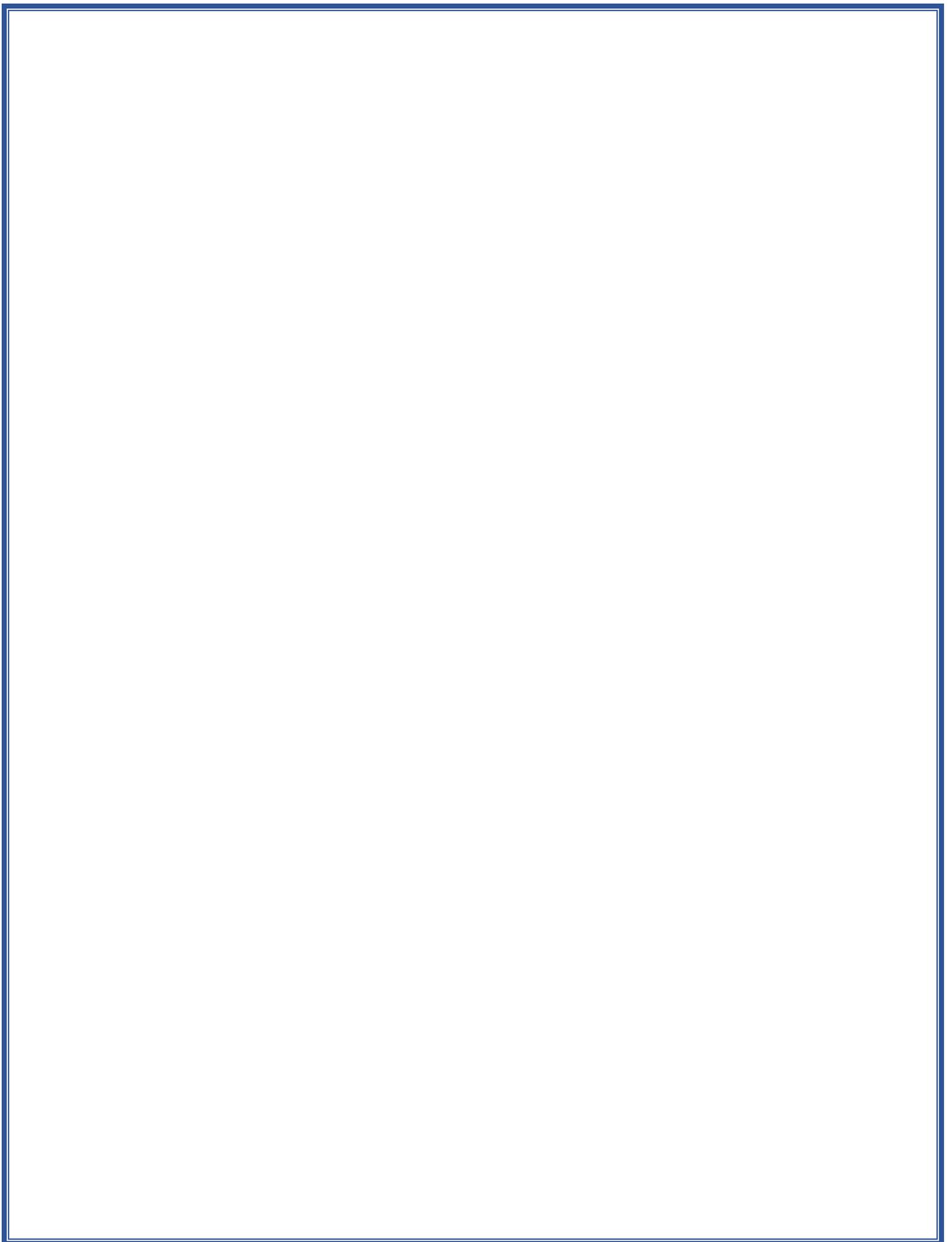


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Background

What is a Community Redevelopment District?

Under Florida law (Chapter 163, Part III), local governments have the ability 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 250 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.

Winter Haven Downtown 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 downtown redevelopment area. The Winter Haven Community Redevelopment Area (CRA), located in the City of Winter Haven, is an urban community with a population of approximately 3,441 people (Source: 2021 ESRI Business Analyst), with a total area of approximately 1,104 acres. The Winter Haven Downtown CRA Plan has not been updated since it was adopted in 2000. The redevelopment plan update will 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 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.

This document provides extensive research and an analysis of current market conditions and development and residential opportunities. An overview of the existing land parcels in the area and an analysis of Future Land Use, zoning, existing land use, and lot sizes through Geographic Information System (GIS) mapping is provided. Additionally, an analysis of current socioeconomic and demographic conditions of the redevelopment area is provided. ArcGIS Business Analyst (ESRI-Business Analyst) was utilized to determine population, local economy, and housing characteristics within the Downtown redevelopment area compared to the City of Winter Haven and Polk County. Through community workshops and conversations, data analysis, and field work an assessment of residential and commercial opportunities was determined taking into consideration existing economic conditions, trends, and land use analysis. Table 1 below identifies the 2000 Downtown Winter Haven CRA District plan priorities as well as accomplishments to date. Several parks and recreation improvements in the Study Area have been completed. Ongoing work includes streetscaping, design, drainage, and construction improvement projects.

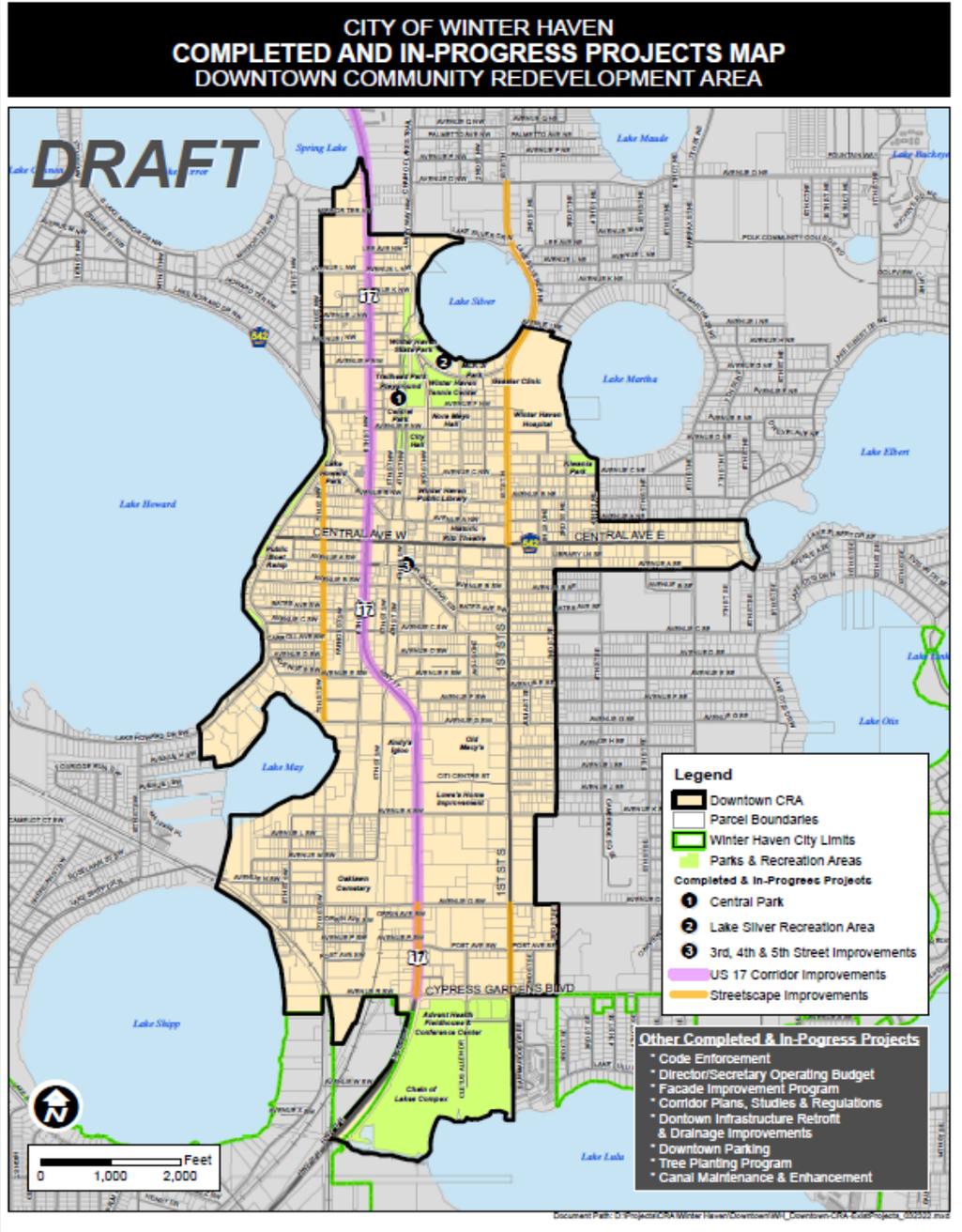
Commercial, Residential and Infrastructure Development Projects

Table 1: Winter Haven Downtown CRA Plan Accomplishments & Projects in Progress		
Year 2000 CRA Plan Identified Goals	Identified Projects	CRA Plan Accomplishments
Central Park		√
Code Enforcement		√/On going
Director/Secretary Operating Budget		√/On going
Façade Improvement Program		√/On going
Corridor Plans, Studies & Regulations		√/On going
Downtown Infrastructure Retrofit & Drainage Improvements		√/On going
Regional Trail and Lake System Master Plan/Design & Construction (Includes Farmer's Market)		√/Parts accomplished/On going
Downtown Parking		√/On going
Tree Planting Program		√/On going
Canal Maintenance & Enhancement		√/On going
Streetscapes, Gateways and Connectors: Master Plan, Design & Construction	<ol style="list-style-type: none"> 1. 3rd Street 7th Street 2. Central Ave 3. U.S. 17 4. 1st Street 5. Cypress Gardens Blvd. 6. 3rd Street Traffic Circle 	<ol style="list-style-type: none"> 1. √ 2. √/On going 3. In progress 4. In progress 5. In progress 6. In progress

Figures 1 and 2 identified below provide maps of completed, planned and proposed projects within the Winter Haven Downtown District. Since the adoption of the 2000 CRA Plan, several projects have been completed including the streetscaping of Central Avenue, a number of drainage improvements throughout the community, and Lake Silver Multi-purpose Recreation and Civic Service Center improvements.

Commercial, Residential, & Infrastructure Development Projects Map: Completed and In Progress

**Figure 1: Winter Haven Downtown District
Commercial, Residential, and Infrastructure Development Projects Completed and In Progress**



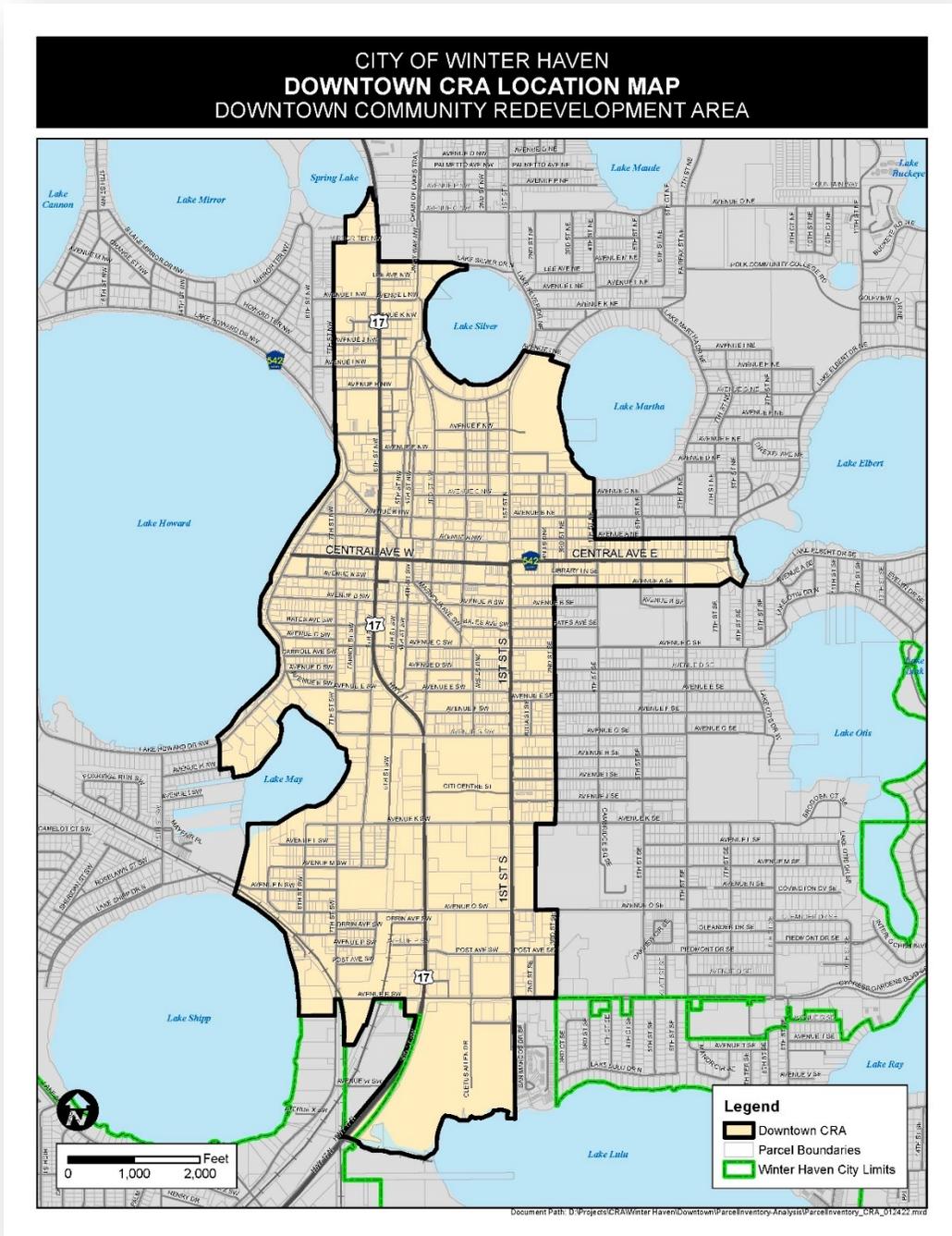
Commercial, Residential, & Infrastructure: Planned & Potential Projects Map

**Figure 2: Winter Haven Downtown District
Commercial, Residential, and Infrastructure Development Planned & Potential Projects**



Boundary Map of CRA Plan Area

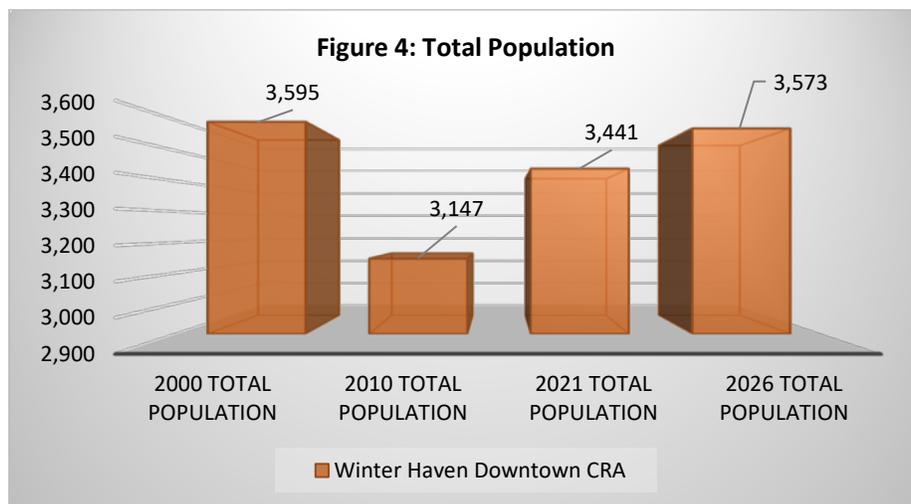
Figure 3. Winter Haven Downtown District Boundary



Population

Population characteristics and trends provide valuable insight into local economic conditions. Demographic indicators such as total population, age, race, and sex inform current and future labor force participation rates and provides a broad indication of the potential economic viability of communities. The Central Florida Regional Planning Council (CFRPC) examined local socioeconomic factors, business and employment dynamics, and the distribution of vacant and occupied housing units utilizing ArcGIS Business Analyst (ESRI Business Analyst) to evaluate the current economic conditions of the Winter Haven Downtown CRA Area (which is referred to interchangeably in this report as the “Downtown CRA District”, the “District”, the redevelopment area and/or the “Study Area”). In an effort to better assess the social and economic characteristics of the Study Area, the demographic conditions of neighboring geographies were also investigated, to include the City of Winter Haven and Polk County, Florida. This broader assessment provides for the identification and analysis of external trends and economic conditions that may influence the Study Area.

Based on 2000 U.S. Census Data, the Study Area was reported to have a population of 3,595, indicating a loss in population or a 12.46 percent decrease over a ten-year time frame, when compared to the 2010 U.S. Census Data wherein the population of the Study Area was identified as 3,147. ESRI Business Analyst 2021 and 2026 population data reports a total population increase (3,441 and 3,573 respectively) within the Winter Haven Downtown CRA District. Figure 4 below illustrates total population to include Census data and ESRI population projections.



Source: ESRI-U.S. Census

The 2010 population count for the Winter Haven Downtown CRA Area of 3,147 represents a 0.08 population rate of change annually with a population of approximately 3,441 identified in year 2021. This population growth is expected to continue over the next five years with an estimated population of 3,573 or a 0.76 percent annual population rate increase by year 2026. Additionally, the Downtown CRA Area is populated by slightly older residents in terms of median age, when compared to the City of Winter Haven and Polk County, according to 2021 ESRI – U.S. Census data. The Study Area reported a median age of 44.9 years of age in year 2010 which is 2.8 years younger than the reported median age of 47.7 in year 2021. The City of Winter Haven reported a median age in 2010 of 42, advancing to a median age of 46.7 years in 2021. In line with the increase in median age experienced in the Study Area and the City of Winter Haven, the median age reported in Polk County also experienced an increase over time, from 39.8 years of age in 2010 to 41.9 years of age in year 2021. The following table (Table 2) provides a broader assessment of the population and the socio-economic characteristics of the primary geographic areas identified, in relation to the State of Florida and the United States.

Table 2: Population and Socio-Economic Characteristics

Total Population Estimates			
	Florida	Polk County	City of Winter Haven
2021	21,898,945	748,365	51,126
2020	21,538,187	725,046	49,219
2010	18,801,332	602,095	33,874

Source: Bureau of Economic and Business Research (BEBR)

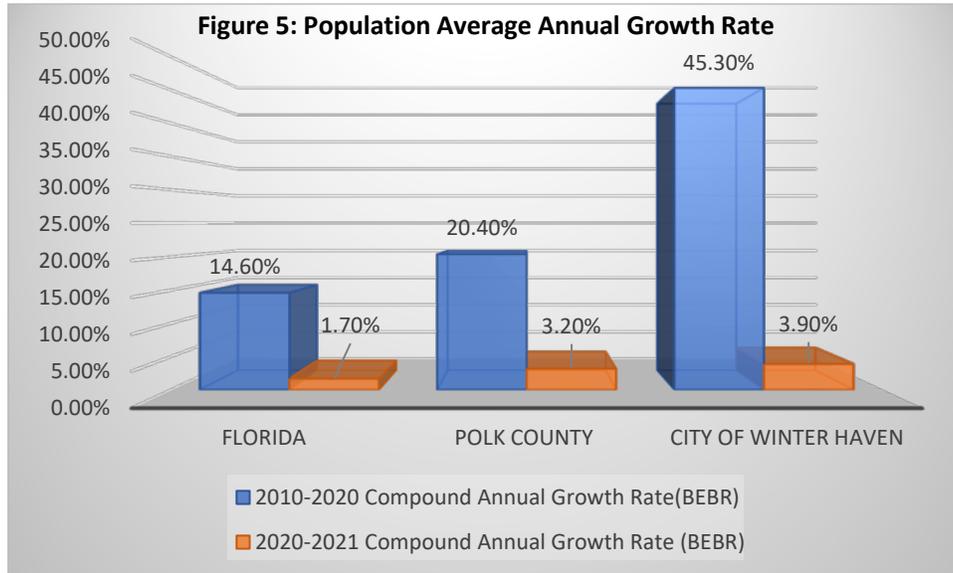
Percent Change in Population			
	Florida	Polk County	City of Winter Haven
2020 to 2021	1.7	3.2	3.9
2010 to 2020	14.6	20.4	45.3

Source: Bureau of Economic and Business Research (BEBR)

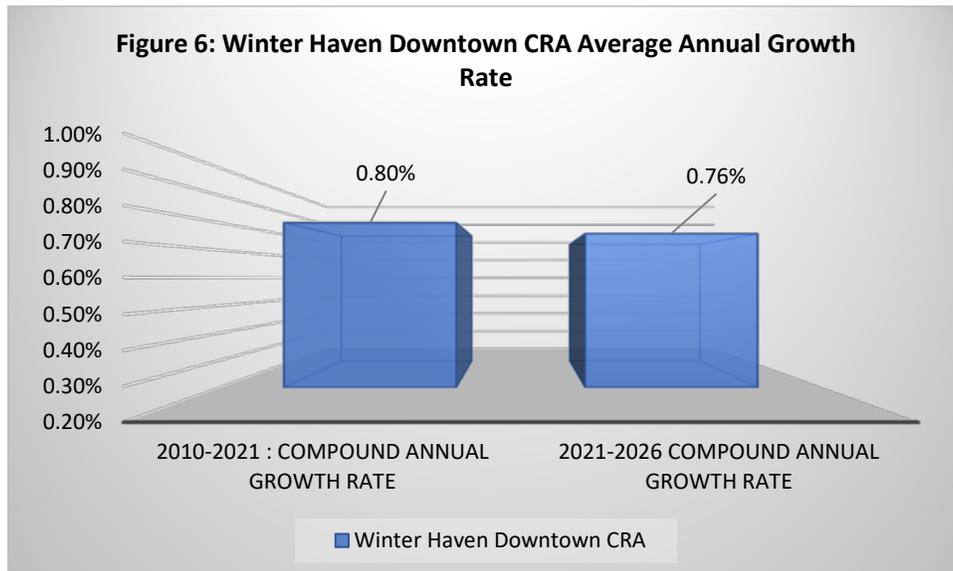
	USA	Florida	Polk County	City of Winter Haven	Winter Haven Downtown CRA
Average Household Size	2.58	2.50	2.63	2.39	1.91
Average Family Size	3.15	3.05	3.10	2.97	3.06
Median Household Income	\$64,730	\$58,462	\$52,507	\$47,633	\$26,643
Per Capita Income	\$35,106	\$32,917	\$25,640	\$27,046	\$21,082
Median Age	38.8	42.8	41.9	46.7	47.7

Source: 2021 ESRI-US. Census Bureau

The following graph (Figure 5) indicates the average annual growth rate from year 2010 to year 2021 for Florida, Polk County, and the City of Winter Haven utilizing Bureau of Economic and Business Research (BEBR) data. Utilizing the ESRI Business Analyst tool, the compound annual growth rate (CAGR) expressed between 2010-2021 and 2021-2026 for the Study Area reports a slight decline in the average annual growth as indicated in Figure 6 below. Taken together, the forecasts speak to the onset of significant population growth that slows and then stabilizes with time, which may be due in part to impacts associated with the COVID-19 pandemic.



Source: Bureau of Economic and Business Research (BEBR)



Source: ESRI, Vintage 2021 & 2026

Winter Haven Downtown District Tapestry Lifestyle Segments

ESRI Tapestry Segmentation reflects demographic shifts, consumer markets, and new markets based on socioeconomic data. This provides a comprehensive understanding of residential consumer behavior and the factors that influence specific purchasing decisions based on subgroups within a geographic location. Tapestry Segmentation includes 67 distinct market segments and reflects demographic shifts over the last decade. For a broader view of consumer markets, segments are summarized by 14 LifeModes and six urbanization groups. Tapestry Segmentation is updated every three to five years, resulting in a more comprehensive reassessment of rapidly changing neighborhoods.

The Tapestry Segmentation Area Profile for the Winter Haven Downtown CRA District reports the Study Area largely as the Social Security Set (60.3 percent), with Hometown Heritage (11.3 percent), Traditional Living (10.9 percent), Old and Newcomers (9.8 percent), and Family Foundations (7.1 percent) representing less central market segments for the area. Table 3 below depicts the Tapestry Segments for the Study Area followed by brief descriptions, providing insight into the consumer trends of the Study Area.

Table 3: Downtown CRA District Tapestry Lifestyle Segments		
Tapestry Segment	2021 Households	2021 U.S. Households
Social Security Set (9F)	60.3%	0.8%
Hometown Heritage (8G)	11.3%	1.2%
Traditional Living (12B)	10.9%	1.9%
Old and Newcomers (8F)	9.8%	2.3%
Family Foundations (12A)	7.1%	1.0%
Subtotal	99.4%	7.2%

Source: ESRI, Vintage 2021



Social Security Set

In this older market, most of the Social Security Set live alone; 13 percent of householders are aged 75 and older; another 13 percent are 65 to 74 years old. This segments typical housing choices include low rent multiunit rental properties located in metropolitan cities with good access to public transportation, as vehicle ownership is low. These aging consumers largely rely on Social Security income, Supplemental Security Income and public assistance.

Demographic Profile

Median Age	45.6
Average Household Size	1.73
Median Household Income	\$17,000



Hometown Heritage

The Hometown Heritage market is primarily a family market, married couples (with and without children) and single parents. Typical housing choices of this segment include renters living primarily in single-family homes, and 2–4 unit buildings. They are cost-conscious consumers and tend to save money for a specific purpose.

Demographic Profile

Median Age	32.4
Average Household Size	2.66
Median Household Income	\$28,200



Traditional Living

Over 70 percent of the Traditional Living segment has completed high school or some college with households representing a mix of married-couple families and singles. Many families encompass two generations who live and work in the community. They are homeowners, cost-conscious consumers, and comfortable with the Internet and social media.

Demographic Profile

Median Age	35.5
Average Household Size	2.51
Median Household Income	\$39,300

The Tapestry Segmentation analysis suggests that a large segment of consumers located within the Study Area are mature in age, with a limited income. This is followed closely by segments that reflect younger markets that are cost conscience, well-educated, and have more disposable income. While the Tapestry Segmentation provides consumer profiles that are general in nature, the analysis provides additional insight into consumer behavior within the Winter Haven Downtown CRA District and may be utilized to inform future retail market decisions and optimize private sector location assessments. Additional Tapestry Segment information can be found in Appendix E.

Socio-Economic

To further examine population characteristics, the CFRPC examined age, sex, population, and racial groups across three geographies; Polk County, Winter Haven, and the Winter Haven Downtown CRA. In terms of age and its relation to sex, the median female age reports to be slightly more mature than the median male age relative to location. Of note, the median female age within the Winter Haven Downtown CRA is 7.4 years more mature (51.5 years of age), while the median male age hovers below 50 years of age (44.1 years of age). Additionally, the female population represents a higher percentage across all three geographic locations with the greatest percentage identified within the Study Area. Population was examined by age cohort and reports high concentrations in the 45-64 and 65 and older categories, which is indicated across all geographic areas. The highest concentration of mature adults aged 65 and older is represented within the Winter Haven Downtown CRA, at 29.67 percent. The racial composition of the Study Area reported a higher concentration of the Hispanic population and individuals who identified as American Indian, Asian, Pacific Islander, Some Other Race, and Two or More Races (as indicated in the “2021 All Others” category), than the City of Winter Haven. Additionally, the average household income within the Winter Haven Downtown CRA District, represents the lowest across geographies at \$41,846.

The Socioeconomic Snapshot identified in Table 4 notes a range of ethnicities within the Study Area (55.42 percent of the population is reported to be non-white), more mature in age (median age is reported to be 47.7) and, a less family-centric submarket (24.31 percent of households are reported to have children). The average household size is on the lower end for the geographies analyzed (1.91 people per household) as indicated in Table 4. The presence of a group with such varied demographics may require a need for more distinctive community features that include accessible infrastructure that supports people with disabilities (45.53 percent of households within the Study Area, report 1 or more persons with a disability), an aging population (52.78 percent of the total population within the Study Area is 45 years of age or older), and the low income population (28.5 percent of households within the Study Area are below the poverty level).

An economic snapshot of the Study Area and neighboring geographies is provided below. The following table displays select economic and demographic data for both the Study Area and neighboring geographies utilizing the ESRI Business Analyst tool, the 2010 US Census and the 2015-2019 American Community Survey.

Table 4: Socio-Economic Snapshot, 2021			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Median Age	41.9	46.7	47.7
2021 Median Male Age	40.4	44.9	44.1
2021 Median Female Age	43.3	48.5	51.5
<i>Source: ESRI, Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Male Population	49.08%	47.39%	46.76%
2021 Female Population	50.92%	52.61%	53.24%
<i>Source: ESRI, Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Total Population Age 10-19	11.73%	10.67%	9.06%

Table 4: Socio-Economic Snapshot, 2021			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Total Population Age 20-24	5.56%	4.83%	5.55%
2021 Total Population Age 25-34	12.92%	11.63%	12.32%
2021 Total Population Age 35-44	11.60%	10.46%	10.46%
2021 Total Population Age 45-64	24.13%	23.14%	23.11%
<u>2021 Total Population Age 65 and Over</u>	<u>22.35%</u>	<u>28.52%</u>	<u>29.67%</u>
<i>Source: ESRI, Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Hispanic Population	26.54%	16.69%	17.90%
2021 White Population	70.53%	63.71%	62.48%
2021 Black/African American Population	15.60%	26.18%	25.86%
2021 All Others	13.87%	10.09%	11.66%
<i>Source: ESRI, Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Average Household Income	\$68,539	\$64,928	\$41,846
<i>Source: ESRI, Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2010 Family Household with Child	30.24%	28.91%	24.31%
<i>Source: ESRI-2010 US Census</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2019 Households with 1+ Persons with a Disability (ACS-5YR)	30.53%	32.29%	45.53%
<i>Source: ESRI- American Community Survey Vintage 2015-2019</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2019 Median Home Value	\$150,800	\$154,100	\$112,500
<i>Source-ESRI-American Community Survey Vintage 2015-2019</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2021 Median Home Value	\$201,320	\$204,575	\$143,000
<i>Source-ESRI Vintage 2021</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2026 Median Home Value	\$243,195	\$247,036	\$224,510
<i>Source-ESRI Vintage 2026</i>			
	Polk County, FL	Winter Haven City, FL	Winter Haven Downtown CRA
2019 Households Below the Poverty Level	14.24%	15.03%	28.55%
<i>Source-ESRI-American Community Survey Vintage 2015-2019</i>			

Housing and Residential Markets

In Table 5 below, the median value of owner-occupied housing in the Study Area is \$143,000 which is 35.43 percent less than the City of Winter Haven median value of owner-occupied housing units (\$204,575) and 33.87 percent less than Polk County's median owner-occupied housing units (\$201,320). The Winter Haven Downtown CRA District reports a renter occupied percentage that exceeds the home ownership percentage and also reports the highest vacant housing unit percentage across geographies (19.16 percent). Forecasts indicate no significant change in owner or renter-occupied housing rates into year 2026 across geographies, with slight increases in total housing units into 2026. An older housing stock is reported within the Study Area with 89.01 percent of housing units located within the Downtown CRA being built prior to 2000.

The City of Winter Haven FY 2022 Budget Book references 5,845 new housing units built in the city since 2010 (single-family homes, mobile homes and multiple family units), with 94 new housing units completed in or near downtown since 2014. Projected population growth and shifting demographics suggest development of additional housing stock, will be needed to continue to meet the needs of the community. Correspondingly, options to renovate aging housing stock and additional housing options to support future residential demand should be considered. See Table 5 for more details.

The City of Winter Haven retained the Florida Housing Coalitions in 2020 to develop the 2021 Workforce Housing Action Plan that identified recommendations and targeted strategies in support of permanent affordable housing for the Winter Haven market. The Action Plan includes recommendations based on data analysis, input from the Downtown CRA Advisory Committee, community engagement, stakeholder interviews, and workforce housing industry standards. Recommendations identified within the Housing Action Plan that could influence future affordable housing development in the Downtown CRA include:

- Embrace workforce housing as a community asset and/or infrastructure.
- Establish a local affordable housing trust fund.
- Incentivize development of affordable housing.
- Fund projects with long-term affordability.
- Build capacity of housing leadership, including Affordable Housing Action Committee and City staff.
- Support high quality affordable housing developments throughout the city.
- Incorporate affordability requirements for PUDs and up-zonings.
- Update the land development code to facilitate more housing units of various types.
- Access additional federal funding sources.
- Avoid displacement from redevelopment.
- Integrate economic development with affordable housing.
- Support an employer assisted housing program (EAH).
- Create a dedicated position with the charge to facilitate the implementation of this plan.

Homelessness and shortages of adequate housing have been identified as an issue of great significance within the City of Winter Haven. The Winter Haven Housing White Paper (2019) developed by Heart for Winter Haven speaks to the issues of homelessness among families and provides recommendations to fill gaps and reduce homelessness over a 3-to-5-year term. Recommendations include:

- Address the Crisis
 - Eviction Diversion and Prevention, Risk Sharing Pool, Home Share Programs
- Lay the Groundwork
 - Rapid Re-Housing Program
- Development for the Future
 - Include Middle Housing and incremental development strategy in comprehensive plan to increase inventory and density

Taken together the 2021 Workforce Housing Action Plan, the Winter Haven Housing White Paper (2019), and the Housing Ownership Characteristics identified in Table 5 provide support for expanding the affordable housing supply within the City of Winter Haven and Study Area.

The significance of quality, safe, and affordable housing within the City of Winter Haven has been noted in policies and programs set forth by the City Commission. The City of Winter Haven has established a new Winter Haven Affordable Housing Fund (Ordinance O-21-59). The Fund was added to accommodate the City's allocation of monies to affordable housing, allows for greater flexibility in meeting the housing needs of the city, and included an appropriation of \$1,500,000 FY 2021-2022. Additionally, a Memorandum of Understanding (MOU) has been executed between the City of Winter Haven and the Winter Haven Economic Development Council to administer workforce housing programs and address workforce housing and community development needs. Moreover, a community partnership with Heart for Winter Haven has been established to address and reduce homelessness among families.

Table 5: Housing Ownership Characteristics			
	Polk County	Winter Haven City	Winter Haven Downtown CRA
2021 Total Housing Units	330,120	22,015	2,203
2021 Owner Occupied Housing Units	70.69%	66.57%	27.23%
2021 Renter Occupied Housing Units	29.31%	33.44%	72.77%
2021 Vacant Housing Units	18.42%	14.13%	19.16%
2021 Median Home Value	\$201,320	\$204,575	\$143,000
<i>Source: ESRI Vintage 2021</i>			
	Polk County	Winter Haven City	Winter Haven Downtown CRA
2019 Average Gross Rent (HHs Paying Cash Rent)	\$1,040	\$972	\$724
<i>Source: ESRI-American Community Survey Vintage 2015-2019</i>			
	Polk County	Winter Haven City	Winter Haven Downtown CRA
2026 Total Housing Units	353,020	23,679	2,276
2026 Owner Occupied Housing Units	71.53%	67.77%	27.88%
2026 Renter Occupied Housing Units	28.47%	32.23%	72.07%
<i>Source: ESRI Vintage 2026</i>			
	Polk County	Winter Haven City	Winter Haven Downtown CRA
2019 Housing Units Built in 2014 or Later	3.32%	5.13%	6.79%
2019 Housing Units Built in 2010-2013	2.46%	2.58%	1.03%
2019 Housing Units Built in 2000-2009	23.84%	23.11%	3.17%
2019 Housing Units Built in 1990-1999	17.69%	9.63%	10.45%
2019 Housing Units Built in 1980-1989	18.16%	15.66%	10.25%
2019 Housing Units Built in 1970-1979	15.12%	19.07%	31.25%
2019 Housing Units Built in 1960-1969	7.67%	7.53%	12.74%
2019 Housing Units Built in 1950-1959	6.47%	9.54%	9.77%
2019 Housing Units Built in 1940-1949	2.09%	2.50%	3.76%
2019 Housing Units Built in 1939 or Earlier	3.18%	5.26%	10.79%
<i>Source: ESRI-American Community Survey Vintage 2015-2019</i>			

Business and Employment

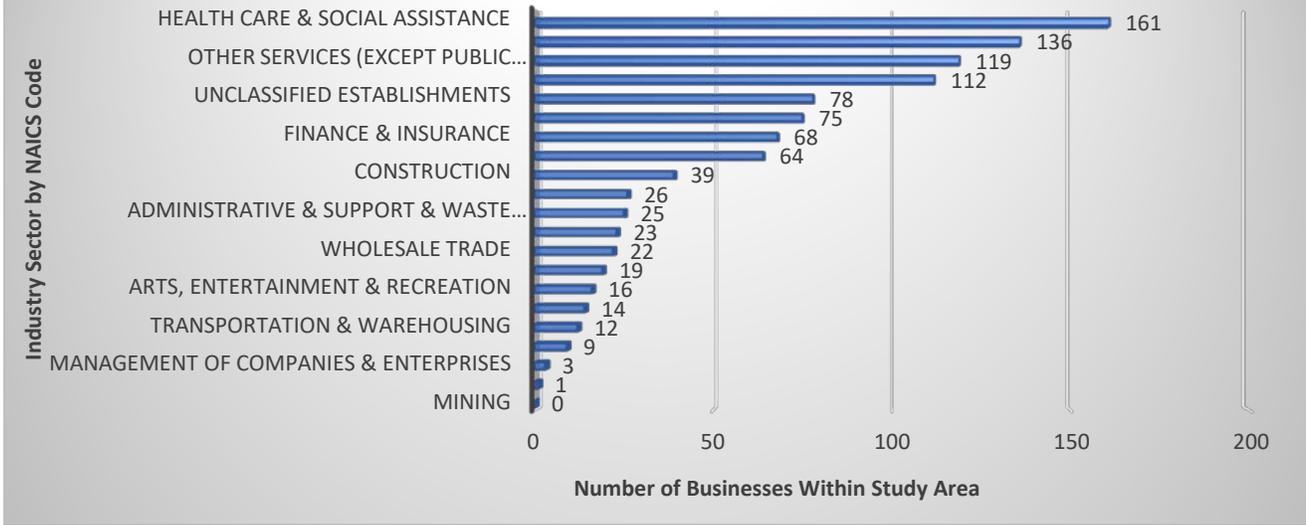
The purpose of the business and employment analysis is to examine the Winter Haven Downtown CRA business climate, and the distribution of economic activity by industry. The analysis identifies the largest sectors of the Study Area's economy while also providing a brief overview of the number of businesses, market supply and demand, and provides key indicators for determining the health of the local economy. For this analysis, the CFRPC utilized Total Residential Population forecasts for 2021, which provides a list of more than 12.5 million U.S. businesses—including the business name, location, franchise code, industry classification code, number of employees, and sales volume. Utilizing the Business and Facility search option, businesses within the Study Area were identified.

The composition of businesses has been evaluated using Business Certificates and the North American Industrial Classification System (NAICS) which has largely replaced the former version of the Standard Industrial Classified (SIC) system. Based on NAICS codes, much of the civilian employee population are employed in the following industries:

- Health Care & Social Services;
- Retail Trade;
- Other Services (except Public Administration); and
- Professional, Scientific & Tech Services

ESRI's Business Summary data encapsulates the list of businesses for specified NAICS and SIC categories and includes total number of businesses, and total number of employees for a specific trade area. Business Analyst reports 1,020 total businesses within the NAICS category with the highest number of businesses within the Winter Haven Downtown CRA tied to the Health Care/Social Assistance Industry (161) followed closely by the Retail Trade (136) and Other Services (except Public Administration) (119) as indicated by Figure 7. In terms of total employment, the largest industry sectors in this area are Retail Trade (19 percent), Health Care/social Assistance (12.2 percent), and Accommodation/Food Service (9.0 percent). Nearly 50 percent of the workforce are employed in white collar professions, with 13 percent employed in Sales and Sales Related occupations. The occupation distribution in the area is similar to the U.S. in most cases, with notable differences in Management and Food Preparation/Serving occupations. The Study Area's employment in the Management occupation group is 6.2 percentage points less than the U.S. or over 50 percent less than the rate of the U.S. The Food Preparation/Serving occupation group however, is 10.7 percentage points higher than the U.S. or more than triple the rate of the U.S. See Appendix C for a detailed description of businesses located within the Study Area.

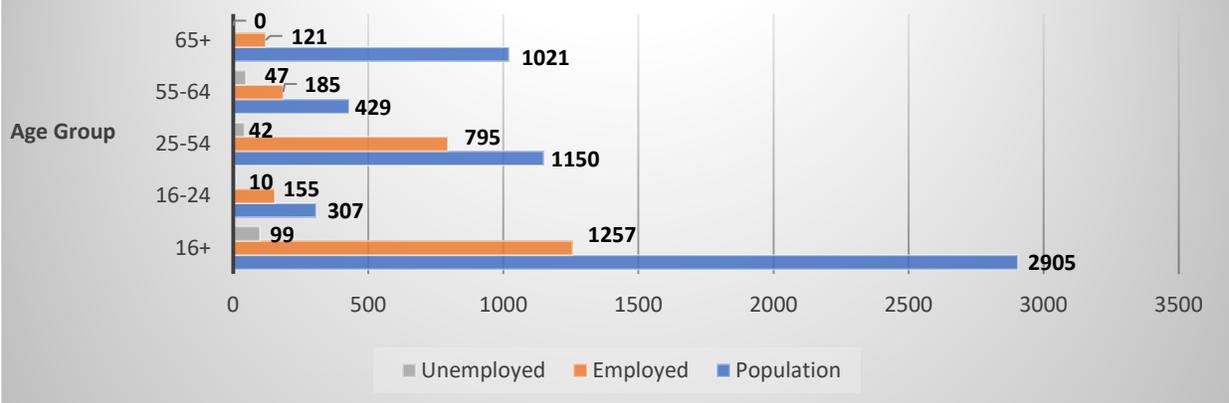
Figure 7: Winter Haven Downtown CRA Total Business Summary



Source: ESRI Total Residential Population forecasts for 2021

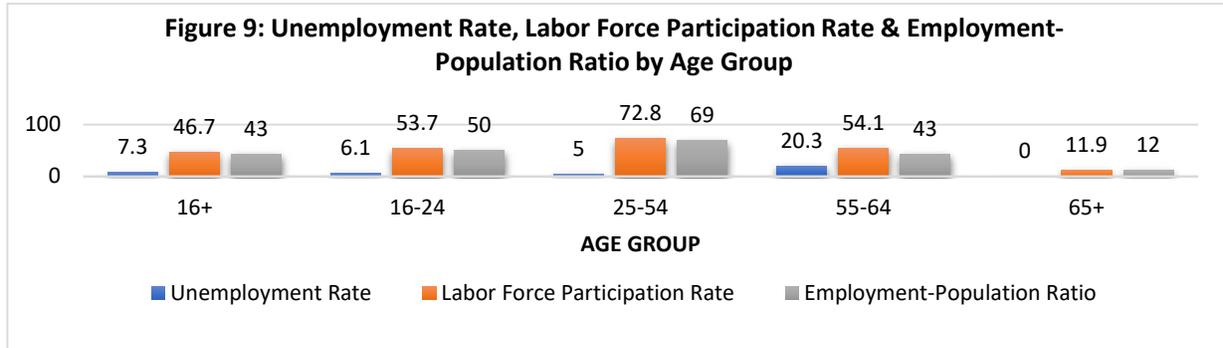
Labor force data provides important information regarding employment dynamics across age groups, industry, and occupation categories and consists of all persons 16 years of age and older who are either employed or unemployed. Additionally labor force data allows users to better plan and allocate resources to improve the economic wellbeing and quality of life within neighborhoods. ESRI Business Analyst reports that of the 2,905 people that reside within the Winter Haven Downtown CRA, a total of 1,257, or 46.7 percent, comprise the civilian labor force as indicated in Figure 8. The Study Area’s employment-population ratio of 43 (Figure 9) suggests that there are approximately 43 employed individuals for every 100 individuals who are of working age (age 16 years and older) and at 1,150, the population age group of 25 to 54 contains the highest number of workers within the Study Area. The employment-population ratio for this age group is 69.

Figure 8: Study Area Employed and Unemployed Civilian Population 16 Years and Older



Source: ESRI forecasts for 2021 and 2026

Utilizing the ESRI Business Analyst tool, 2021 labor force population 16 years of age and older is indicated to have an unemployment rate of 7.3 percent representing the total number of unemployed persons in relation to the civilian labor force. The population age group of 25 to 54 contains the lowest rate of unemployment (5 percent) in the Study Area with the age group of 55-64 reporting the highest unemployment rate (20.3 percent), as indicated in Figure 9, below.



Source: ESRI forecasts for 2021 and 2026.

Review of Current Conditions

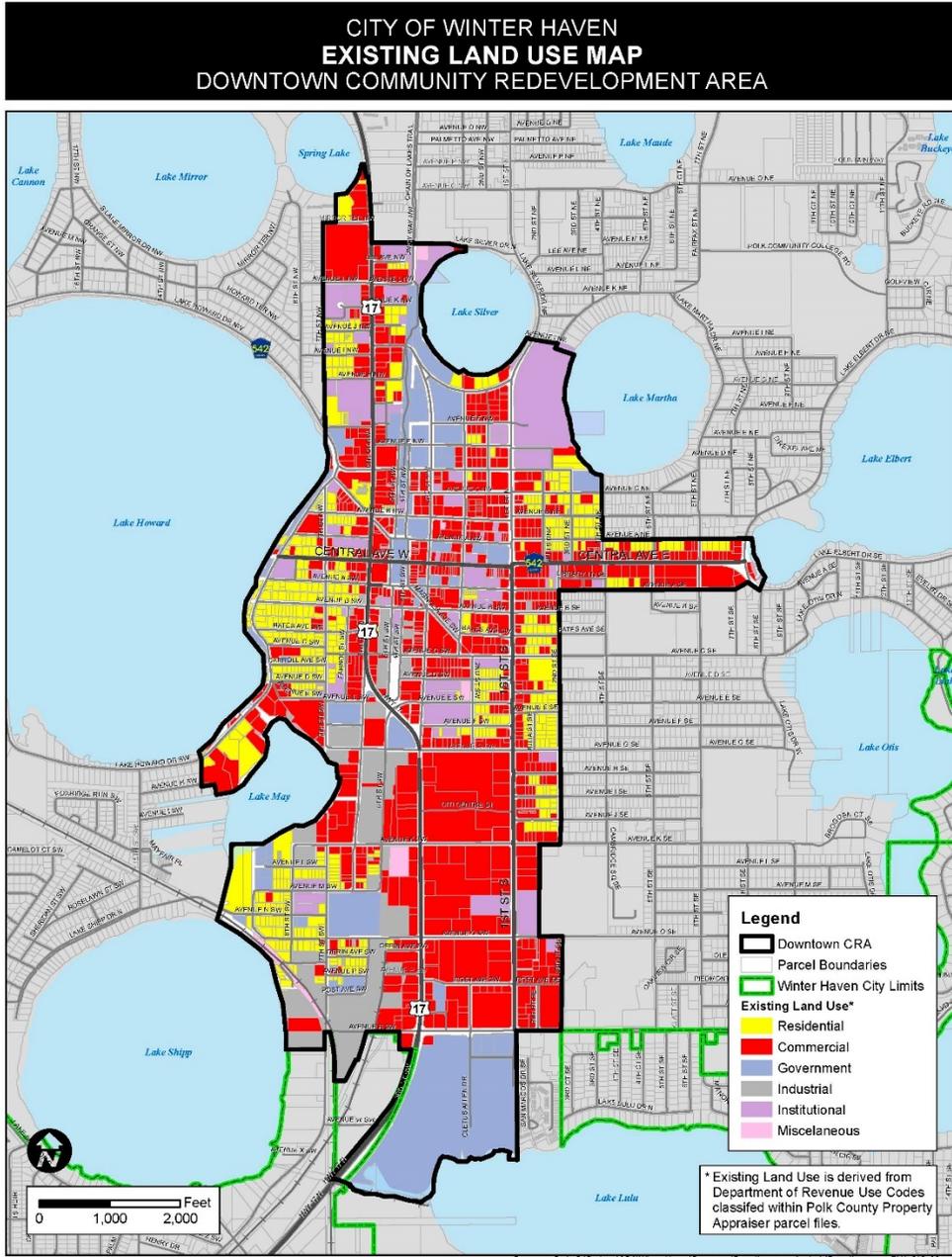
Existing Land Use Characteristics

The 1,697 parcels within the Downtown CRA represent a number of different existing land use types ranging from residential to commercial and governmental, institutional, industrial and miscellaneous lands. Existing land use information is derived from Department of Revenue Use Codes classified within Polk County Property Appraiser parcel files.

Of the existing land uses, commercial represents the greatest number of uses at 46 percent of the total land uses in the Downtown CRA, with Governmental and Residential uses comprising the second and third largest use types at 17 percent each. Industrial uses represent almost 8 percent and miscellaneous lands just less than 1 percent. Table 6 depicts these figures while Map 1 illustrates, geographically, the locations of these uses within the Downtown CRA.

Table 6 – Existing Land Use		
Use Type	Total Acreage	Percent Acreage
Commercial	397.1	46.2%
Governmental	145.9	17.0%
Industrial	65.9	7.7%
Institutional	97.4	11.3%
Miscellaneous	8.1	0.9%
Residential	144.9	16.9%
Total	859.4	100.0%

Map 1 – Downtown CRA Existing Land Use Map



Parcel Inventory Report

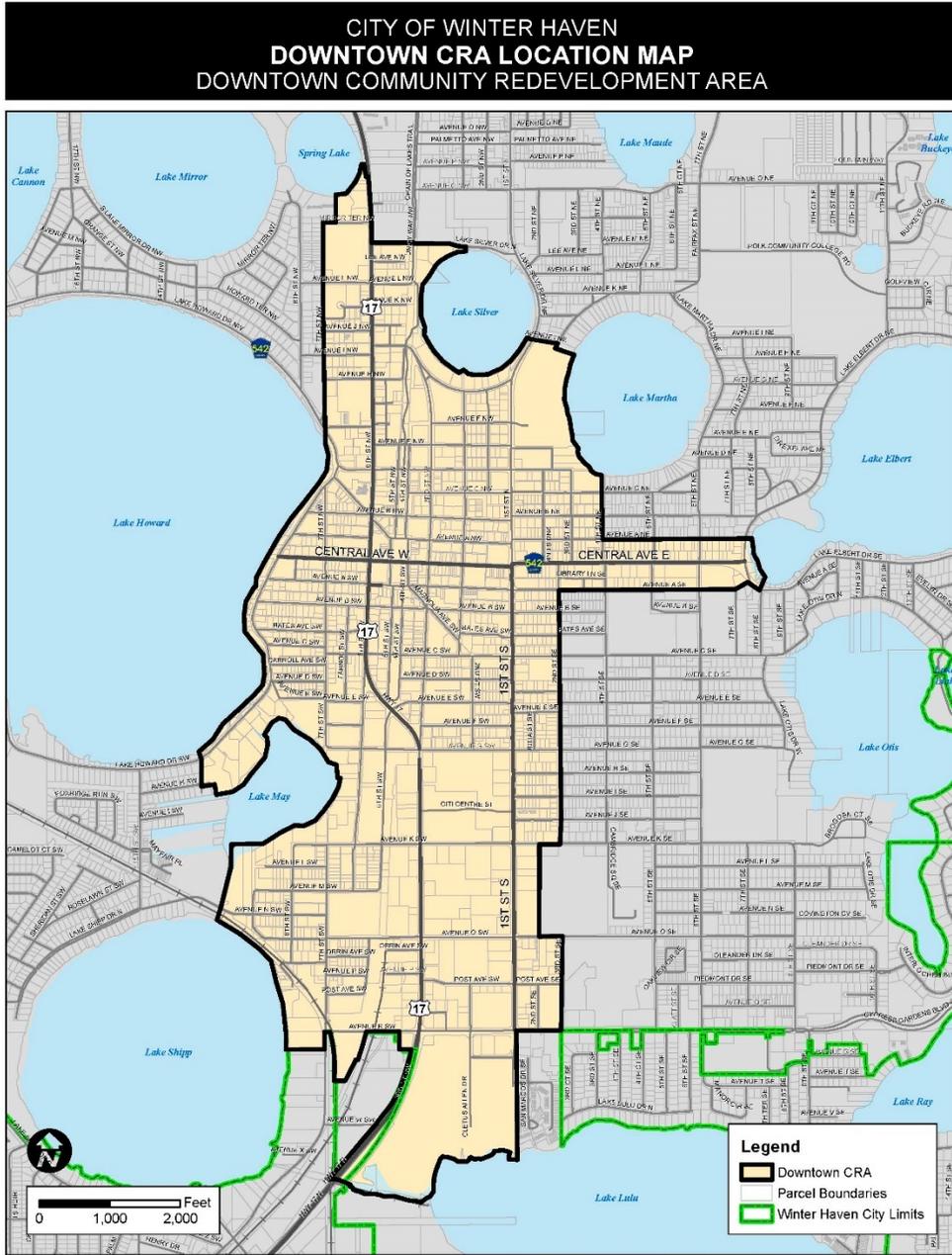
For review of land use conditions within the Downtown CRA, a parcel inventory was conducted using Geographic Information System (GIS) software. The parcel inventory includes information identifying parcels within the Downtown CRA, including parcel size, existing land use, existing Future land Use and zoning, and identification of both developed and vacant residential and nonresidential parcels.

A number of data sources were used in this review, including Polk County Property Appraiser parcel files (dated December 2021), Future Land Use and zoning data (dated November 2021) from the City of Winter Haven, and the use of aerial imagery from online services within the GIS software system, derived from Polk County Orthographic data obtained in February 2020.

The Downtown CRA encompasses a total area of 1,104 acres. See Map 1 which illustrates the location and geography of the Downtown CRA area. Of the total 1,104 acres, 859.4 acres are parceled lands. The remainder of the Downtown CRA area is comprised of 244.6 acres of public rights-of-way. Table 7 provides a breakdown of the total acreages described here. See Appendix F for a complete parcel inventory listing.

Area of CRA	Acreage
CRA (Total)	1,104
Parceled Lands within CRA	859.4
Right-of-way within CRA	244.6

Map 2 – Downtown CRA Map



Generalized Parcel Sizes

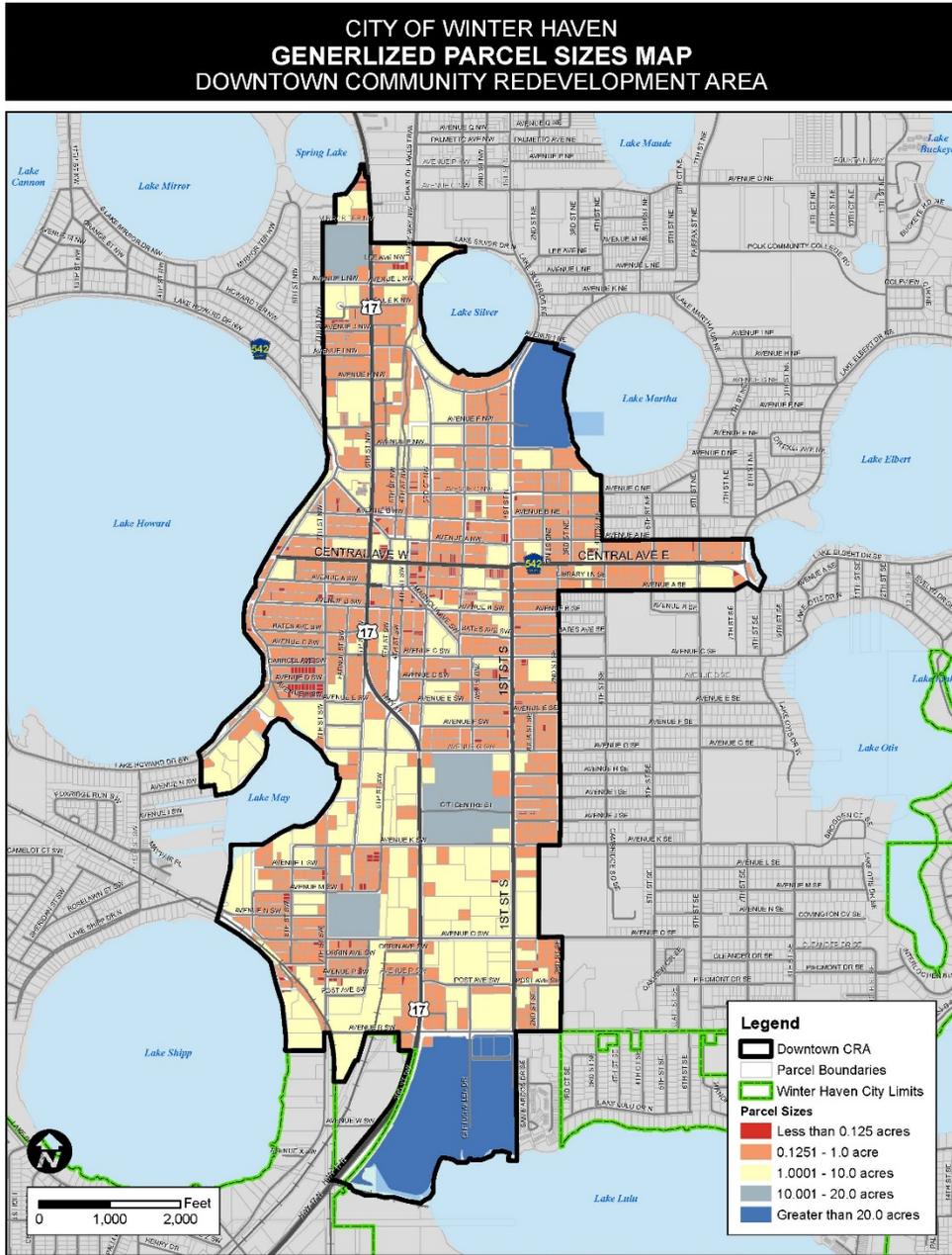
There is a total of 1,697 parcels within the Downtown CRA. These parceled lands range in size from less than an eighth of an acre (0.125 acres), generally represented by core downtown properties north and south of Central Avenue, including individual condominium units, to the largest parcels found in the Downtown CRA being 28.1 and 72.8 acres, represented by Winter Haven Hospital and the AdventHealth Fieldhouse and Conference Center, respectively.

Table 8 outlines the generalized parcel sizes within the Downtown CRA, broken into five (5) divisions. These divisions are not equal intervals, rather divisions reflecting common ranges of distinguishable land areas found in the Downtown CRA. These include lands that are less than 0.125 acres, 0.125 to 1.0 acre, 1.0001 acres to 10.0 acres, 10.0001 acres to 20.0 acres, and those greater than 20.0 acres.

Within the Downtown CRA, the majority of parceled lands (approximately 92 percent) are represented by properties sized equal to or less than 1.0 acre. Approximately 72 percent of these parcels are those sized between 0.125 (1/8) acres and 1.0 acres, with approximately 20 percent represented by those less than 0.125 (1/8) acres. This finding reveals that the majority of parceled land area within the Downtown CRA is comprised of smaller to medium-sized properties, with a minority (approximately 9 percent) of the parceled lands representing those greater than 1.0 acre in size. Map 3 illustrates the location and distribution of these parcels throughout the Downtown CRA.

Parcel Sizes	Number of Parcels	Percentage of Parcel Sizes
Less than 0.125 acres	333	19.6%
0.126 to 1.0 acre	1,215	71.6%
1.0001 acres to 10.0 acres	143	8.4%
10.0001 acres to 20.0 acres	4	0.2%
Greater than 20.0 acres	2	0.1%
Total	1,697	100.0%

Map 3 – Downtown CRA Generalized Parcel Sizes Map



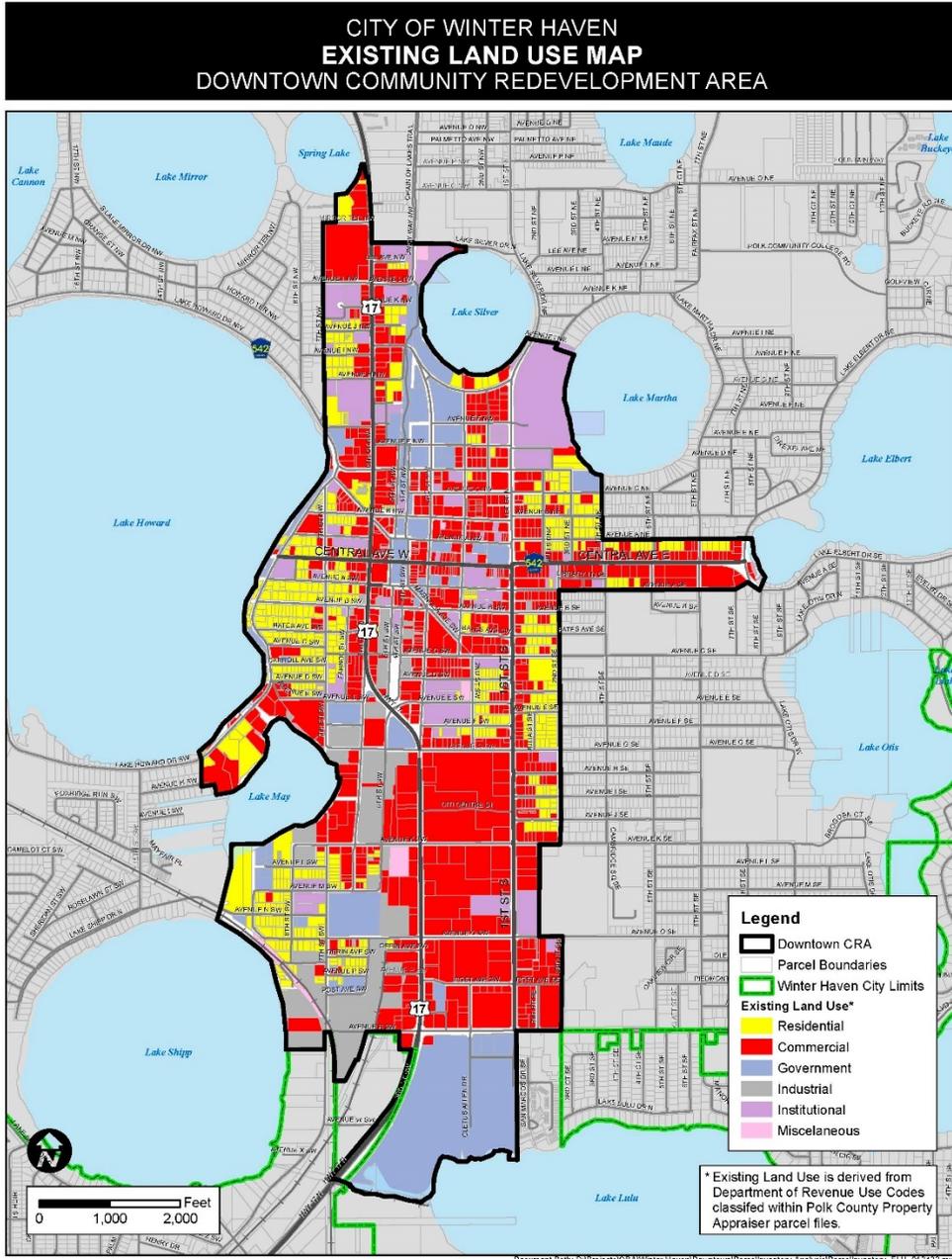
Existing Land Uses

The 1,697 parcels within the Downtown CRA represent several different existing land use types ranging from residential to commercial and governmental, institutional, industrial and miscellaneous lands. Existing land use information is derived from Department of Revenue Use Codes classified within Polk County Property Appraiser parcel files.

Of the existing land uses, commercial represents the greatest number of uses at 46 percent of the total land uses in the Downtown CRA, with governmental and residential uses comprising the second and third largest use types at 17 percent each. Industrial uses represent almost 8 percent and miscellaneous lands just less than 1 percent. Table 9 depicts these figures while Map 3 illustrates, geographically, the locations of these uses within the Downtown CRA.

Table 9 – Existing Land Use		
Use Type	Total Acreage	Percent Acreage
Commercial	397.1	46.2%
Governmental	145.9	17.0%
Industrial	65.9	7.7%
Institutional	97.4	11.3%
Miscellaneous	8.1	0.9%
Residential	144.9	16.9%
Total	859.4	100.0%

Map 3 – Downtown CRA Existing Land Use Map

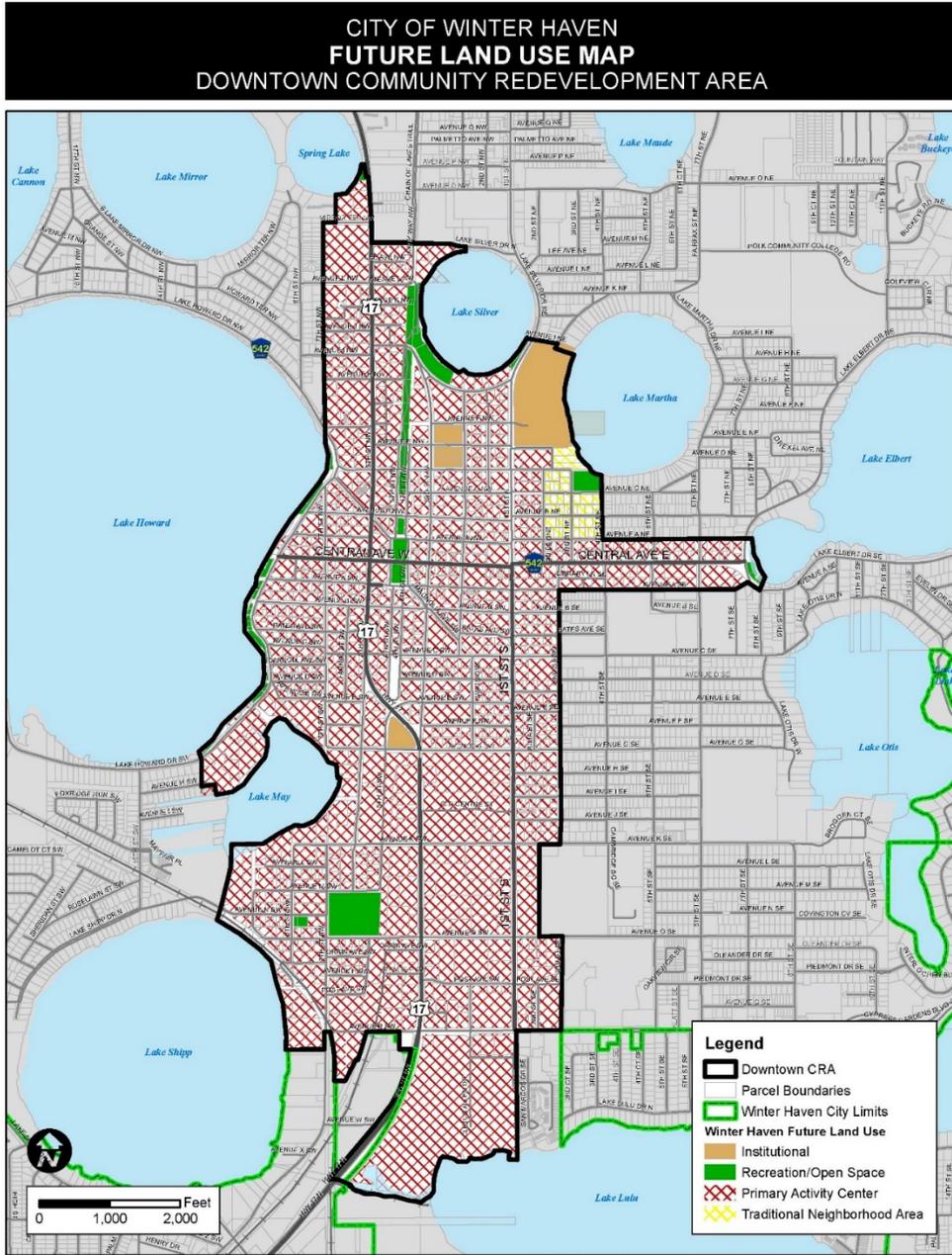


Future Land Use

Future Land Use in the Downtown CRA is represented by only a few categories, including Primary Activity Center, Traditional Neighborhood Area, Institutional and Recreation and Open Space. Primary Activity Center represents the majority of lands within the Downtown CRA at just more than 90 percent, with Institutional representing 4 percent, Recreation and Open Space at just more than 3 percent and Traditional Neighborhood Area at just more 1 percent. Table 10 depicts these figures while Map 4 illustrates, geographically, the locations of these assigned Future Land Use categories within the Downtown CRA.

Use Type	Total Acreage	Percent Acreage
Institutional	35.7	4.1%
Recreation and Open Space	31.9	3.7%
Primary Activity Center	778.1	90.5%
Traditional Neighborhood Area	13.7	1.6%
Total	859.4	100.0%

Map 4 – Downtown CRA Future Land Use Map



Zoning

Zoning districts in the Downtown CRA are consistent with the City’s Comprehensive Plan and Future Land Use assignments. While the Future Land Use designations are few, there are a number of zoning districts representing specific land development types within the Downtown CRA. Table 11 outlines these zoning districts while Map 5 illustrates, geographically, the location of the zoning districts found throughout the Downtown CRA.

Zoning District	Total Acreage	Percent Acreage
Commercial Downtown (C-1)	96.2	11.2%
Commercial Neighborhood (C-2)	9.7	1.1%
Commercial Highway (C-3)	259.3	30.2%
Commercial Heavy/General (C-4)	38.4	4.5%
Industrial Light (I-1)	42.2	4.9%
Industrial Heavy (I-2)	41.9	4.9%
Mixed Use (MX)	126.0	14.7%
Public Institutional (PI)	10.6	1.2%
Public Recreation (PR)	32.5	3.8%
Planned Unit Development (PUD)	119.9	13.9%
Residential Single Family (R-2)	2.0	0.2%
Residential Multi-Family (R-3)	35.0	4.1%
Residential Multi-Family (R-4)	31.0	3.6%
Residential High Density Multi-Family (R-5)	14.9	1.7%
Total	859.4	100.0%

The largest of the zoning assignments is Commercial Highway (C-3), which represents 30 percent of all zoning in the Downtown CRA and is generally located on the east and west sides of the US 17 corridor in the northern and southern regions of the Downtown CRA. These districts are synonymous with more intensive commercial and some institutional uses.

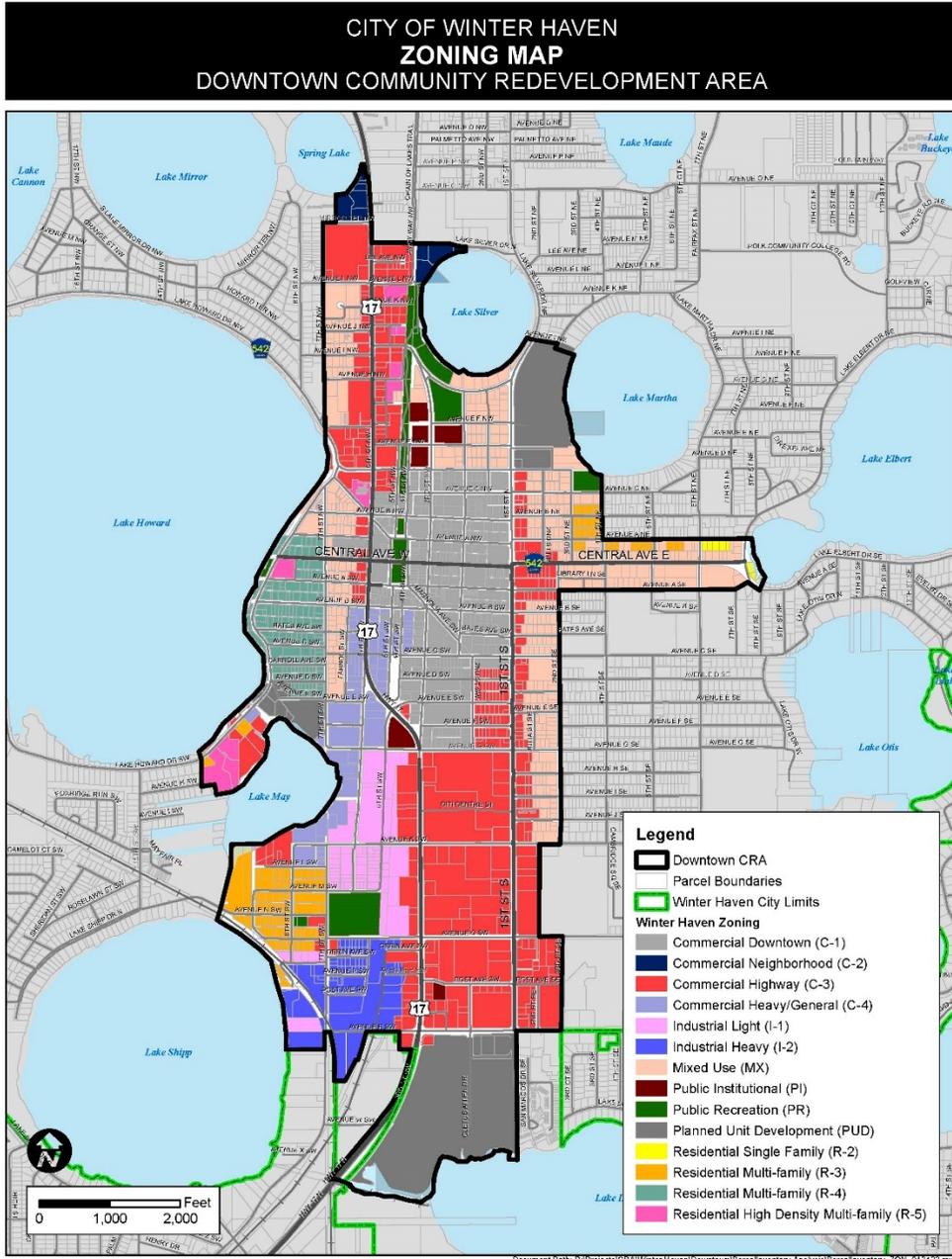
Between the areas zoned C-3, located between Avenue B Northwest and Avenue G Southwest, are properties zoned Commercial Downtown (C-1), which make up just more than 11 percent of the Downtown CRA. These properties are primarily lower intensive commercial uses which support the vibrant nature of the Downtown CRA.

The second and third largest district representations are made up of the city’s Mixed Use (MX) and Planned Unit Development (PUD) districts, which represent just less than 15 percent and 14 percent, respectively. The MX and PUD districts are primarily located near the periphery of the Downtown CRA. The MX districts are located on the west side of US 17 on the north and south sides of Central Avenue West, on the south side of Lake Silver, and on the north and south sides of Central Avenue East within the western region of the Downtown CRA. These areas constitute a strong mix of single- and multi-family residential and commercial uses, with a number of governmental and public institutional uses on the

south side of Lake Silver, including public parks, the downtown Central Park corridor and government offices. The two areas zoned PUD are located within the northern and southern regions of the Downtown CRA, respectively representing the locations of the Winter Haven Hospital and the AdventHealth Fieldhouse and Conference Center.

The remainder of the zoning districts are mixed throughout the Downtown CRA and include a mix of Commercial (C-2 and C-4), Industrial (I-1 and I-2), Public Institutional (PI), Public Recreational (PR), and Single- and Multi-Family Residential (R-2, R-3, R-4 and R-5), which combined represent 30 percent of the Downtown CRA.

Map 5 – Downtown CRA Zoning Map



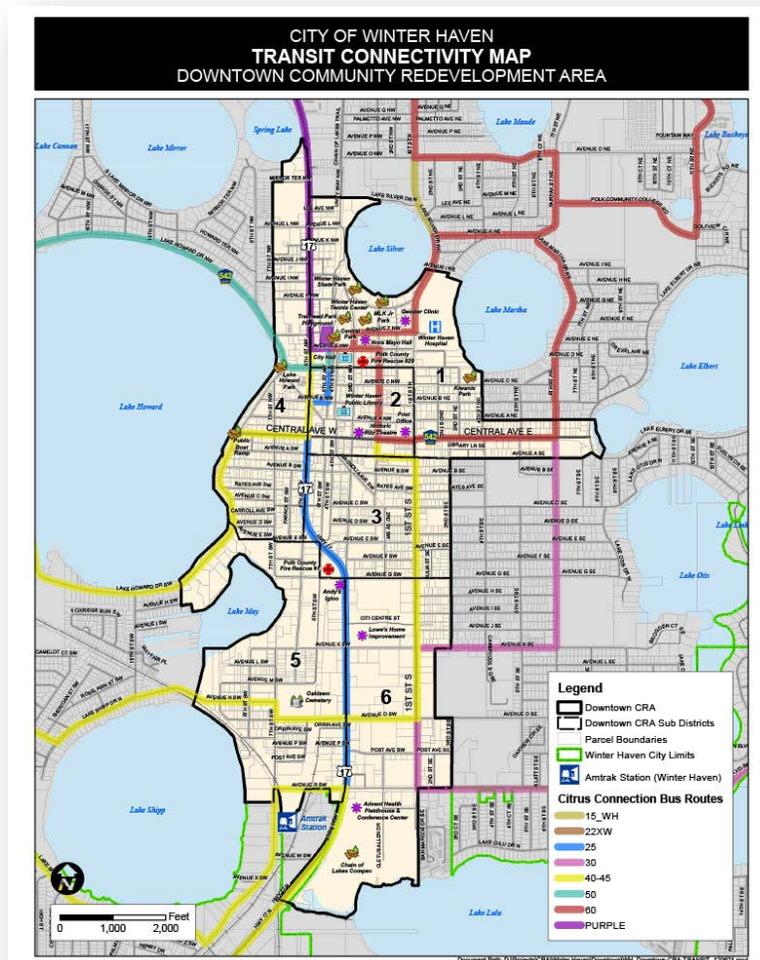
Transportation

The Winter Haven Downtown CRA District is served by eight Citrus Connection public transportation routes. The District includes primary roadways US Hwy 17 (US 17), 3rd Street W and 1st Street, which serve as attractive locations for commercial development. The Downtown District is divided by US 17 and 1st Street and connected by Central Avenue. The influence of US 17 and its local and regional significance has been noted in several special studies and vision plans with a focus on economic development, connectivity, safety, and mobility to include the Comprehensive Economic Development Strategy (CEDS), the US 17 Vision & Action Plan (Vision & Action plan) and the Momentum 2045 Long Range Transportation Pan (LRTP).

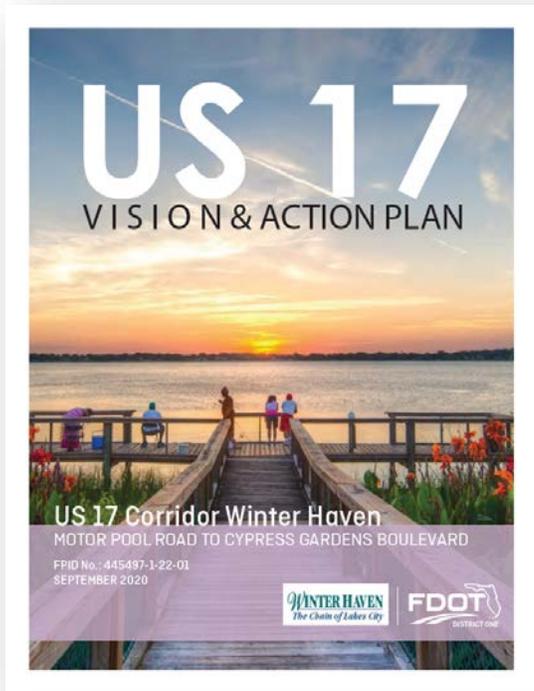
WINTER HAVEN DOWNTOWN CRA MODES OF TRANSPORTATION TO WORK



Source: Esri- -American Community Survey Vintage 2015-2019



The Florida Department of Transportation (FDOT) and the City of Winter Haven partnered to develop the US 17 Vision & Action Plan identifying tools and strategies to realize the community’s vision for the US 17 corridor. The Vision & Action Plan identified US 17 as the gateway to Winter Haven and a key corridor for access to local employment, commercial, retail, and (freight and commuter activities). Through the community engagement process multimodal safety and access, identity, and green connectivity were identified as challenges facing the US 17 corridor and the community. During these same discussions, opportunities to improve the economic wellbeing and quality of life within the US 17 corridor and Winter Haven Community, were also discussed. Phase 2 of the Action Plan identified immediate, short-term, and long-term strategies to realize the community’s vision for the corridor. Notably, through a visioning workshop residents and community stakeholders identified neighborhood priorities and established US 17 as the Gateway to Winter Haven. The enhancement of visual and physical connections through community placemaking strategies (gateway strategies, wayfinding signage, and public art) point to recommendations from the 2000 Downtown Winter Haven CRA Plan, to revitalize the corridor and create visual interest and landscaping to the Study Area’s key entry points.



The Polk Transportation Planning Organization (TPO) completed the Momentum 2045 Long Range Transportation Plan (LRTP) identifying needed transportation improvements and providing projections for the geographic distribution of population and employment within Polk County, into 2045. The LRTP identifies US 17 as one of Polk County’s major highway corridors and vital to supporting economic development activity within Polk County. Agency outreach and community engagement included surveys, virtual workshops, forums, interactive mapping activities and additional community outreach activities.



Of particular note, community stakeholders expressed concern over the increasing congestion in Northeast Polk County and interest in bicycle and pedestrian projects on US 17 to East Cypress Gardens Rd.

The LRTP reports that the population in Polk County will increase by 410,348 persons and 153,648 employees from 2015 to 2045 representing a growth rate of nearly 65 percent for population and 79 percent for employment. Additionally, the plan forecasts significant increases in Northeast Polk County which is inclusive of

the City of Winter and is served by several primary roadways to include the US 17 corridor which runs through the Winter Haven Downtown CRA and provides transportation connections for several communities.

Taken together, the US 17 Vision & Action Plan and the Momentum 2045 Long Range Transportation Plan provide insight into transit related needs and opportunities relative to Polk County and its major highway corridors. The studies provide a framework for future public investment, policy decisions, and provide actionable strategies that support the local community and provide for economic growth opportunities within the Downtown CRA District.

CFRPC staff conducted several community workshops and public information sessions to identify key points of interest related to the Downtown Winter Haven Community Redevelopment Plan update, and strategic priorities identified by community stakeholders. In response to the COVID-19 pandemic, CFRPC staff coordinated in-person and online options for community engagement with in-person sessions maintaining extended hours, allowing for additional flexibility and opportunities for participation. Staff conducted visual assessments of rush hour conditions, ease of crossing major roads and traffic flow between neighborhoods and along US 17. With respect to investment priorities, public comment and survey response data indicated a strong interest in connections for walking and biking, investment in roadway improvements, more walkability, wayfinding, and more landscaping/streetscaping which mirror

community responses identified in the Action Plan and LRTP.

GATEWAY SIGNAGE

SINGLE-SIDED MONOLITH WITH CHANNEL LETTERS-FRONT LIT / BACK LIT

TECHNOLOGY COMPONENT: WIFI, DATA COLLECTION AND CAMERAS

CHANGEABLE ART COMPONENT: BRAND DOWNTOWN DISTRICTS, PROMOTE UPCOMING EVENT, HIGHLIGHT LOCAL ART.

LIGHTING COMPONENT: COMPLIMENT EXISTING LIGHTING THOUGH OUT DOWNTOWN, SOUTH CENTRAL PARK AND THE PROPOSED UP LIT WATER TOWER - LIGHT DISTRICT

PROPOSED GATEWAY SIGNAGE WOULD BE THE INTRODUCTION TO A COMPLETE WAY FINDING COMPLIMENTARY DESIGN

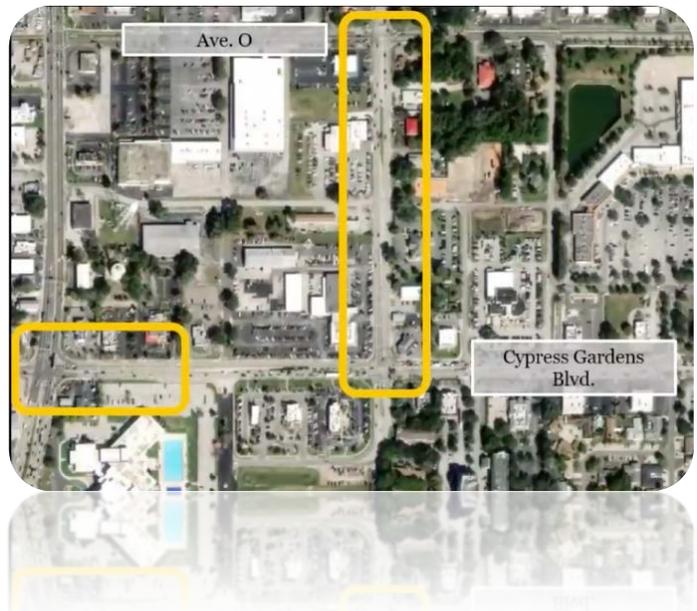
PROPOSED GENERAL LOCATIONS

LK SILVER 3RD ST. SW WEST CENTRAL EAST CENTRAL

The Downtown CRA has moved forward with several projects that speak to investment priorities previously identified. In collaboration with the Main Street Winter Haven design committee, the downtown Community Redevelopment Agency has moved forward with the placement of gateway signage throughout the downtown core to help provide wayfinding to those visiting the area and contribute to the investment image of the City of Winter Haven and the Downtown District. Additionally, transportation flow through and around the Downtown District and additional pedestrian enhancements are slated for execution through several projects to include:

- **2nd Street SW Project:** This will bring the streetscaping elements of downtown to this corridor) with pavers, lighting, improved crosswalks, and manage pedestrian and traffic safety.
- **Avenue C SW and 2nd Street Project:** The improvements include drainage, pedestrian safety enhancement, roadway safety and traffic calming, and on-street parking.

- **6th Street SW Project:** The improvements include drainage, pedestrian enhancements, and roadway safety.
- **1st Street North Project:** FDOT will lead the project with improvements to include pedestrian and roadway safety.
- **Cypress Gardens Blvd. Improvements:** FDOT has partnered with the city to bring improvements to the Cypress Gardens intersections at Hwy 17 and 1st Street, from Cypress Gardens Boulevard to Avenue O.



Infrastructure

Broadband and internet connectivity have been identified as vital components of economic resiliency. With this in mind, the City of Winter Haven has continued to advance community connections through the implementation of several initiatives geared toward technology investment and the expansion of underground fiber optic conduit. The City began utilizing a “dig once” approach in 2004. As water and sewer lines are replaced or extended, fiber optic infrastructure is installed wherever feasible. A Dark Fiber Fund was established in 2016 with the purpose of installing dark fiber throughout the city providing for future revenue opportunities with internet service providers and ultimately the opportunity to connect with fiber from other cities. In 2019, the City approved a resolution to form a Smart City Advisory Committee (SCAC), providing for additional opportunities to explore innovative smart city development, strategies, and partnerships. Moreover, the City of Winter Haven is working to implement several public Wi-Fi hotspots in various parks and city facilities using new high-speed fiber optics network to help address disparities in internet access.

Past, Current, and Projected Millage Rates

A mill is a ratio used to calculate ad valorem revenue. For example, if a tax rate is 1.00 mill and the taxable value of a piece of property is \$1,000, one dollar of revenue is generated. Table 12 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 2021 millage rate.

Table 12: Millage Rates			
Year	City Millage Rate	County Millage Rate	Combined Millage Rate
2010	5.7900	6.8665	12.6565
2011	5.7900	6.8665	12.6565
2012	5.7900	6.8665	12.6565
2013	5.7900	6.8665	12.6565
2014	5.7900	6.8665	12.6565
2015	5.7900	6.7815	12.5715
2016	5.7900	6.7815	12.5715
2017	5.7900	6.7815	12.5715
2018	6.7900	7.1565	13.9465
2019	6.7900	7.1565	14.2465
2020	6.7900	6.8990	13.6890
2021	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

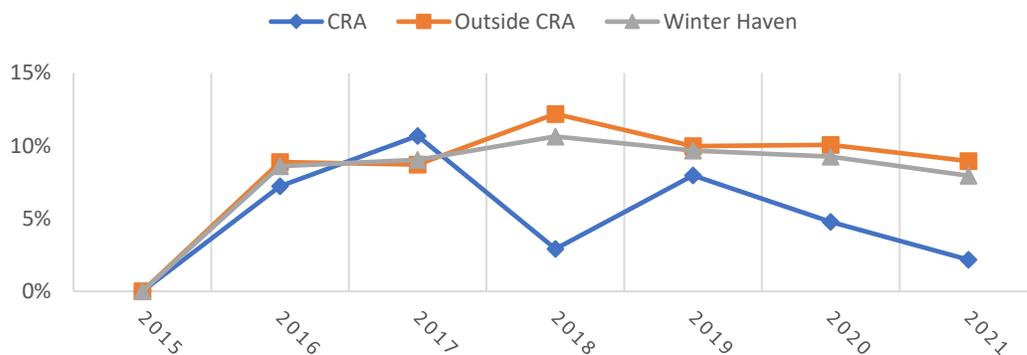
The Assessed Values for the properties in the Downtown CRA District increased each year from 2015 through 2021, with the strongest increase between 2016 and 2017. The growth in assessed values in the Downtown CRA District was not as strong as the growth in the City of Winter Haven or the area located outside the Downtown CRA District, except for 2017. 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 Downtown CRA district boundary remains the same. From 2015 to 2021, the Downtown CRA District experienced a 41.2 percent increase in assessed values, the area outside the CRA experienced a 75.1 percent increase in assessed values, and the City of Winter Haven experienced a 69.5 percent increase in assessed values.

Table 13: 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	\$358,167,785	--	\$1,786,310,488	--	\$2,144,478,273	--
2016	\$384,035,596	7.22%	\$1,945,155,359	8.89%	\$2,329,190,955	8.61%
2017	\$425,086,481	10.69%	\$2,114,503,451	8.71%	\$2,539,589,932	9.03%
2018	\$437,476,677	2.91%	\$2,372,485,560	12.20%	\$2,809,962,237	10.65%
2019	\$472,341,196	7.97%	\$2,609,235,330	9.98%	\$3,081,576,526	9.67%
2020	\$494,926,548	4.78%	\$2,871,757,279	10.06%	\$3,366,683,827	9.25%
2021	\$505,680,894	2.17%	\$3,128,573,619	8.94%	\$3,634,254,513	7.95%
Overall Change	\$147,513,109	41.19%	\$1,342,263,131	75.14%	\$1,489,776,240	69.47%

Source: the Polk County Property Appraiser's Office

FIGURE 10: ANNUAL PERCENT CHANGE IN ASSESSED VALUE HISTORY - DOWNTOWN CRA, OUTSIDE THE CRA, AND WITNER HAVEN



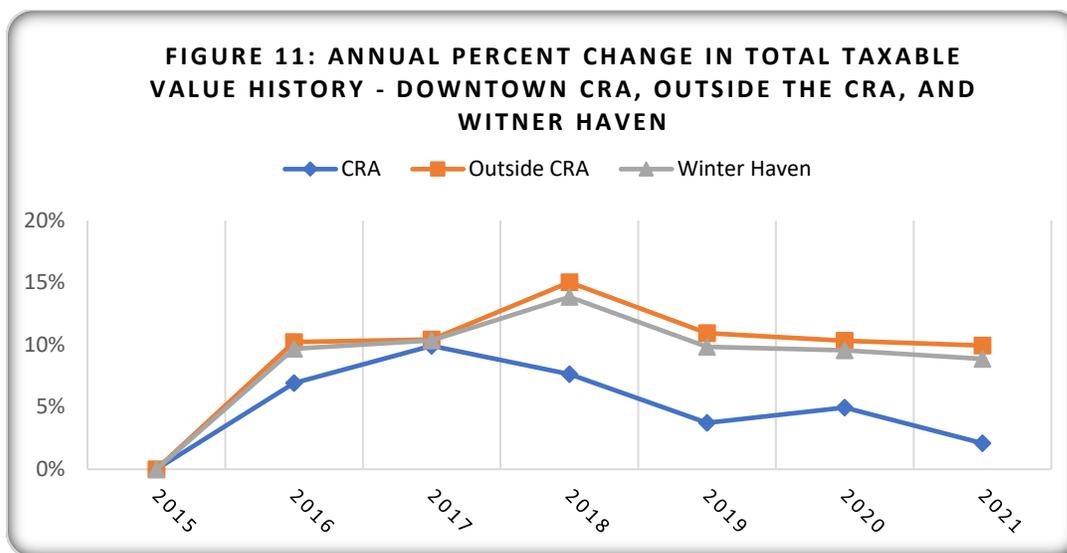
Taxable Values

The Total Taxable Values for the properties in the Downtown CRA District increased every year, with the strongest increase between 2013 and 2014. The growth in Total Taxable Values in the Downtown CRA District was not as strong as the growth in the City of Winter Haven or the area located outside the Downtown CRA District. The growth in Total Taxable Values in these areas have increased each year from 2015 through 2021 on average of 10.7 percent. This is partially explained through the addition of annexed lands in these areas while the Downtown CRA district boundary remains the same. From 2015 to 2021, the Downtown CRA District experienced a 40.9 percent increase in Total Taxable Values, the area outside the CRA experienced an 88.5 percent increase in Total Taxable Values, and the City of Winter Haven experiences an 80.6 percent increase in Total Taxable Values.

Table 14: Total Taxable Values

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	\$251,177,093	--	\$1,278,735,633	--	\$1,529,912,726	--
2016	\$268,610,485	6.94%	\$1,409,692,689	10.24%	\$1,678,303,174	9.70%
2017	\$295,288,121	9.93%	\$1,556,821,077	10.44%	\$1,852,109,198	10.36%
2018	\$317,864,011	7.65%	\$1,790,968,114	15.04%	\$2,108,832,125	13.86%
2019	\$329,751,844	3.74%	\$1,987,067,706	10.95%	\$2,316,819,550	9.86%
2020	\$346,095,556	4.96%	\$2,192,250,002	10.33%	\$2,538,345,558	9.56%
2021	\$353,877,243	2.25%	\$2,409,739,453	9.92%	\$2,763,616,696	8.87%
Overall Change	\$102,700,150	40.89%	\$1,131,003,820	88.45%	\$1,233,703,970	80.64%

Source: the Polk County Property Appraiser's Office



Tax Increment Revenue Projections

Original CRA Plan (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 33.3 million dollars by 2029. The information on Table 15 includes the revenue projections from the original CRA plan (page 68).

Table 15: Original Downtown CRA Plan Projection (1999 Base Year)

Year	Area Tax Base (Taxable Value)	Tax Base Increment	Millage Rate (City + County)	Increment Revenues	Increment Revenue Limit	Trust Fund Revenue (\$)	Cumulative Revenue (\$) – Since 2000
2021	285,198,892	113,888,325	13.9970	1,594,095	95%	1,514,390	18,507,104
2022	290,617,671	119,307,104	13.9970	1,669,942	95%	1,586,444	20,093,548
2023	296,139,407	124,828,840	13.9970	1,747,229	95%	1,659,868	21,753,416
2024	301,766,056	130,455,489	13.9970	1,825,985	95%	1,734,686	23,488,102
2025	307,499,611	136,189,044	13.9970	1,906,238	95%	1,810,926	25,299,028
2026	313,342,103	142,031,536	13.9970	1,988,015	95%	1,888,615	27,187,643
2027	319,295,603	147,985,036	13.9970	2,071,347	95%	1,967,779	29,155,422
2028	325,362,220	154,051,653	13.9970	2,156,261	95%	2,048,448	31,203,870
2029	331,544,102	160,233,535	13.9970	2,242,789	95%	2,130,649	33,334,520

***Note: 1999 Base line year**

Current Revenue Projections (1999 Base Year)

The original CRA plan projected an annual increase in taxable value of 1.9 percent. From 2015 to 2021, the annual percent change in taxable value for the Downtown CRA District averaged to 5.94 percent. The revenue projections assume an annual increase of 3.0 percent in taxable values within the CRA district with increases in years of catalyst projects as discussed in Catalyst Sites and Projects Section (page 71). Table 16 includes the forecast revenue projections for the Downtown 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 percent with a city tax rate of 6.7900 mills through 2022 and 6.5900 mills starting in 2023 and a county tax rate of 6.8990 mills. Figure 12 illustrates the difference in the annual forecast trust fund revenue projections for 2021 through 2029 for the original CRA Plan projections and the current projections.

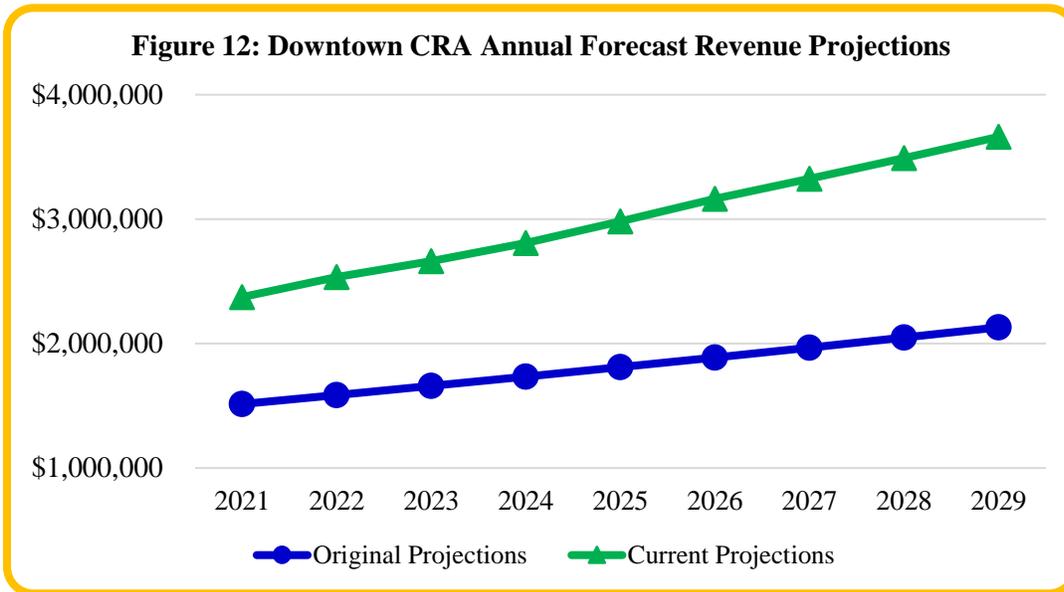
Table 16: Revenue Projection

Year	Area Tax Base (Taxable Value) (\$)	Tax Base Increment (\$)	City Millage	County Millage	Increment Revenues (\$)	Increment Revenue Limit	Trust Fund Revenue (\$)	Cumulative Revenue (\$)
1999	\$171,310,567							
2021	\$353,877,243	\$182,566,676	6.7900	6.8990	\$2,499,155	95%	\$2,374,197	\$2,374,197
2022	\$366,262,947	\$194,952,380	6.7900	6.8990	\$2,668,703	95%	\$2,535,268	\$2,535,268
2023	\$379,082,150	\$207,771,583	6.5900	6.8990	\$2,844,185	95%	\$2,662,499	\$5,197,767
2024	\$390,454,614	\$219,144,047	6.5900	6.8990	\$2,999,863	95%	\$2,808,232	\$8,006,000
2025	\$404,120,526	\$232,809,959	6.5900	6.8990	\$3,186,936	95%	\$2,983,355	\$10,989,355
2026	\$418,264,744	\$246,954,177	6.5900	6.8990	\$3,380,556	95%	\$3,164,607	\$14,153,961
2027	\$430,812,686	\$259,502,119	6.5900	6.8990	\$3,552,325	95%	\$3,325,403	\$17,479,364
2028	\$443,737,067	\$272,426,500	6.5900	6.8990	\$3,729,246	95%	\$3,491,023	\$20,970,387
2029	\$457,049,179	\$285,738,612	6.5900	6.8990	\$3,911,476	95%	\$3,661,612	\$24,631,999
2030	\$470,760,654	\$299,450,087	6.5900	6.8990	\$4,099,172	95%	\$3,837,318	\$28,469,317
2031	\$484,883,474	\$313,572,907	6.5900	6.8990	\$4,292,500	95%	\$4,018,296	\$32,487,613
2032	\$499,429,978	\$328,119,411	6.5900	6.8990	\$4,491,627	95%	\$4,204,703	\$36,692,315
2033	\$514,412,877	\$343,102,310	6.5900	6.8990	\$4,696,728	95%	\$4,396,702	\$41,089,017
2034	\$529,845,264	\$358,534,697	6.5900	6.8990	\$4,907,981	95%	\$4,594,461	\$45,683,478
2035	\$545,740,622	\$374,430,055	6.5900	6.8990	\$5,125,573	95%	\$4,798,153	\$50,481,630
2036	\$562,112,840	\$390,802,273	6.5900	6.8990	\$5,349,692	95%	\$5,007,955	\$55,489,586
2037	\$578,976,226	\$407,665,659	6.5900	6.8990	\$5,580,535	95%	\$5,224,052	\$60,713,638
2038	\$596,345,512	\$425,034,945	6.5900	6.8990	\$5,818,303	95%	\$5,446,632	\$66,160,269
2039	\$614,235,878	\$442,925,311	6.5900	6.8990	\$6,063,205	95%	\$5,675,889	\$71,836,158
2040	\$632,662,954	\$461,352,387	6.5900	6.8990	\$6,315,453	95%	\$5,912,023	\$77,748,181
2041	\$651,642,843	\$480,332,276	6.5900	6.8990	\$6,575,269	95%	\$6,155,242	\$83,903,423
2042	\$671,192,128	\$499,881,561	6.5900	6.8990	\$6,842,879	95%	\$6,405,757	\$90,309,180
2043	\$691,327,892	\$520,017,325	6.5900	6.8990	\$7,118,517	95%	\$6,663,788	\$96,972,968
2044	\$712,067,729	\$540,757,162	6.5900	6.8990	\$7,402,425	95%	\$6,929,560	\$103,902,528
2045	\$733,429,760	\$562,119,193	6.5900	6.8990	\$7,694,850	95%	\$7,203,305	\$111,105,832
2046	\$755,432,653	\$584,122,086	6.5900	6.8990	\$7,996,047	95%	\$7,485,262	\$118,591,094
2047	\$778,095,633	\$606,785,066	6.5900	6.8990	\$8,306,281	95%	\$7,775,678	\$126,366,772
2048	\$801,438,502	\$630,127,935	6.5900	6.8990	\$8,625,821	95%	\$8,074,806	\$134,441,578
2049	\$825,481,657	\$654,171,090	6.5900	6.8990	\$8,954,948	95%	\$8,382,908	\$142,824,486
2050	\$850,246,107	\$678,935,540	6.5900	6.8990	\$9,293,949	95%	\$8,700,253	\$151,524,739
2051	\$875,753,490	\$704,442,923	6.5900	6.8990	\$9,643,119	95%	\$9,027,119	\$160,551,858
2052	\$902,026,094	\$730,715,527	6.5900	6.8990	\$10,002,765	95%	\$9,363,791	\$169,915,649
2053	\$929,086,877	\$757,776,310	6.5900	6.8990	\$10,373,200	95%	\$9,710,562	\$179,626,211

Table 16: 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 (\$)
2054	\$956,959,484	\$785,648,917	6.5900	6.8990	\$10,754,748	95%	\$10,067,737	\$189,693,949
2055	\$985,668,268	\$814,357,701	6.5900	6.8990	\$11,147,743	95%	\$10,435,627	\$200,129,576
2056	\$1,015,238,316	\$843,927,749	6.5900	6.8990	\$11,552,527	95%	\$10,814,554	\$210,944,130
2057	\$1,045,695,466	\$874,384,899	6.5900	6.8990	\$11,969,455	95%	\$11,204,849	\$222,148,979
2058	\$1,077,066,330	\$905,755,763	6.5900	6.8990	\$12,398,891	95%	\$11,606,853	\$233,755,832
2059	\$1,109,378,320	\$938,067,753	6.5900	6.8990	\$12,841,209	95%	\$12,020,916	\$245,776,748
2060	\$1,142,659,669	\$971,349,102	6.5900	6.8990	\$13,296,798	95%	\$12,447,402	\$258,224,150

1999 Base line year



PARCEL LIST

The following pages include a listing of parcels located within the Downtown Winter Haven CRA. The list includes parcels identified by the Polk County Property Appraiser for the 2021 tax year.

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
26282000000012020	262820554000009270	262820557000001140	262820566500001090
26282000000012050	262820554000010061	262820557000001160	262820566500002010
26282000000012061	262820554000015060	262820557000001170	262820566500002030
26282000000012070	262820554000016010	262820557000002010	262820566500002050
26282000000013020	262820554000016040	262820557000002020	262820566500002081
26282000000014020	262820554000016160	262820557000002030	262820566500002082
26282000000014040	262820554500013010	262820557000002040	262820566500002170
26282000000014060	262820554500013030	262820557000002060	262820566500002191
26282000000014070	262820554500013050	262820557000002080	262820566500002193
26282000000014090	262820554500013070	262820557000002090	262820566500002211
26282000000014100	262820554500014010	262820557000002110	262820566500002212
26282000000014110	262820554500014030	262820557000002120	262820566500002221
26282000000023010	262820554500014040	262820557000002140	262820566500002222
26282000000023020	262820554500014050	262820557000003010	262820566500002240
26282000000023030	262820554500014071	262820557000003031	262820566500002251
26282000000023040	262820555000010010	262820557000003060	262820566500004010
26282000000023050	262820555000010020	262820557000003081	262820566500004040
26282000000024020	262820555000010030	262820557000003100	262820566500004090
26282000000024030	262820555000010040	262820557500000080	262820566500004110
262820554000001010	262820555000011010	262820558000000090	262820566500004120
262820554000001120	262820555000011020	262820558000000192	262820566500004130
262820554000001131	262820555000011030	262820558000000200	262820566500004150
262820554000001150	262820555000011040	262820558000000230	262820566500004170
262820554000001170	262820555000011050	262820558000000250	262820566500004190
262820554000001180	262820555000011060	262820558000000270	262820566500004200
262820554000002000	262820555000011070	262820558000000300	262820566500004220
262820554000003010	262820555000011080	262820558500000020	262820566500004230
262820554000004010	262820555000012010	262820560500000061	262820567000000050
262820554000005010	262820555000012020	262820566000001101	262820567000000100
262820554000005080	262820555000012030	262820566000001102	262820567500000020
262820554000007000	262820555000012040	262820566000001103	262820567500000041
262820554000008010	262820555000012050	262820566000001104	262820567500000042
262820554000008070	262820555000012060	262820566000001105	262820568000003040
262820554000008160	262820555000012070	262820566000001107	262820568000003050
262820554000008190	262820555000012080	262820566000001109	262820568500003010
262820554000008220	262820556000000182	262820566000001110	262820568500003070
262820554000008270	262820556500000010	262820566000001114	262820568500003110
262820554000009010	262820556500000040	262820566000001115	262820568500003140

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262820554000009040	262820556500000070	262820566000001116	262820568500004100
262820554000009050	262820556500000080	262820566000001118	262820568500004130
262820554000009080	262820557000001090	262820566000001119	262820568500004150
262820554000009120	262820557000001110	262820566500001010	262820568500004191
262820554000009200	262820557000001120	262820566500001030	262820568500004192
262820554000009260	262820557000001130	262820566500001041	262820568500004220
262820568500004260	262820570420000080	262828604000006140	262828605000002090
262820568500004280	262820570420000090	262828604000006170	262828605000002150
262820568500005050	262820570420000100	262828604000007010	262828605000003010
262820568500005100	262820570420000110	262828604000007021	262828605000003020
262820568500005160	262820570420000120	262828604000007022	262828605000003030
262820568500005200	262820570420000130	262828604000007050	262828605000003040
262820568500005220	262820570423000010	262828604000007060	262828605000003050
262820568500007090	262820570426003010	262828604000007080	262828605000003061
262820568500007111	262820570426003040	262828604000007100	262828605000003062
262820568500007140	262820570426003110	262828604000007120	262828605000003080
262820569000000010	262820570426003130	262828604000007150	262828605000003090
262820570000010100	262820570426003142	262828604000007170	262828605000003110
262820570000011400	262820570426003143	262828604000007181	262828605000003120
262820570000013400	262820570426003170	262828604000007191	262828605000003130
262820570000020100	262820570426003190	262828604000007220	262828605000003150
262820570000020500	262820570426003210	262828604000007230	262828605000004010
262820570000021000	262820570426003230	262828604000008010	262828605000004021
262820570000021400	262820570426003250	262828604000008020	262828605000004040
262820570000021900	262820570427000010	262828604000008030	262828605000004061
262820570000022200	262820570427000020	262828604000008040	262828605000004080
262820570000022400	262821582500001010	262828604000008050	262828605000004110
262820570000022800	262821582500001020	262828604000008060	262828605000004120
262820570000023200	262821582500002000	262828604000008080	262828605000004131
262820570000030300	262821582500003010	262828604000008100	262828605000004141
262820570000030601	262821582500003070	262828604000008110	262828605000005010
262820570000031010	262821583000000010	262828604000008130	262828605000005030
262820570000031200	262828000000031010	262828604000008140	262828605000005061
262820570000031900	262828000000031020	262828604000008160	262828605000005080
262820570000032110	262828000000031030	262828604000008180	262828605000005090
262820570000040000	262828000000031060	262828604000008190	262828605000005110
262820570410001010	262828000000031070	262828604000008210	262828605000005131
262820570410001020	262828594000000010	262828605000001012	262828605000005132
262820570410001030	262828594000000091	262828605000001021	262828605000006010
262820570410002010	262828594000000120	262828605000001030	262828605000006031
262820570410002020	262828595000000022	262828605000001050	262828605000006050
262820570410002030	262828595000000023	262828605000001060	262828605000006060

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262820570410002040	262828604000006010	262828605000001071	262828605000006080
262820570420000010	262828604000006020	262828605000001080	262828605000006091
262820570420000020	262828604000006030	262828605000001091	262828605000006110
262820570420000030	262828604000006040	262828605000001101	262828605000006120
262820570420000040	262828604000006050	262828605000001120	262828605000006131
262820570420000050	262828604000006070	262828605000002010	262828605000006140
262820570420000060	262828604000006090	262828605000002032	262828605000007010
262820570420000070	262828604000006110	262828605000002050	262828605000007020
262828605000007030	262828605500013090	262828606500000314	262828609500000040
262828605000007040	262828605500013110	262828606500000315	262828609500000060
262828605000007050	262828605500013120	262828606500000319	262828609500000070
262828605000007080	262828605500013130	262828607000001010	262828609500000090
262828605000007090	262828605500013220	262828607000001020	262828609500000100
262828605000007100	262828605500014010	262828607000001030	262828609500000110
262828605000007120	262828605500014030	262828607000001040	262828609500000120
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262828605000008090	262828605500014090	262828607000001112	262828609500000190
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262828605000008152	262828605500014240	262828607000001200	262828616000000010
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262828605000010050	262828605500015130	262828607000002130	262828616000000110
262828605000010060	262828605500015150	262828607000002150	262828616000000121
262828605000010070	262828605500015161	262828607000002160	262828616000000122
262828605000010080	262828605500015180	262828607000002170	262828616500000010
262828605000010100	262828605500015200	262828607000002180	262828616500000020
262828605000010111	262828605500015220	262828607000002200	262828616500000030
262828605000010130	262828605500015230	262828607000002210	262828616500000040
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Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262828605000011050	262828606500000100	262828609000000041	262828616500000061
262828605000011061	262828606500000200	262828609000000042	262828616500000070
262828605000011062	262828606500000301	262828609000000043	262828616500000090
262828605000011080	262828606500000303	262828609000000044	262828616500000100
262828605000011090	262828606500000306	262828609000000045	262828616500000110
262828605000011100	262828606500000307	262828609000000046	262828616500000120
262828605500011010	262828606500000308	262828609000000047	262828616500000130
262828605500011160	262828606500000309	262828609500000010	262828616500000140
262828605500013010	262828606500000310	262828609500000020	262828616500000150
262828605500013040	262828606500000311	262828609500000030	262828616500000160
262828616500000170	262828618000020060	262829000000013020	262829620000002040
262828616500000181	262828618000020070	262829000000013030	262829620000002060
262828616500000190	262828618000020080	262829000000013040	262829620000002072
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262828617000001030	262828618000020220	262829000000014060	262829620000002130
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262828618000019090	262828618571002050	262829000000044200	262829620000007080
262828618000019100	262828618571002060	262829000000044300	262829620000007101

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262828618000019130	262828618571002070	262829618700000310	262829620000007110
262828618000019160	262828618571002080	2628296190000002010	262829620000007120
262828618000019170	262828618573000010	262829619600000010	262829620000007131
262828618000019180	262828618573000020	262829619600000020	262829620000007150
262828618000019190	262828618573000030	262829619600000040	262829620000007190
262828618000019210	262828618573000040	262829619600000050	262829620000007211
262828618000019220	262828618573000050	262829620000001010	262829620000007221
262828618000019231	262828618573000060	262829620000001070	262829620000007260
262828618000019232	262828618573000070	262829620000001080	262829620500000012
262828618000020011	262828618573000080	262829620000001100	262829620500000013
262828618000020012	262828618573000090	262829620000001110	262829620500000015
262828618000020050	262829000000013010	262829620000002010	262829620500000016
262829620500000019	262829621000023110	262829621000035060	262829621000052180
262829620500000020	262829621000023120	262829621000035080	262829621000052200
262829620500000021	262829621000023130	262829621000035101	262829621000053010
262829620500000022	262829621000023141	262829621000035102	262829621000053110
262829621000012010	262829621000023142	262829621000035103	262829621000053120
262829621000012040	262829621000023151	262829621000035120	262829621000053150
262829621000012051	262829621000023152	262829621000035121	262829621000053190
262829621000012081	262829621000024011	262829621000036021	262829621000054010
262829621000012121	262829621000024012	262829621000036022	262829621000054040
262829621000012122	262829621000024020	262829621000036023	262829621000054050
262829621000012130	262829621000024031	262829621000036024	262829621000054070
262829621000012140	262829621000024032	262829621000041011	262829621000054090
262829621000012160	262829621000024040	262829621000041013	262829621000054100
262829621000012170	262829621000024050	262829621000041014	262829621000054110
262829621000012180	262829621000024060	262829621000041021	262829621000054120
262829621000012190	262829621000024070	262829621000041022	262829621000054140
262829621000012210	262829621000024080	262829621000041030	262829621000054150
262829621000012231	262829621000024090	262829621000042080	262829621000054160
262829621000012232	262829621000024120	262829621000042120	262829621000054170
262829621000012240	262829621000024140	262829621000042130	262829621000054180
262829621000013010	262829621000026011	262829621000043050	262829621000054200
262829621000015010	262829621000026012	262829621000043080	262829621000054210
262829621000015030	262829621000026013	262829621000043090	262829621000055011
262829621000015140	262829621000031030	262829621000043120	262829621000055030
262829621000015161	262829621000032011	262829621000043130	262829621000055040
262829621000015162	262829621000033010	262829621000043131	262829621000055050
262829621000015220	262829621000033021	262829621000043141	262829621000055060
262829621000015230	262829621000033022	262829621000043142	262829621000055080
262829621000015241	262829621000033080	262829621000044010	262829621000055100
262829621000016011	262829621000033100	262829621000046042	262829621000055121

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262829621000016031	262829621000033110	262829621000051011	262829621000055122
262829621000016032	262829621000033170	262829621000051012	262829621000055131
262829621000016033	262829621000034010	262829621000051080	262829621000055140
262829621000016042	262829621000034030	262829621000052011	262829621000055160
262829621000016043	262829621000034050	262829621000052040	262829621000055190
262829621000022010	262829621000034070	262829621000052060	262829621500000010
262829621000022040	262829621000034110	262829621000052070	262829621500000020
262829621000022051	262829621000034120	262829621000052080	262829621500000030
262829621000022071	262829621000034130	262829621000052090	262829621500000050
262829621000022110	262829621000034140	262829621000052100	262829621500000100
262829621000023010	262829621000034150	262829621000052110	262829622000000103
262829621000023053	262829621000034160	262829621000052130	262829622000000104
262829621000023090	262829621000035021	262829621000052151	262829622000000105
262829621000023101	262829621000035050	262829621000052161	262829622000000106
262829622500000010	262829625000000040	262829629000000011	262829632000003060
262829622500000091	262829625000000060	262829629000000012	262829632000003070
262829622500000093	262829625000000100	262829629000000013	262829632000003111
262829623000000040	262829625500000030	262829629000000030	262829632000003112
262829623000000051	262829626000000010	262829629000000062	262829632000003113
262829623000000070	262829626500000011	262829629000000070	262829632000003114
262829623000000140	262829626500000012	262829629000000080	262829632000003120
262829623000000150	262829626500000031	262829629000000100	262829632000003140
262829623000000180	262829626500000032	262829629500000010	262829632000003160
262829623000000200	262829626500000052	262829629500000040	262829632000003180
262829623000000210	262829626500000061	262829629500000050	262829632000004010
262829623500002011	262829626500000081	262829629500000060	262829632000004050
262829623500002012	262829626500000090	262829630000001010	262829632000004060
262829623500002090	262829626500000100	262829630000002010	262829632000004211
262829623500004070	262829627000000020	262829630000002030	262829632000004230
262829624000001001	262829627000000041	262829630000002041	262829632000004240
262829624000001002	262829627500000350	262829630000002042	262829632000004260
262829624000001003	262829627500000380	262829630000002071	262829632000005010
262829624000001004	262829627500000420	262829630000002080	262829632000005020
262829624000001005	262829627500000510	262829630000002090	262829632000005040
262829624000001006	262829628000000010	262829630000002100	262829632000005050
262829624000001008	262829628000000021	262829630000002110	262829632000005071
262829624000001009	262829628000000022	262829630000002140	262829632000005111
262829624000001010	262829628000000040	262829630500000010	262829632000005130
262829624000002001	262829628000000051	262829630500000020	262829632000005151
262829624000002003	262829628000000052	262829630500000031	262829632000005152
262829624000003001	262829628000000071	262829630500000032	262829632000005170
262829624000003002	262829628000000072	262829630500000061	262829632000005191

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262829624000003003	262829628000000090	262829630500000121	262829632000005200
262829624000003004	262829628000000120	262829631000000210	262829632000005211
262829624000003005	262829628000000141	262829631000000241	262829632000005240
262829624000003007	262829628000000143	262829631000000250	262829632000005250
262829624000004001	262829628000000144	262829631500000010	262829632000005260
262829624000005002	262829628000000151	262829631500000020	262829632000005280
262829624000005003	262829628000000152	262829631500000070	262829632000005300
262829624000005004	262829628500000011	262829631500000082	262829632000005321
262829624000005005	262829628500000012	262829631500000111	262829632000005331
262829624000005006	262829628500000013	262829631500000141	262829632500000001
262829624000005008	262829628500000020	262829631500000151	262829632500002000
262829624000005010	262829628500000030	262829631500000171	262829633000000010
262829624000005012	262829628500000041	262829632000002010	262829633000000050
262829624000006001	262829628500000042	262829632000003010	262829633000000070
262829625000000010	262829628500000050	262829632000003030	262829633000000100
262829625000000030	262829628500000060	262829632000003040	262829633000000130
262829633000000170	262829633500000490	262829634000003130	262829634030005150
262829633000000190	262829633500000500	262829634000003150	262829634030005160
262829633000000210	262829633500000510	262829634000003170	262829634030005170
262829633000000230	262829634000001010	262829634000003190	262829634030005180
262829633000000250	262829634000001030	262829634000003200	262829634030005190
262829633000000270	262829634000001040	262829634000003220	262829634030006011
262829633000000290	262829634000001050	262829634000003230	262829634030006012
262829633000000310	262829634000001060	262829634000003240	262829634030006030
262829633000000341	262829634000001070	262829634000003250	262829634030006041
262829633000000342	262829634000001081	262829634000003260	262829634030006050
262829633000000370	262829634000001091	262829634000004000	262829634030006060
262829633000000400	262829634000001100	262829634000006010	262829634030006081
262829633000000440	262829634000002010	262829634000006020	262829634030006090
262829633000000470	262829634000002021	262829634010000010	262829634030006110
262829633000000500	262829634000002031	262829634010000091	262829634030006120
262829633000000520	262829634000002050	262829634010000300	262829634030006130
262829633000000560	262829634000002060	262829634010000410	262829634030006141
262829633000000580	262829634000002070	262829634020000011	262829634030006160
262829633000000600	262829634000002080	262829634030004010	262829634030006170
262829633000000640	262829634000002090	262829634030004070	262829634030006180
262829633000000680	262829634000002100	262829634030004110	262829634030006190
262829633000000681	262829634000002110	262829634030004120	262829634030007010
262829633000000761	262829634000002120	262829634030004130	262829634030007020
262829633500000010	262829634000002130	262829634030004140	262829634030007050
262829633500000020	262829634000002141	262829634030004150	262829634030007060
262829633500000030	262829634000002170	262829634030004161	262829634030007070

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
26282963350000040	262829634000002200	262829634030004162	262829634030007080
26282963350000081	262829634000002210	262829634030004170	262829634030007090
262829633500000110	262829634000002230	262829634030004191	262829634030007100
262829633500000141	262829634000002240	262829634030004192	262829634030007111
262829633500000142	262829634000002260	262829634030005011	262829634030007112
262829633500000161	262829634000002270	262829634030005012	262829634030007140
262829633500000171	262829634000003010	262829634030005030	262829634030007192
262829633500000172	262829634000003020	262829634030005040	262829634030007193
262829633500000201	262829634000003030	262829634030005050	262829634040013100
262829633500000202	262829634000003040	262829634030005060	262829634040013121
262829633500000241	262829634000003050	262829634030005070	262829634040031020
262829633500000242	262829634000003060	262829634030005080	262829634040053000
262829633500000260	262829634000003070	262829634030005090	262829634050003200
262829633500000270	262829634000003080	262829634030005102	262829634050003241
262829633500000290	262829634000003090	262829634030005110	262829634060001010
262829633500000310	262829634000003100	262829634030005120	262829634060003020
262829633500000410	262829634000003110	262829634030005130	262829634060006011
262829633500000460	262829634000003120	262829634030005140	262829634060006020
262829634060006030	262829634070030210	262829634110000030	262829634111044080
262829634060007020	262829634070030221	262829634110000040	262829634111055010
262829634060011010	262829634070030231	262829634110000050	262829634111055020
262829634060014010	262829634070030232	262829634110000060	262829634111055030
262829634060015010	262829634080055200	262829634110000070	262829634111055040
262829634060015020	262829634080055210	262829634110000080	262829634111055050
262829634070012040	262829634090023010	262829634110000090	262829634111055060
262829634070012060	262829634090023051	262829634110000100	262829634111055070
262829634070027100	262829634090023070	262829634111011010	262829634111055080
262829634070029010	262829634090023081	262829634111011020	262829634111066010
262829634070029030	262829634090023100	262829634111011030	262829634111066020
262829634070029090	262829634090023120	262829634111011040	262829634111066030
262829634070029100	262829634090023130	262829634111011050	262829634111066040
262829634070029111	262829634090023170	262829634111011060	262829634111066050
262829634070029112	262829634090023190	262829634111011070	262829634111066060
262829634070029131	262829634090024010	262829634111011080	262829634111066070
262829634070029132	262829634090024040	262829634111011090	262829634111066080
262829634070029150	262829634090024060	262829634111011100	262829634111066090
262829634070029160	262829634090024150	262829634111011110	262829634111066100
262829634070029170	262829634090024160	262829634111011120	262829634111070560
262829634070029180	262829634090024180	262829634111011130	262829634111070570
262829634070029190	262829634100001010	262829634111022010	262829634113000600
262829634070029200	262829634100001020	262829634111022020	262829634113000620
262829634070029220	262829634100001030	262829634111022030	262829634114000010

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
262829634070029230	262829634100001040	262829634111022040	262829634115000010
262829634070030011	262829634100002010	262829634111022050	262829634116001010
262829634070030013	262829634100002020	262829634111022060	262829634116002010
262829634070030021	262829634100002030	262829634111022070	262829634116003010
262829634070030031	262829634100002040	262829634111022080	262829634116003020
262829634070030032	262829634100003010	262829634111033010	262829634116003030
262829634070030041	262829634100003020	262829634111033020	262829634116004010
262829634070030042	262829634100003030	262829634111033030	262829634116004020
262829634070030050	262829634100003040	262829634111033040	262829634116004030
262829634070030060	262829634100004010	262829634111033050	262829634116005010
262829634070030070	262829634100004020	262829634111033060	262829634116005020
262829634070030080	262829634100004030	262829634111033070	262829634117000010
262829634070030090	262829634100004040	262829634111033080	262829634117000020
262829634070030110	262829634100005010	262829634111044010	262829634117000031
262829634070030131	262829634100005020	262829634111044020	262829634117000032
262829634070030132	262829634100005030	262829634111044030	262829634118000010
262829634070030140	262829634100005040	262829634111044040	262829634118000020
262829634070030150	262829634100005050	262829634111044050	262829634118000030
262829634070030160	262829634110000010	262829634111044060	262829634118000040
262829634070030170	262829634110000020	262829634111044070	262829634118000050
262829634118000060	262832643500000503	2628326440000002220	2628326470000002030
262829634118000070	262832643500000504	2628326440000002231	2628326470000002040
262829634118000080	262832643500000506	2628326440000002260	2628326470000002050
262829634118000090	262832643500000509	2628326440000002280	2628326470000002060
262829634118000100	262832643500000601	2628326440000002300	2628326470000002080
262832000000011010	262832643500000602	2628326440000002320	2628326470000002100
262832000000011020	262832643500000603	2628326440000002350	2628326470000004011
262832000000011030	262832643500000605	2628326440000002380	2628326470000004012
262832000000011040	262832643500000606	2628326440000002400	2628326470000004013
262832000000011050	262832643500000607	2628326440000003011	2628326470000004030
262832000000011060	262832643500000608	2628326440000003012	2628326470000004040
262832000000011070	262832643500000609	2628326440000003130	2628326470000004060
262832000000011090	262832643500000610	2628326440000003361	2628326470000004080
262832000000011100	262832643500000611	2628326440000003370	2628326470000004100
262832000000011120	262832643500000901	2628326440000004010	2628326470000004110
262832000000011130	262832643500001101	2628326440000005010	2628326470000004140
262832000000011140	262832643500001104	262832644500000011	2628326470000004150
262832000000011160	262832643500001403	2628326450000001020	2628326470000004170
262832000000011170	262832644000001010	262832646000000011	2628326470000004180
262832000000011180	262832644000001100	262832646000000012	2628326470000004190
262832000000011200	262832644000001120	262832646000000020	2628326470000004200
262832000000011220	262832644000001140	262832646000000040	2628326470000005010

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
26283200000013010	262832644000001160	262832646000000071	262832647000005170
26283200000013020	262832644000001180	262832646000000072	262832647000006011
26283200000013040	262832644000001200	262832646000000081	262832647000006012
26283200000013050	262832644000001220	262832646000000100	262832647000006060
26283200000013060	262832644000001240	262832646000000111	262832647000006090
26283200000031010	262832644000001260	262832646000000112	262832647000006100
26283200000031030	262832644000001280	262832646000000120	262832647000006110
26283200000031040	262832644000001300	262832646000000130	262832647000006120
26283200000031050	262832644000001320	262832646500000011	262832647000006130
262832643000000142	262832644000001340	262832646500000012	262832647000006150
262832643500000301	262832644000001351	262832646500000013	262832647000006160
262832643500000302	262832644000001380	262832646500000021	262832647000006170
262832643500000303	262832644000001400	262832646500000051	262832647000007010
262832643500000304	262832644000002010	262832646500000052	262832647000007030
262832643500000305	262832644000002030	262832646500000053	262832647000007040
262832643500000306	262832644000002050	262832646500000061	262832647000007050
262832643500000307	262832644000002080	262832646500000070	262832647000007060
262832643500000401	262832644000002100	262832646500000081	262832647000007070
262832643500000402	262832644000002120	262832646500000082	262832647000007080
262832643500000403	262832644000002140	262832647000002011	262832647000007090
262832643500000501	262832644000002180	262832647000002012	262832647000007110
262832643500000502	262832644000002200	262832647000002020	262832647000007131
262832647000007150	262832648030000015	262833654500000050	
262832647000007170	262832648030000021	262833654500000061	
262832647000007190	262832648030000022	262833654500000062	
262832647000009013	262832648030000023	262833654500000071	
262832647000009014	262832648030000025	262833654500000072	
262832647000009016	262832648030000026	262833654500000110	
262832647000009017	262832648500000012	262833654500000130	
262832647000009051	262832648500000030	262833654500000143	
262832647000009052	262832648500000080	262833654500000145	
262832647000009053	262832648500000111	262833654500000146	
262832647000009070	262832648500000120	262833654500000160	
262832647500000070	262832648500000140	262833654500000200	
262832647500000110	262832649000001010	262833654500000240	
262832647500000140	262832649000001020	262833655000000031	
262832647500000170	262832649000001030	262833655000000032	
262832647500000190	262832649000001040	262833655000000112	
262832647500000430	262832649000001050	262833655000000130	
262832647500000550	262832649000001060	262833655000000140	
262832648000000010	262832649000001120	262833655000000150	
262832648000000020	262832649000001160	262833655000000191	

Parcel IDs Located in the Downtown Winter Haven CRA based on the 2021 Tax Roll			
26283264800000040	262832649000001170	262833655000000192	
26283264800000051	262832649000001180	262833655000000193	
26283264800000052	262832649000001190	262832648030000026	
26283264800000072	262832649000002010	262832648030000014	
26283264800000091	262832649000002062	262832648030000016	
26283264800000111	262832649000002080	262829620000003011	
26283264800000131	262832649000002100		
26283264800000132	262832649000003060		
26283264800000140	262832649000003080		
262832648020008110	262832649001000010		
262832648020008120	262832649001000020		
262832648020008130	262832649001000030		
262832648020008140	262832649001000040		
262832648020008150	262833000000033020		
262832648020008180	262833000000033050		
262832648020008190	262833000000033110		
262832648020008340	262833000000033120		
262832648020008370	262833000000033130		
262832648020008420	262833654500000011		
262832648020008430	262833654500000012		
262832648020008451	262833654500000013		
262832648020008452	262833654500000014		
262832648020008470	262833654500000020		
262832648030000014	262833654500000040		

Analysis of Market Potential: Development Opportunities for Commercial and Residential Markets

During the Winter Haven Downtown CRA Community Open House held December 9, 2021, attendees expressed their desire to have more businesses and more housing options within the Study Area. The sources utilized to explore opportunities within the District include ESRI Census Bureau ArcGIS Business Analyst, GIS Land Use Analysis, CoStar Group, community and city staff conversations, and on-site visits to the Study Area.

Developed and Vacant Parcels Inventory

Within the Downtown CRA, the majority of parcels are developed or improved in some way as classified by Department of Revenue (DOR) use codes. Of the 1,697 parcels within the Downtown CRA, 1,506 are found to be developed and 191 are vacant. To verify, aerial imagery was used to ground-truth identified parcels. See Map 6 and Map 7 respectively, identifying the locations of developed and vacant parcels within the Downtown CRA.

Further review of the developed and vacant parcels identifies those classified as either residential or nonresidential. Residential includes those classified only as residential, while nonresidential is identified by a mix of commercial, governmental, institutional and industrial classifications.

Developed parcels constitute 88.7 percent of all parcels within the Downtown CRA, while 11.3 percent of parcels are identified as vacant.

Of the developed parcels, 649 are identified as residentially developed and 857 are identified as non-residentially developed. The total area of developed parcels is 797.5 acres, which is comprised of 137.9 acres of residentially developed and 659.6 acres of non-residentially developed parcels.

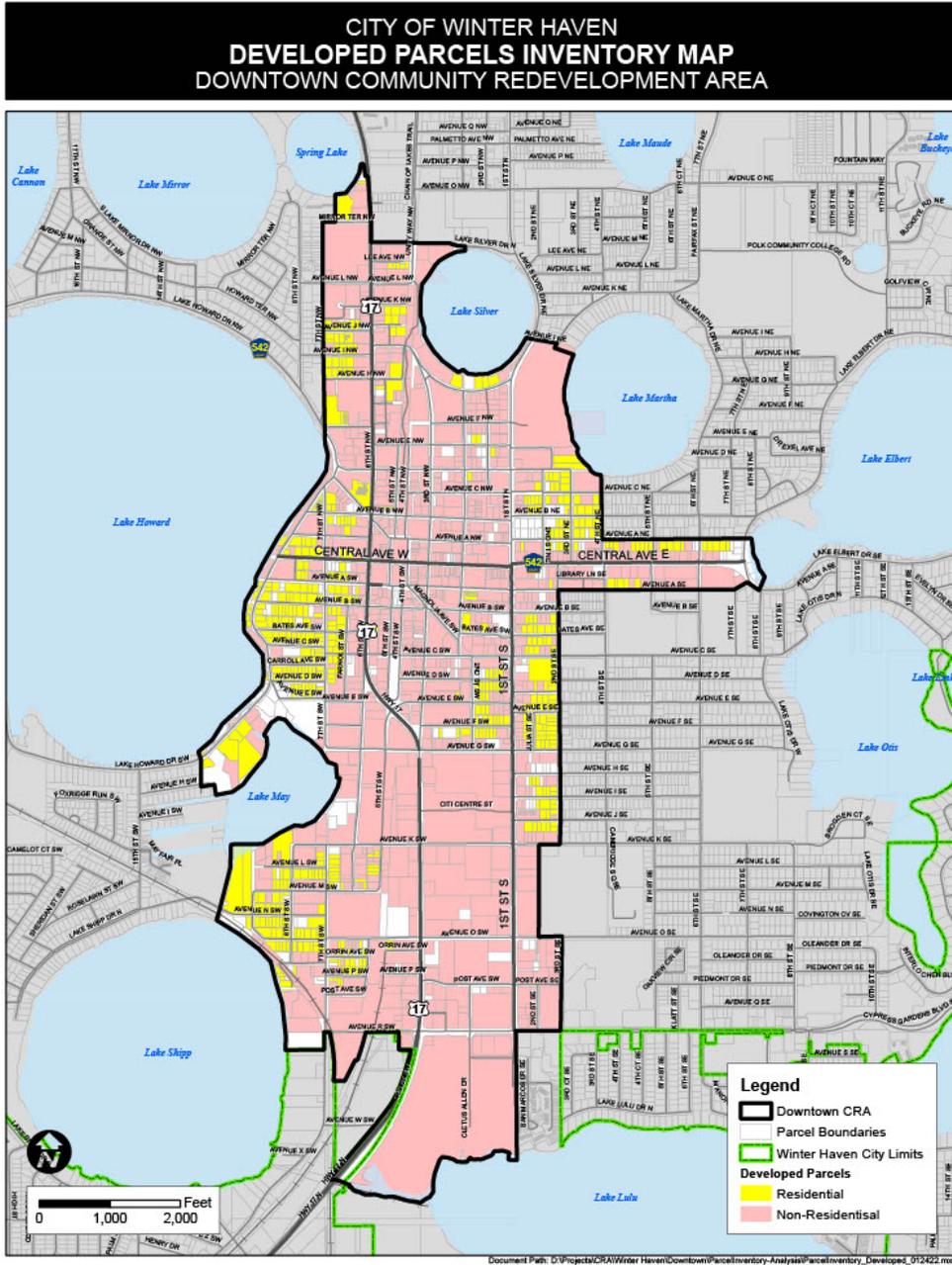
Of the vacant parcels, 42 are classified as residential and 149 are classified as non-residential. The total area of vacant parcels within the Downtown CRA is 61.9 acres, comprised of 7.0 acres of vacant residential and 54.9 acres vacant nonresidential parcels.

See Table 17 and Table 18 below showing a breakdown of developed and vacant parcels.

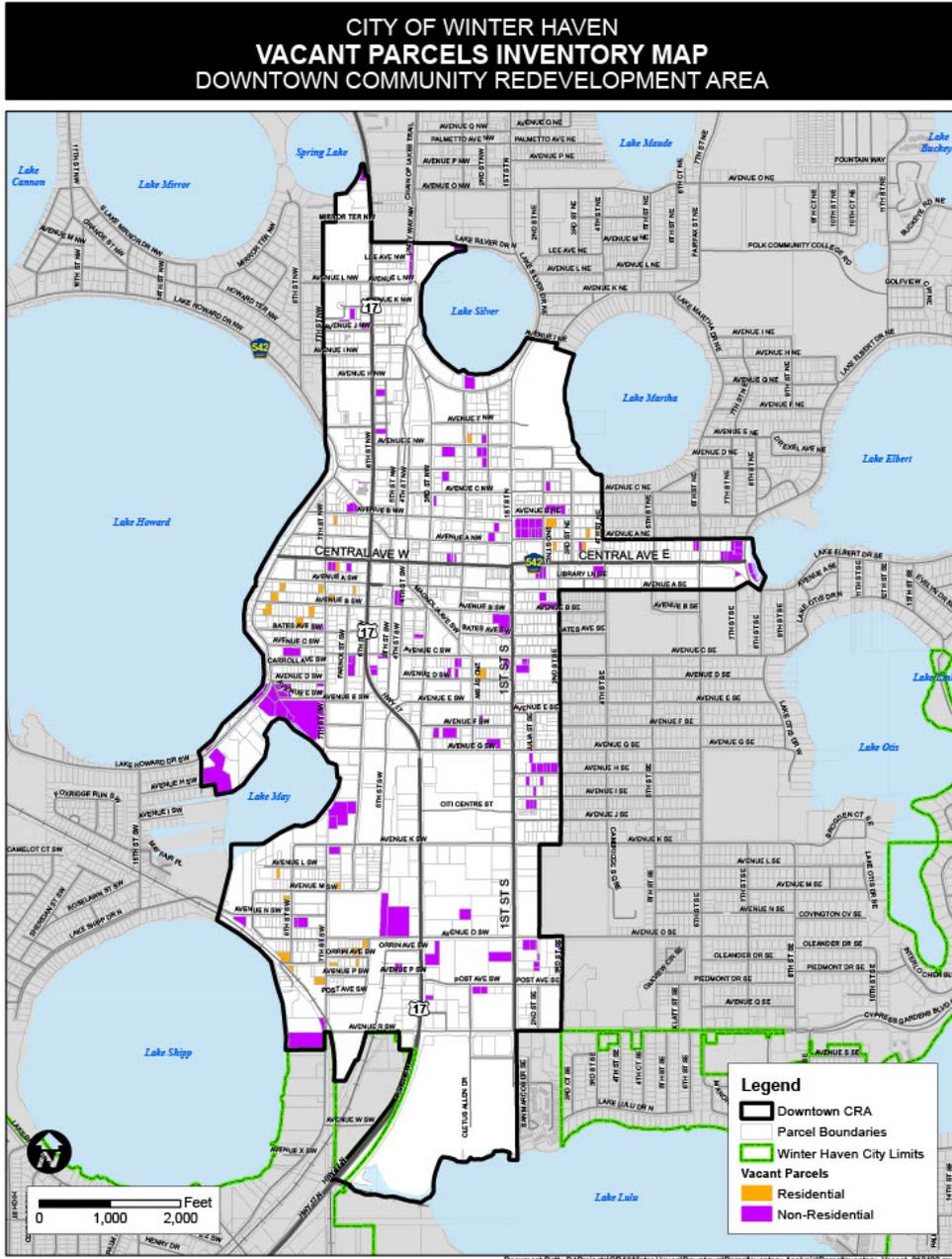
Table 17 – Developed Parcels			
Parcel Type	Number of Parcels	Acreage	Percentage of All CRA Parcels
Residential	649	137.9	38.2%
Nonresidential	857	659.6	50.5%
Total	1506	797.5	88.7%

Table 18 – Vacant Parcels			
Parcel Type	Number of Parcels	Acreage	Percentage of All CRA Parcels
Residential	42	7.0	2.5%
Nonresidential	149	54.9	8.8%
Total	191	61.9	11.3%

Map 6 – Downtown CRA Developed Parcels Inventory Map



Map 7 – Downtown CRA Vacant Parcels Inventory Map



Retail Marketplace Profile and Potential

The Central Florida Region contains corridors of statewide importance and an extensive freight rail network, providing for ease of product distribution. The US 17 corridor and Cypress Gardens Blvd, which serves as a connection between US 17 and US 27, supports significant local and regional economic activity and are highly trafficked commuter routes. Amusement, recreation, cultural and commercial attractions add to the total volume of tourism within the area, further increasing traffic counts within the City of Winter Haven. The city is host to LEGOLAND Florida Resort, a 150-acre interactive theme park, water park and vacation destination dedicated to families with children between the ages of 2 and 12. The resort has continued to expand since its opening in 2011 adding additional themed attractions and three hotels, contributing to lengthened stays and increased spending within the city. Additionally, the world's first Peppa Pig Theme Park is slated to open April 2022 and will be located just south of LEGOLAND. The attraction serves as a vehicle for additional tourism-based growth, visitor spending, and job creation across neighborhood goods and services, food and beverage, and general business and retail within the City of Winter Haven and Study Area.



Provided by the Winter Haven Chamber of Commerce

Market demand is impacted by several factors including the location of public transportation, competition, drive times, walkability, accessibility, shopping patterns by customer type, and other similar factors. The focus of the retail marketplace analysis is to review market trends within Polk County, the City of Winter Haven, and the Study Area. The vacancy rate in Polk County is currently 2.9 percent with an average market rent per square foot of \$16.55. The following table (Table 19) provides an analysis of Polk County Commercial Market Rental and Vacancy rates.

Polk Year	Market Rent		Vacancy	
	Per SF	% Growth	SF	Percent
2026	\$18.32	.05	1,136,491	3.4
2025	\$18.23	.08	1,088,190	3.3
2024	\$18.08	1.5	1,041,857	3.2
2023	\$17.81	3.1	985,170	3.1
2022	\$17.28	4.9	920,641	2.9
YTD	\$16.55	4.2	935,101	2.9
2021	\$16.47	3.9	955,711	3.0
2020	\$15.85	1.9	1,045,652	3.3
2019	\$15.55	1.7	923,979	2.9
2018	\$15.28	1.8	1,000,391	3.2
2017	\$15.02	2.1	1,192,083	3.9
2016	\$14.71	2.1	1,306,050	4.3
2015	\$14.41	2.3	1,713,044	5.6

Source: 2022 Co Star Group

To determine retail market potential, ESRI and Infogroup methodology were utilized. 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 the Study Area, where many customers walk, drive and take mass transit, trade areas are much smaller. Downtown Winter Haven was plotted to execute a 1, 2 and 3-mile radius analysis, as it captures the Downtown CRA Trade Area. As indicated through survey responses and additional outreach efforts, respondents indicated that they frequent the Study Area to dine, attend special events, shop and enjoy recreational activities. Additionally, respondents expressed that they are pleased with the current retail offerings within the Study Area but are interested in having a wider range of retail, restaurant, and entertainment options. See Appendix D for complete list of industries and their leakage/surplus factor within a 1, 2 and 3 mile-radius.

2017 Industry Group	Leakage/ Factor	Surplus 1-mile radius	Leakage/ Factor	Surplus 2-mile radius	Leakage/ Factor	Surplus 3-mile radius
1. Motor Vehicle & Parts Dealers	-50.7		-31.3		-15.5	
2. Automobile Dealers	-43.8		-29.7		-14.9	
3. Other Motor Vehicle Dealers	-48.6		-25.3		-6.8	
4. Auto Parts, Accessories & Tire Stores	-77.3		-48.1		-28.8	
5. Furniture & Home Furnishings Stores	-74.0		-26.6		-9.8	
6. Furniture Stores	-79.2		-34.6		-15.2	
7. Home Furnishings Stores	-61.0		-13.1		-1.9	
8. Electronics & Appliance Stores	-42.3		-0.4		18.8	
9. Bldg Materials, Garden Equip. & Supply Stores	-84.7		-53.2		-37.8	
10. Bldg Material & Supplies Dealers	-85.4		-55.4		-40.1	
11. Lawn & Garden Equip & Supply Stores	-59.2		9.9		11.4	
12. Food & Beverage Stores	-73.0		-53.0		-40.6	
13. Grocery Stores	-73.7		-53.7		-41.7	
14. Specialty Food Stores	-78.9		-61.8		-44.3	
15. Beer, Wine & Liquor Stores	17.0		-5.2		6.3	
16. Health & Personal Care Stores	-77.3		-41.8		-24.6	
17. Gasoline Stations	-60.8		-17.7		1.2	
18. Clothing & Clothing Accessories Stores	-41.3		17.7		41.9	
19. Clothing Stores	-28.2		28.4		49.5	
20. Shoe Stores	100.0		60.5		76.4	
21. Jewelry, Luggage & Leather Goods Stores	-74.3		-25.9		2.1	
22. Sporting Goods, Hobby, Book & Music Stores	-84.8		-54.4		-31.4	
23. Sporting Goods/Hobby/Musical Instr Stores	-85.9		-51.9		-28.7	
24. Book, Periodical & Music Stores	-76.6		-63.2		-41.9	
25. General Merchandise Stores	-74.9		-47.7		-23.3	
26. Department Stores Excluding Leased Depts.	-81.0		-56.0		-32.2	
27. Other General Merchandise Stores	-12.5		-8.9		8.9	
28. Miscellaneous Store Retailers	-83.7		-49.2		-27.9	
29. Florists	-87.8		-51.4		-30.2	

Table 20: Retail Marketplace Profile			
2017 Industry Group	Leakage/ Factor 1-mile radius	Surplus Factor 2-mile radius	Leakage/ Factor 3-mile radius
30. Office Supplies, Stationery & Gift Stores	-94.7	-77.8	-63.0
31. Used Merchandise Stores	-75.6	-31.9	-11.6
32. Other Miscellaneous Store Retailers	-44.2	-16.4	1.8
33. Nonstore Retailers	84.1	96.1	92.3
34. Electronic Shopping & Mail-Order Houses	100.0	100.0	100.0
35. Vending Machine Operators	100.0	100.0	-30.5
36. Direct Selling Establishments	25.3	80.0	88.7
37. Food Services & Drinking Places	-78.2	-56.5	-35.9
38. Special Food Services	4.7	42.1	63.1
39. Drinking Places - Alcoholic Beverages	-56.5	-26.6	-6.4
40. Restaurants/Other Eating Places	-79.4	-58.5	-38.2

Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace.

The success of retailers is determined by adaptability, innovation and the ability to generate enough sales to support business viability. With respect to the Study Area, Table 20 indicates nearly all industry groups exceeding the trade area demand up to 3 miles, to include the 1- and 2-mile radius boundary comprising the entire Winter Haven Downtown CRA Study Area, suggesting that a great deal of consumer needs may be met within a 3-mile radius. The Retail Market is attracting patrons that reside outside of the trade area resulting in an intensity of use and traffic congestion. This abundance of retail may also suggest an oversupply of commercial property, as indicated in the 2000 Winter Haven Downtown Community Development Plan. Retail oversupply may result in a decrease in new-build developments and often leads to empty or abandoned buildings during economic uncertainty, as was the case with brick-and-mortar retail around the country, during the COVID-19 pandemic. The City of Winter Haven, however, has



continued to thrive and remain innovative despite economic disruptions caused by COVID-19. In support of local businesses, the City temporarily repurposed parking spaces to expand restaurant capacity during the COVID crisis, prompting a permanent expansion of outdoor dining along Central Ave. Additionally, business licenses remained stable with 332 new business licenses issued between years 2020 and 2021.

The Winter Haven Downtown District continued to welcome retailers and restaurants during the pandemic, which speaks to its attractive location and the District's ability to remain resilient. Residential and commercial development continue within the Study Area as a new downtown multifamily

apartment complex (The RainDance apartment complex (105 units)) and two new hotels locate downtown (Staybridge Suites (108 rooms) and a Residence Inn by Marriott, (130 rooms)). Future commercial development should be considered throughout the Study Area with a focus on landscape and beautification as indicated through CFRPC outreach efforts. This limits intensity within the Downtown Winter Haven Core allowing for additional private sector investment and community asset enhancements throughout the whole of the Study Area. Additionally, further consideration of the separation of commercial, residential, and industrial uses should be examined.



*Staybridge Suites Rendering
(5th Street Downtown)*



*Residence Inn by Marriott rendering
(3rd & Central Downtown)*

Vacant Commercial Parcels

Of the total 149 identified nonresidential vacant parcels, 120 are classified as vacant commercial. These are scattered throughout the redevelopment area with 114 totaling less than 1.0 acre. The remainder of the vacant commercial parcels identified are less than 1.0 acre as indicated in Table 21 below.

Table 21: Vacant Commercial Parcels		
Parcel ID		Acreage
26282900000044010	Vacant Commercial	3.7156
262829619600000010	Vacant Commercial	0.6133
262829619600000020	Vacant Commercial	1.2892
262833654500000145	Vacant Commercial	0.3898
262832000000011100	Vacant Commercial	0.5618
262829634070029230	Vacant Commercial	0.3844
262829634010000300	Vacant Commercial	1.6196
262829634010000010	Vacant Commercial	0.4834
262828618000020090	Vacant Commercial	0.1526
262828618000020080	Vacant Commercial	0.1526
262828618000020070	Vacant Commercial	0.1527
262828618000019180	Vacant Commercial	0.152
262828618000019090	Vacant Commercial	0.1518
262828618000018171	Vacant Commercial	0.2399
262828618000018192	Vacant Commercial	0.0128
262828618000018080	Vacant Commercial	0.1599
262829634030007140	Vacant Commercial	0.6132
262829634030006120	Vacant Commercial	0.1532
262828616000000072	Vacant Commercial	0.0007
262828609500000131	Vacant Commercial	0.0529
262829634000004000	Vacant Commercial	5.3488
262829619600000040	Vacant Commercial	0.7673
262829634000003170	Vacant Commercial	0.2903
262829634000003190	Vacant Commercial	0.1081
262829634000003150	Vacant Commercial	0.1663
262829634000003130	Vacant Commercial	0.2159
262829634000003120	Vacant Commercial	0.108
262829620000002120	Vacant Commercial	0.1527
262828609000000044	Vacant Commercial	0.475
262828609000000046	Vacant Commercial	0.0482
262828609000000047	Vacant Commercial	0.0963
262828609000000042	Vacant Commercial	0.0619
262829620000002180	Vacant Commercial	0.1525
262829620000002190	Vacant Commercial	0.1525
262829631500000010	Vacant Commercial	0.1473
262829633500000310	Vacant Commercial	0.7268
262829633000000680	Vacant Commercial	0.3507
262829000000014020	Vacant Commercial	0.3963
262829000000014040	Vacant Commercial	0.2641
262828605500014060	Vacant Commercial	0.2045

Table 21: Vacant Commercial Parcels		
Parcel ID		Acreage
262828605500014050	Vacant Commercial	0.2046
262828605500014040	Vacant Commercial	0.2048
262829621000054050	Vacant Commercial	0.2207
262829621000054100	Vacant Commercial	0.147
262829621000023151	Vacant Commercial	0.0866
262829621000023141	Vacant Commercial	0.0734
262829621000023130	Vacant Commercial	0.1762
262828605000008090	Vacant Commercial	0.2637
262828605000008110	Vacant Commercial	0.3209
262828605000008130	Vacant Commercial	0.1604
262828605000008140	Vacant Commercial	0.1604
262828605000008151	Vacant Commercial	0.1444
262828605000008152	Vacant Commercial	0.1765
262828605000008070	Vacant Commercial	0.2649
262828605000008050	Vacant Commercial	0.3213
262828605000008030	Vacant Commercial	0.3213
262828605000008010	Vacant Commercial	0.3213
262829622000000104	Vacant Commercial	0.001
262829628000000021	Vacant Commercial	0.129
262829628000000022	Vacant Commercial	0.2932
262829621000051011	Vacant Commercial	0.0649
262820554000009270	Vacant Commercial	0.2954
262820555000011050	Vacant Commercial	0.2204
262820555000011010	Vacant Commercial	0.2203
262820555000011020	Vacant Commercial	0.221
262820555000012050	Vacant Commercial	0.2047
262820568500004150	Vacant Commercial	0.3269
262820566500002050	Vacant Commercial	0.2704
262820566500002082	Vacant Commercial	0.247
262820000000012070	Vacant Commercial	0.164
262820560500000061	Vacant Commercial	0.2025
262832643500000610	Vacant Commercial	0.2023
262832643500000503	Vacant Commercial	0.2292
262832648000000131	Vacant Commercial	0.092
262832643500000304	Vacant Commercial	1.0467
262833654500000110	Vacant Commercial	0.0686
262833654500000130	Vacant Commercial	0.2966
262833654500000240	Vacant Commercial	0.0195
262828618000018210	Vacant Commercial	0.1603
262828618000018220	Vacant Commercial	0.1604
262828618000018230	Vacant Commercial	0.3211
262828605500015220	Vacant Commercial	0.1458
262828605500015230	Vacant Commercial	0.1458
262828605500015240	Vacant Commercial	0.1574
262828594000000120	Vacant Commercial	0.1139
262828605500013010	Vacant Commercial	0.614

Table 21: Vacant Commercial Parcels		
Parcel ID		Acreage
26282859500000023	Vacant Commercial	0.3768
262828604000008180	Vacant Commercial	0.1538
262828604000008190	Vacant Commercial	0.1538
262828604000008010	Vacant Commercial	0.5151
262828604000008210	Vacant Commercial	0.0241
262828604000008020	Vacant Commercial	0.2587
262828605000011062	Vacant Commercial	0.1382
262828604000007021	Vacant Commercial	0.1196
262828604000007010	Vacant Commercial	0.1676
262828604000008040	Vacant Commercial	0.1677
262828604000008030	Vacant Commercial	0.2601
262828605000004110	Vacant Commercial	0.1537
262828605000004120	Vacant Commercial	0.2306
262832643500000403	Vacant Commercial	1.0246
262828618000019050	Vacant Commercial	0.1522
262828618000018190	Vacant Commercial	0.3075
262828605500015200	Vacant Commercial	0.2916
262828605500015040	Vacant Commercial	0.2938
262828605000004080	Vacant Commercial	0.4611
262828605000001071	Vacant Commercial	0.203
262829631500000151	Vacant Commercial	0.214
262829634090023070	Vacant Commercial	0.1584
262828595000000022	Vacant Commercial	0.248
262829634010000410	Vacant Commercial	0.5699
262832643500000506	Vacant Commercial	0.262
262833654500000014	Vacant Commercial	0.0057
262833654500000012	Vacant Commercial	0.1062
262820557000003100	Vacant Commercial	0.6481
262833654500000040	Vacant Commercial	0.1677
262833654500000072	Vacant Commercial	0.1157
262829630500000032	Vacant Commercial	0.0038
262820568500007111	Vacant Commercial	0.2444
262829620000002072	Vacant Commercial	0.0059
262829620000002092	Vacant Commercial	0.2372

Vacant Residential Parcels

Housing affordability and access to a greater mix of housing types has become of increasing concern given projected population increases within the City of Winter Haven. With respect to the availability of vacant parcels within the Study Area, there are a total of 42 vacant residential parcels scattered throughout the redevelopment area with all totaling less than 1.0 acre, as indicated in Table 22 below. Limited availability, irregularly shaped parcels and general parcel size present a challenge with respect to development potential. However, a greater mix of housing options should be explored.

PARCEL ID		Acreage
262829633500000161	Vacant Residential	0.0046
262829632000005191	Vacant Residential	0.0727
262829621000055131	Vacant Residential	0.0763
262829621000055122	Vacant Residential	0.0882
262829621000055121	Vacant Residential	0.0907
262829632000005111	Vacant Residential	0.0912
262828605000006131	Vacant Residential	0.0923
262829633000000342	Vacant Residential	0.1014
262829634000003220	Vacant Residential	0.1081
262832647000004012	Vacant Residential	0.1093
262832648020008430	Vacant Residential	0.1125
262832648500000030	Vacant Residential	0.1148
262832647000004011	Vacant Residential	0.1194
262832644000001140	Vacant Residential	0.1299
262832644000001180	Vacant Residential	0.1299
262832644000001200	Vacant Residential	0.1299
262832644000001220	Vacant Residential	0.1299
262832644000002300	Vacant Residential	0.1301
262832644000002030	Vacant Residential	0.1387
262829632000005110	Vacant Residential	0.1433
262829621000054090	Vacant Residential	0.147
262829621000055040	Vacant Residential	0.1471
262829621000052100	Vacant Residential	0.1481
262829634030004130	Vacant Residential	0.152
262829634030004120	Vacant Residential	0.152
262828605000010050	Vacant Residential	0.1533
262828605000006110	Vacant Residential	0.1692
262828616500000160	Vacant Residential	0.172
262832644000001260	Vacant Residential	0.1759
262828605000011050	Vacant Residential	0.1767
262829634030004110	Vacant Residential	0.1793
262820555000012080	Vacant Residential	0.1992
262829632000005010	Vacant Residential	0.2006
262829632000005200	Vacant Residential	0.2471
262832648500000012	Vacant Residential	0.2571
262829633000000070	Vacant Residential	0.2756
262829633000000761	Vacant Residential	0.2764
262829633000000600	Vacant Residential	0.3678

Table 22: Vacant Residential Parcels

PARCEL ID		Acreage
262828605000007050	Vacant Residential	0.4611
262832648020008190	Vacant Residential	0.4777

Goals, and Objectives of the Winter Haven Downtown Community Redevelopment Agency

The following are goals and objectives/initiatives identified as part of the CRA Plan Update. A number of goals and objectives have been carried over from the 2000 Redevelopment Plan to continue to advance revitalization efforts within the Downtown District.

Goal 1: Enhance Economic Development by Supporting Existing Businesses and Attracting New Investment to the Downtown District

Objectives

- Build an entrepreneurial ecosystem and collaborative business environment to the benefit of small business development and diversification of the Downtown CRA economy.
- Enhance economic development and support businesses (existing and future) by monitoring the parking system to ensure it is appropriate for the scale of businesses and activities anticipated.
- Expand the economic base of the district by encouraging the retaining existing jobs and the creation of new diverse employment opportunities.
- Develop a business attraction strategy to encourage the creation of a well-curated mix of businesses including healthcare, business to business (B2B) employers, restaurants, boutiques, and vendors.
- Leverage relationships with large scale community employers to create additional employment opportunities in the District.
- Encourage proactive engagement with the development community to help plan, implement, and achieve the community's vision over time, including lifestyle activities. Examples include visual appeal, walkability, bikeability, dog parks, and active and recreation passive spaces.
- Initiate programs to improve and strengthen existing businesses, including marketing and promotion, small business loans and other financial incentives.
- Create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.

Goal 2: Formulate Economic Development Strategies That Take Advantage of Existing and Proposed Government Projects and Programs

Objectives

- Develop economic incentives and strategies for industry relocation.
- Capitalize on development and redevelopment opportunities associated with the Chain of Lakes.
- Capitalize on Winter Haven's identity as a regional medical service provider to attract new businesses and create jobs.
- Form a partnership with higher education institutions to establish educational and training programs that strengthen the capabilities of the local labor force.
- Work closely with area businesses, the Main Street Winter Haven Board of Directors and Chamber of Commerce Board of Directors to address the needs of existing businesses through the redevelopment process.
- Develop strategies to reduce/eliminate industrial Land Use and zoning districts and develop programs and policies to encourage existing industrial companies to relocate to other suitable locations within Winter Haven and provide opportunities for redevelopment of Downtown CRA area property for contemporary uses.

- Develop strategies, programs, and policies to encourage corridor redevelopment where existing uses no longer meet the community's needs.

Goal 3: Expand Neighborhood Development and Revitalization Efforts

Objectives

- Proactively survey the Downtown District for code enforcement violations and work closely with City staff and the community to achieve compliance
- Encourage mixed-use development at an appropriate scale in the downtown to increase resiliency and vibrancy in the District.
- Develop a public education and promotion campaign regarding downtown parking.
- Enhance the Districts ability to host more programmed events in the Downtown area that will encourage redevelopment, investment, and removal of blight.
- Seek opportunities for land assembly at appropriate locations to support future development.
- Continue to create safe pedestrian connections while enhancing the walkability of the Downtown District.
- Heighten community marketability and foster sense of place by investing in wayfinding signage and streetscaping improvements.
- Encourage multi-family development in close proximity to the historic downtown to strengthen the local market for retail, restaurants, and services and improve economic vibrancy and resiliency.
- Continue to advance complete streets concepts and principles that will enhance lighting, safety, parking availability, walkability, and aesthetic appearance throughout the District.

Goal 4: Encourage Housing Investments and Promote Housing Development Opportunities

Objectives

- Continue to evaluate and implement innovative strategies designed to increase housing supply and affordability.
- Continue to identify underutilized parcels for redevelopment opportunities within the Downtown District.
- Develop land acquisition and residential infill programs to repurpose and reposition property for higher and better uses.
- Encourage private efforts toward building housing in the redevelopment area
- Work with developers to address the market opportunity for housing and encourage a diverse housing mix that will serve the community's needs and a range of life phases (i.e., seniors, families, and young people).
- Identify and promote target areas in which developers can construct housing and necessary support facilities in the redevelopment area.

Goal 5: Enhance Pedestrian Access, Community Programs, and Parks and Recreation

Objectives

- Identify opportunities to facilitate additional or enhanced senior and youth focused recreational programing through tax increment fund eligible projects.
- Support proposed road improvements that improve walkability and pedestrian safety, to include possible redirection or rerouting of unnecessary truck traffic from the downtown.
- Continue to invest in a safe, secure, appealing and efficient pedestrian system linking all major activity centers, parking facilities and other interchange points.

- Continue to identify opportunities to integrate the trail system with the lake system to provide greater access to Winter Haven's lakes and increase recreational opportunities for residents and visitors. Work with other City departments, governmental agencies, and the private sector to capitalize on identified opportunities.
- Construct sidewalks and bicycle pathways throughout the district to enhance mobility options in the District. The use of identified best practices and contemporary design to improve safety, mitigate environmental impacts, and improve aesthetics should be encouraged.

Goal 6: Re-Establish Existing Neighborhoods Through Redevelopment and Revitalization of Housing Stock

Objectives

- Work with the city to clean-up vacant unattended properties.
- Initiate in-fill housing development projects on existing and newly vacated properties.
- Identify and restore historic housing that may be in a state of deterioration but otherwise is structurally sound.
- Work collaboratively with property owners, developers, and City staff to identify policies and/or regulations that unnecessarily inhibit or restrict the redevelopment or revitalization of existing residential units.
- Regularly evaluate existing residential improvement programs to determine if eligible activities and funding levels are appropriate to meet current need.

Goal 7: Continue to Advance Smart City Opportunities, Strategies, and Partnerships

Objectives

- Assess feasibility of installation of public electric vehicle (EV) charging infrastructure and/or other mobility related advanced technology.
- Adopt best practices for enhancing connectivity, security, and the stewardship of assets and data.
- Continue to facilitate community connectivity, advanced technology, and business opportunity through the expansion of underground conduit and fiber. Encourage new development to include conduit and fiber where practical.
- Support and advance innovative projects and technology that provide opportunity to remove blighted conditions, increase economic activity, improve quality of life, and enhance vibrancy in the District.
- Assess opportunities for improvements and enhancements of broadband infrastructure, and the expansion of infrastructure to underserved areas to expand economic activity, educational opportunities, and quality of life in the District.
- Pursue and secure grant funding, when available, to construct, install, or expand technology infrastructure that facilitates redevelopment, reduces blight, and/or otherwise advances the goals and objectives of this plan.
- Work with all appropriate government and private utilities to ensure the provision of adequate services including, electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.

Goal 8: Encourage Innovation in Land Planning and Site Development Techniques

Objectives

- When undertaking streetscape improvements, new private construction and building rehabilitation, place electric utility lines underground where it is feasible to improve visual aesthetics.

- Explore the feasibility and effectiveness of architectural design standards and/or form based zoning districts as a means to protect and enhance the character of Winter Haven and eliminate blighted conditions.
- Prepare landscaping, streetscaping and lighting plans for public spaces to improve the appearance of the District.
- Encourage and facilitate proposed office and commercial uses to locate within the District to facilitate the critical mass necessary to support a vibrant and resilient downtown.
- Work with private developers and government to establish a land use plan and development pattern that maximizes private sector investment opportunities and consolidates government uses into clustered locations that will create efficiency for government operations and efficiency for citizens and customers. Where possible, partner with the public and/or private sector to implement projects that demonstrate efficient clustering and development patterns in ways that enhance the economic vitality of the area and provide opportunity for future redevelopment projects and activities.
- Wherever appropriate, encourage projects that will strengthen the economic resiliency of the community.

Redevelopment Improvement Programs, Activities, and Opportunities

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 is noted 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 re-zoning 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 Downtown Community Redevelopment Area attracts residents and visitors to the district to shop with local merchants, dine in local eateries, learn about the City and its past, and engage with the Downtown CRA District 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 Downtown 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, festivities, 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).

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 Downtown Community Redevelopment Area as well as to assist with compliance-required remediation, improvement and/or rehabilitation of properties within the Downtown 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 Downtown 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 the Downtown 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 Downtown 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 improvement and/or redevelopment activities related to disaster prevention and recovery within the Downtown Community Redevelopment District. 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.

Capital Improvement Plan

The following is a draft Capital Improvements Plan for the ten-year span of FY 2021-2022 through 2030-2031.

Project Number/Category		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
OTHER CAPITAL IMPROVEMENTS	Sidewalk café construction	√				
	Joyce B. Davis Park	√				
	Dog Park	√				
	2nd Street Streetscape Project (Ave C to Central) design & part. constr.	√				
	Allyway Reimbursement Program	√	√	√	√	√
	Façade grants (commercial)	√	√	√	√	√
	Lighting/fencing/infrastructure improvements at skate park	√				
	Thorguard (lightning detection)	√				
	Façade grants (residential)	√	√	√	√	√
	Offsite Sidewalk Reimbursement Program	√	√	√	√	√
	MLK Park - multi use stage					
	Mural Grant Program	√				
	Central decorative lighting	√				
ECONOMIC DEVELOPMENT	Includes \$60,000 for sidewalk café furniture grant	√				
Project Number/Category		FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Other Capital Improvements						
	Façade Grants (Commercial)	√	√	√	√	√
	Façade Grants (Residential)	√	√	√	√	√
	Beautification/Streetscape	√	√	√	√	√
	Reimbursement Programs (Alleyway & Sidewalks)	√	√	√	√	√

Catalyst Sites and Projects

The CFRPC identified sites and projects within the Downtown CRA District that demonstrate opportunities to stimulate job creation and retention, enhance transportation, preserve and support open spaces, and improve the quality of life for residents. The catalyst sites identified provide for opportunities to further the goals established in the redevelopment plan and contribute to a more livable and economically vibrant community.



Dr. Martin Luther King Jr. Park Refurbishment

Two phases of this three phased project have been completed to include the construction of a skate park and amphitheater. Additional improvements to the park will feature a new restroom/concession building with an observation deck, ADA water entry, shade structure, new sidewalks, lakeshore stage, picnic area, a monument to Dr. Martin Luther King Jr. and educational kiosk area.

The Cypress Gardens Water Ski Team has established Lake Silver and the Park as their home and through a partnership with Polk County Tourism and Sports Marketing, the site will house the World Championship of Water Show Skiing in October of 2022.

CATALYST HIGHLIGHTS:

SITE DETAILS:

- The site features a boat ramp, amphitheater, restrooms, picnic pavilions, Dr. Martin Luther King Jr. Memorial and the Chain of Lakes Trail
- The site will serve as a hub, with wifi for connection.

CONVIENT ACCESS:

- US. Hwy 17
- 1st Street North
- Winter Haven Hospital
- Gessler Clinc
- Chain of Lakes Trail
- Garden Center
- WH Tennis Center
- Third Street NW



MARTIN LUTHER KING JR. PARK
WINTER HAVEN, FL

CONCEPTUAL MASTER PLAN
7.17.2018



Complete Streets Projects

The City of Winter Haven has completed several improvement projects over time that have strengthened the identity of the Downtown District and stimulated private investment. The Complete Streets projects identified incorporate road improvements, enhance pedestrian access, increase parking opportunities and provide for streetscaping elements. The Florida Department of Transportation (FDOT) identifies a Complete Street project as including:

- Increased safety
- Enhanced mobility
- Improved connectivity
- Enriched connectivity
- Enriched quality of life
- Economic development

Projects that enhance appearance and safety within the Downtown District will likely encourage pedestrian traffic furthering the goals of the CRA plan and bringing more visitors to the Downtown area. At the same time, these projects complement previously completed South Central Park improvements to include 4th ST SW, 5th ST SW, Ave A SW and Magnolia Avenue, further creating a sense of place and enhancing the Downtown District.

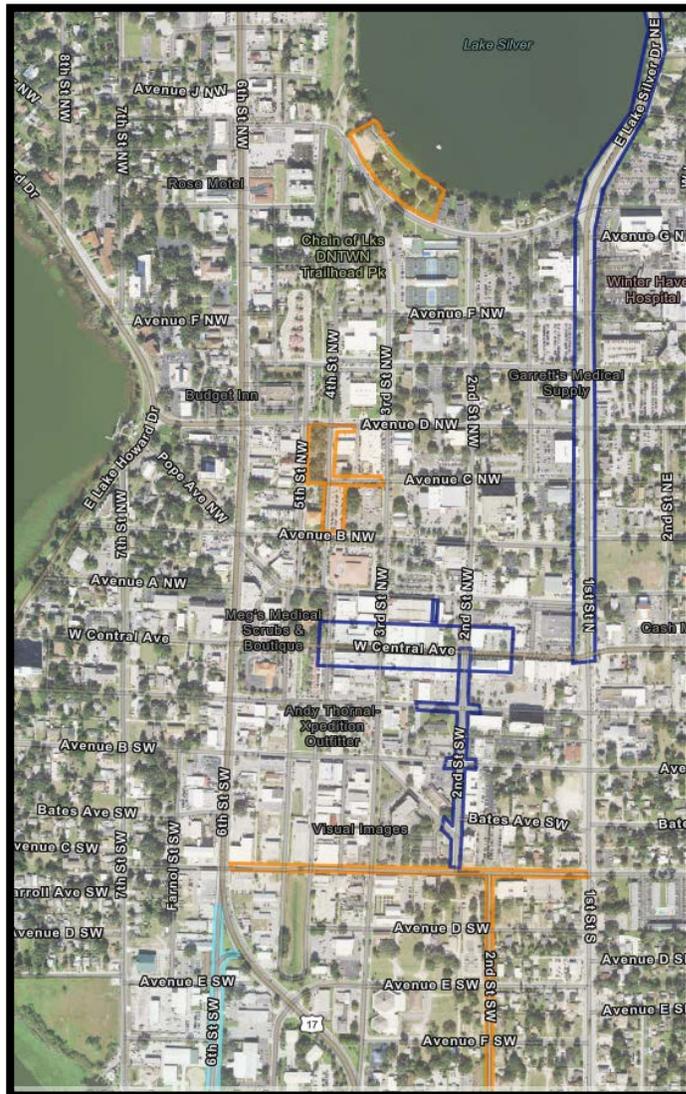
CATALYST HIGHLIGHTS:

SITE DETAILS:

- **2nd Street SW Project:** This will bring the streetscaping elements of downtown to this corridor) with pavers, lighting, improved crosswalks, and manage pedestrian and traffic safety.
- **Avenue C SW and 2nd Street Project:** The improvements include drainage, pedestrian safety enhancement, roadway safety and traffic calming, and on-street parking.
- **6th Street SW Project:** The improvements include drainage, pedestrian enhancements, and roadway safety.
- **1st Street North Project:** FDOT will lead the project with improvements to include pedestrian and roadway safety.

IMPROVEMENTS:

- Traffic
- Safety
- Drainage
- Roadway
- Predestrian



Winter Haven Public Library

Public libraries build a community's capacity for economic activity and resiliency by anchoring downtown and commercial developments. This leads to the development of more vibrant and attractive neighborhoods. The Winter Haven Public Library has proven to be an innovative and user-centric, anchor to the community. The services provided by the library offer opportunities for continued learning, exploration, accessible information, and discovery for city residents. Advancing learning infrastructure to connect with natural amenities further enhances the sense of place in downtown opening the door for more economic growth and potentially a new community gathering space.

CATALYST HIGHLIGHTS:

SITE DETAILS:

- Facility parking: 85
- Size/Acreage: 31,500 Square Feet
- Original Construction Date: 2004
- Facility Description:
 - Designated children's, young adult, technology areas, multi-purpose room, computer lab, coffee shop and bookstore
 - The City of Winter Haven Public Library was the first library in the State of Florida to have gigabit connectivity

REIMAGING THE WINTER HAVEN LIBRARY:

- Providing for an open-air concept
- Advancing learning infrastructure to connect with natural amenities
- Closing off 4th Street (the street between Ave A NW and Ave B NW) to traffic and extending infrastructure out to create an important link to liner park

COVID RELATED INNOVATION:

- During the Pandemic, Winter Haven Public Library parking lots were used to extend free public Wi-Fi access
- During the Pandemic fines and various fees for Library services were suspended
 - Staff is to continue the practice of no fees for Library services post Pandemic



Winter Haven Public Library 2022



Winter Haven Public Library, 1924-1955



Winter Haven Public Library 1975

Existing City Hall, City Hall Annex, Florida Citrus Building

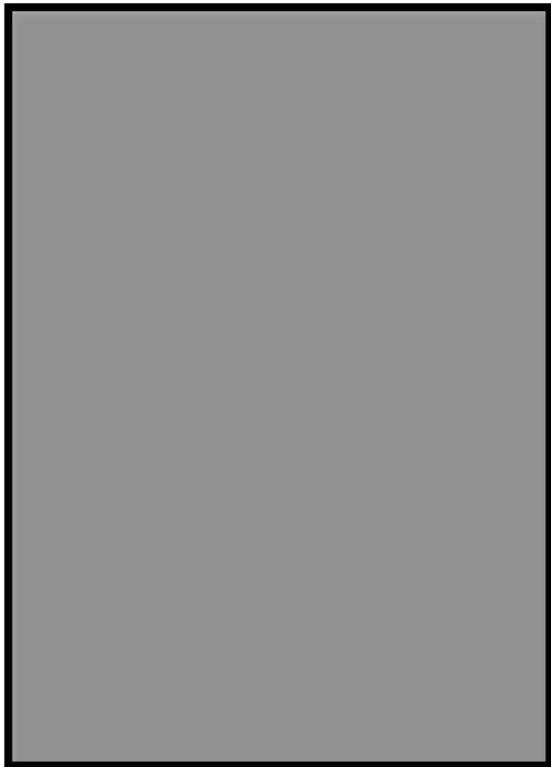
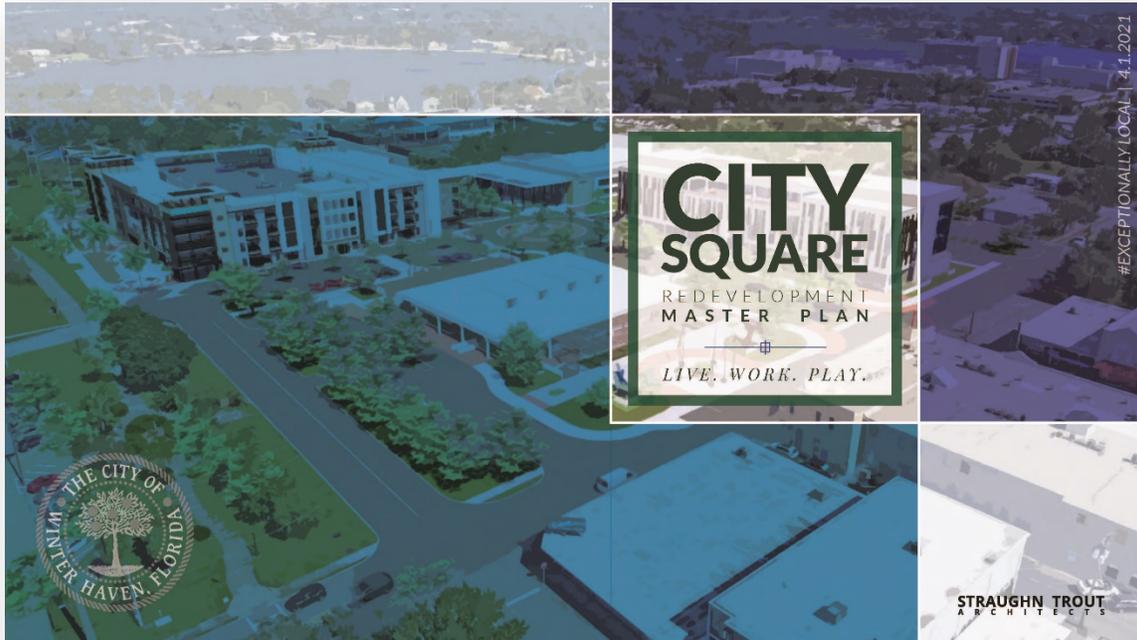
A goal of the Downtown Community Redevelopment Plan (2000) that continues to be a development opportunity is to consolidate government service facilities into a centralized location. The proposed site for this complex includes the 3 block area north of Avenue B to Avenue E on the south side of Nora Mayo Hall between 2nd and 3rd Street NW.

The consolidation of city departments into the Florida Citrus Building has been contemplated for some time, with the existing City Hall and annexes to be rented to outside organizations. Renovation costs, access requirements, and useful life considerations served as deterrents to moving forward. An alternative plan was proffered, born from the relocation and renovation analysis developed by Straughn Trout Architects who in turn submitted an alternative plan providing for the development of a new City Hall.

The City Square Redevelopment Master Plan Includes a vision for redevelopment that focuses on pedestrian and aesthetic connectivity between existing and proposed public amenities while at the same time incorporating complete streets concepts and smart city principals. The plan provides insight into the investment activities of the Downtown District and cost considerations associated with the development of a New City Hall/Smart City Center, Existing City Hall (restored), City Hall Annex (mixed use development), and Florida Citrus Building (improvements).

CATALYST HIGHLIGHTS:

SITE DETAILS:	<ul style="list-style-type: none"> 3 block area north of Avenue B to Avenue E on the south side of Nora Mayo Hall between 2nd and 3rd Street NW 	
TRAILHEAD COMMONS	Mixed-use dev. + Parking	\$ 29 M
	Public/City Hall parking	\$2.2 M
FLORIDA CITRUS BUILDING	Façade & common area	\$3.9 M
	Higher ED partner area	\$ 7 M
COMPLETE STREETS & INFRASTRUCTURE		\$1.8 M
NEW CITY HALL		\$25 M
LEEDY BUILDING	Building shell & plaza	\$2.2 M
	Arts partner area	\$.8 M
	Restaurant tenant	\$ 1 M



Retail Areas along US 17

The 2020 COVID pandemic resulted in disruptions to businesses, the labor market, individual households, and communities. Alongside emergency declarations, the implementation of social distancing measures was employed to reduce the spread of infection. Correspondingly, businesses experienced a decrease in demand and supply chain issues leading to staffing reductions, layoffs, decreases in operating hours, and business closures. Florida’s unemployment rate surged with most of Florida’s major industries experiencing a decrease in job growth and the leisure and hospitality industry experiencing considerable impacts to employment. As the economy begins to shift back to its pre-pandemic momentum, retailers have begun to rethink the future landscape of retail.

Retail serves as a critical component to facilitating social engagement and helps to contribute to a community’s sense of place. Planned hotel and residential development slated for the Downtown District, and residential growth throughout the whole of the City of Winter Haven present opportunities to reposition vacant or under performing retail.

The US 17 corridor supports significant local and regional economic activity, is highly trafficked and is an attractive location for development. A robust network of local retailers should be targeted to further enhance the community character. Evaluating current tenants and curating a tenant mix that can be supported by consumer groups within the Study Area is important to creating a sustainable downtown. With this in mind, developers proposing new projects with retail components should be encouraged to include offerings in neighborhood goods and services, food and beverage, and general business and retail. Additionally, financial assistance and mentoring opportunities for service and food and beverage entrepreneurs looking to transition into a brick-and-mortar space within the Downtown District should be explored.

CATALYST HIGHLIGHTS:

SITE DETAILS:

WINTER HAVEN CITI CENTRE

- Properties along US 17
- Redeveloped in 2000
- 185,705 SF
- 1,200 SF (Availability)
- Zoning: C-3 (Highway Commercial)
- Parking: 226 spaces – 3.8/1,000 SF

Lake and Trail System

The Downtown Community Redevelopment Plan (2000) and US 17 Vision & Action Plan identifies lakes and trails as key elements to economic growth within the Downtown CRA District. The City of Winter Haven boasts 13 miles of trails and 50 lakes within/bordering city limits providing for recreational amenities that lend themselves to increased pedestrian traffic reinforcing the marketability and brand image of the city and correspondingly increasing economic opportunities for downtown businesses.

Expanding city trails and waterways present opportunities to strengthen connectivity through access to recreation and social destinations. Correcting gaps in the existing blue and green trail network offers a number of strategic advantages to include an opportunity to further market community bike and pedestrian enhancements and grow ecotourism through the expansion of trail and boating opportunities. These new connections provide residents and visitors with additional access points to entertainment and businesses thereby encouraging a more active and vibrant community.

CATALYST HIGHLIGHTS:

SITE DETAILS:

- | | |
|--|---|
| <ul style="list-style-type: none">• Lake Network: | <ul style="list-style-type: none">• Fifty fresh-water lakes inside the city limits• Renovated system of navigable canals• 22 boat ramps, 14 public docks• 30 waterfront parks within the city limits |
| <ul style="list-style-type: none">• Trail Network: | <ul style="list-style-type: none">• 13 miles of trails<ul style="list-style-type: none">○ 1/3 mile loop trail at the Lake Hartridge Nature Park○ 1.5 miles of trail on Lake Howard○ 3.6 mile Chain of Lakes Trail |

Appendix A: Community Meeting & Workshop Summary Reports

Downtown Winter Haven Public Workshop
9, 2021

Thursday, December

Downtown Winter Public
Workshop

Thursday, December 9, 2021

Winter Haven Garden Center

The public workshop took place on Thursday, December 9, 2021 at the Winter Haven Garden Center, and provided community stakeholders with an opportunity to identify strategic priorities. Approximately 18 participants attended the workshop. A summary list of public input by topic is provided below.

Redevelopment Administration:

- a. CRA Advocate (not an employee)
- b. Contract maintenance staff specific to CRA District
- c. Hire Consultant to develop business improvement district
- d. CRA employee that exclusively handles CRA programs and projects

Redevelopment Policy:

- a. Streetscaping Maintenance
- b. Strictly enforce code violations (business)
- c. Enforce violations and collect code enforcement fees
- d. Utilize alleys for event space (after they are improved)
- e. Focus on other areas outside the core for beautification, programs and projects

Economic Development:

- a. Address clouded title
- b. Work force Housing
- c. Keep acquiring government funding for programs and projects
- d. Paint the Downtown water tower. Beautify and focus marketing efforts here
- e. Partner with SBA to provide business support services for new business program

Public Facilities and Services:

- a. More parking
- b. Second parking garage
- c. Streetscape modernization
- d. Budget to redevelop public spaces
- e. Social Services to assist homeless (priority)
- f. Create tree canopy and include tree maintenance
- g. Directional Parking Signage throughout the downtown
- h. Big Belly Trashcan Receptacles (Smart Trash). Multi-purpose
- i. Renovations to extend useable life (dedicated funding) of building and projects
- j. Look into added enhancements and improvements to current incentive programs

Land Use:

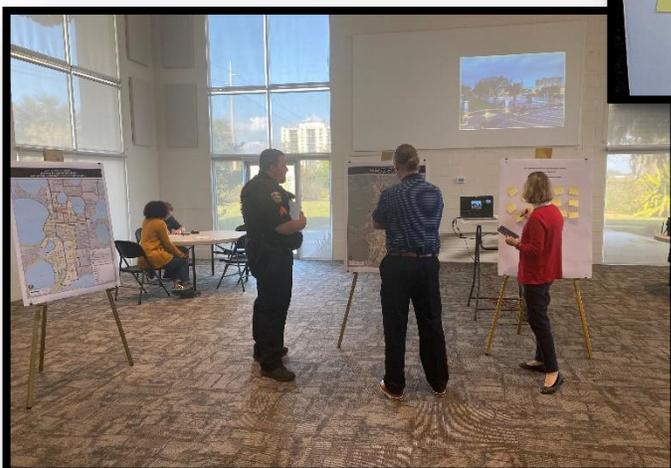
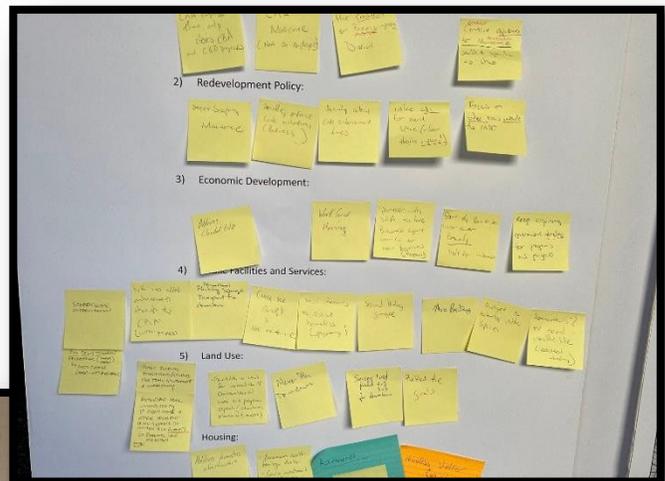
- a. Reflect the goals
- b. Master Plan Downtown
- c. Soccer turf, field 5v5, 3v3 for downtown
- d. Flexibility in regulations for innovative combinations of uses and physical aspects (structures, placement, access)
- e. Prioritize funding acquisitions/studies for trail development and connectivity. Extended trail connectivity south to Field House and other adjacent trail systems (Lake Howard and Lake Elbert. Continue efforts to achieve these priorities through Land Acquisition.

Housing

- a. Apartments
- b. Homeless shelter and support
- c. Address homeless infrastructure
- d. Encourage multi-family developments
- e. Promote mix use and explore other opportunities
- f. Continued investment in residential areas – transformative

Historic Preservation:

- a. Historic survey
- b. Highlight heritage
- c. Spotlight the historic places
- d. Historic Preservation Incentive Program
- e. Pay closer attention to history preservation



Chamber of Commerce Lunch & Learn

Monday, February 24, 2022

The Greater Winter Haven Chamber of
Commerce Lunch & Learn

Monday, February 24, 2022

Greater Winter Haven Chamber of
Commerce

The Greater Winter Haven Chamber of Commerce February Lunch and Learn session focused on an update to the 2000 Community Redevelopment Area (CRA) Plan for the Downtown CRA. City Manager Mike Herr kicked off the event discussing the Plan update and its significance to the economic future of the Downtown District. The Central Florida Regional Planning Council, in partnership with the City of Winter Haven addressed tasks necessary to update the Plan and future opportunities for engagement.



Nearly 50 participants, including public, private and community stakeholders from across the community were present for this event. Attendees were provided with the current goals of the Downtown CRA plan, a community survey, and were asked to identify ideas for the future of the Downtown District. Infrastructure improvements, beautification, neighborhood enhancement, connectivity, and expanded economic development were just a few of the strategies identified by attendees to further opportunities for growth and create a thriving Downtown District. The following is a summary of the comments received from the public workshop.



REDEVELOPMENT DISTRICT: CURRENT ASSETS

1. Lake Silver Park
2. Chain of Lakes Stadium
3. Arabella's Restaurant
4. Walkability
5. Diversity of businesses
6. Farmers Market
7. Library
8. MLK Park and amphitheater
9. Tennis Center
10. Older buildings with charm
11. Grove Roots
12. Ritz Theater
13. Local restaurants Fieldhouse
14. Concerts and festivals
15. Central Avenue Park
16. Lakes
17. Private sector investment in downtown
18. Parking garage
19. Preschool
20. Retail
21. The Magnet School
22. Lake Frontage
23. Coffee shops
24. Maintain: Old Women's Club and Ritz
25. Central Park System

REDEVELOPMENT DISTRICT: BIG IDEAS

1. Safe and affordable residential areas
2. Lighting on side streets
3. Places to draw families, i.e., Chucky Cheese, Bounce House, Putt Putt Golf
4. Central grocery area or neighborhood market
5. More sidewalks
6. Small business Microloan Program
7. More art/murals
8. Better maintenance of existing assets, i.e., sidewalks, parking garage, alleys
9. Wayfinding Program
10. Expanded events
11. New City Hall Plaza
12. Mobility features added
13. Trees/canopy
14. Add connectivity over Hwy 17 to Lake Howard Dock
15. Innovation lab (non-profit/business incubation)
16. Keep going with bikes and walkability
17. Attract B&Bs or boutique hotel
18. Future Botanical Gardens
19. Add modern look to buildings
20. Another option like the lodge
21. Pre-schools
22. A City Square with a new City Hall
23. Lake front businesses
24. Larger and functional city map

Prioritized Projects Consistent with Goals and Objectives

Monday, April 4, 2022

Downtown Winter Haven Open House

Monday, April 4, 2022

Winter Haven Public Library

Approximately 21 attendees participated in the scheduled open house, to include residents, business owners, and public and private administrators. The meeting began with a PowerPoint presentation that included a brief overview of the purpose of community redevelopment areas, the goals of the current redevelopment plan, current activities and programs within the downtown district, and community survey results. Participants were provided with handouts that featured the current redevelopment goals and identified



redevelopment plan accomplishments achieved over time. CFRPC staff guided participants through three breakout sessions where respondents were asked to identify catalyst sites, and propose program and project priorities. Following the breakout sessions participants were asked to allocate play money to three areas of priority, with a fourth option identified as “Other” for programs and or projects not listed. A summary of proposed priorities is provided below.

Attendees were asked to prioritize projects through an exercise called “Show me the money”. Attendees were provided with \$100 of play money to deposit into one of four boxes titled:

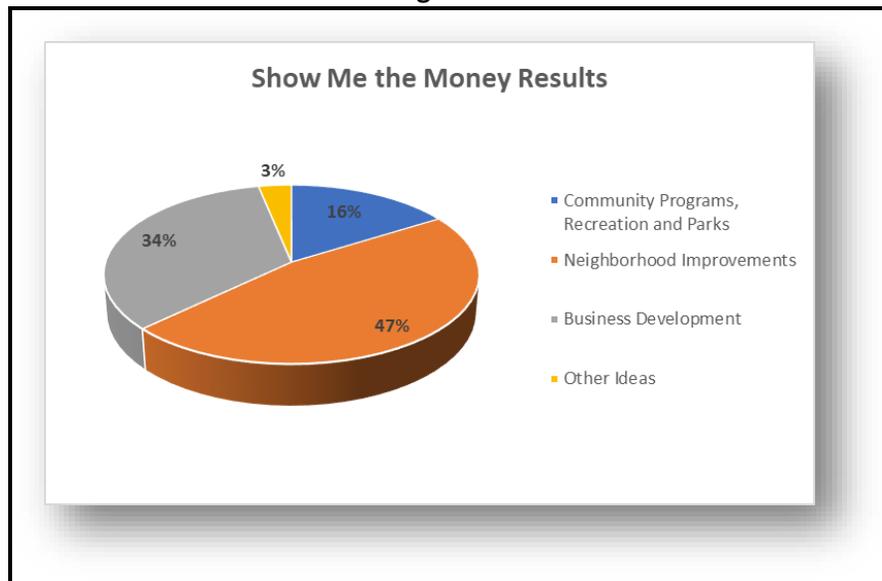
- Community Programs, Recreation and Parks
- Neighborhood Improvements
- Business Development
- Other Ideas





Results of the survey are shown below. The majority of participants allocated 47 percent of funds to Neighborhood Improvements followed by Business Development (34 percent), Community Programs, Recreation and Parks (16 percent) and Other Ideas (3 percent).

Figure 13



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

- Increasing Revitalization Efforts
- Advancing Business Development Strategies
- Affordable Housing and Additional Housing Options
- Expanding Community Programming

A community open house was held Monday May 16, 2022, to discuss the draft Winter Haven Downtown CRA Plan update. Approximately 12 attendees participated in the event. The meeting began with a PowerPoint presentation that included an overview of the proposed Downtown CRA Plan, proposed goals and objectives, current activities and programs within the downtown district, and community survey results. Participants were asked to comment on proposed catalyst sites and opportunities, project priorities and program priorities. The following is a summary of the comments received.

Goals and Objectives of the Winter Haven Downtown Community Redevelopment Agency:

- a. Ice cream shops needed
- b. Wayfinding for parking garage
- c. Gateways into the city is important
- d. Enhanced security at parking garage
- e. Expansion of outdoor dining options
- f. Kid friendly family centered Downtown
- g. Shade, lighting, and benches at the skate park
- h. Address blighting south of the Downtown Core
- i. Grove roots to Central Ave is a high activity area
- j. Support the National Guard Armory and Women's Club
- k. Shuffleboard court improvements (covers, benches, fans)
- l. Street lighting innovation/improvement for beautification
- m. Roundabouts on East 6th Street & Central and Lake Howard & Ave D
- n. More planning for livable, work play environments in the Downtown
- o. More parking (for every parking space through private development, an additional parking space should be made available for public use)

Redevelopment Improvement Programs, Activities, and Opportunities:

- a. Small business incubators for targeted retail
- b. Sections of greenspace to balance brick and mortar in downtown area
- c. Planned development/aesthetic improvement to strip retail along Hwy 17
- d. Community awareness program to target disparities in economic/racial/healthcare imbalances
- e. Illegal dumping contributing to trash related code enforcement issues for downtown businesses

Catalyst Sites and Projects:

- a. Dry cleaners
- b. Popup market
- c. Mini grocery store
- d. Commissary kitchen/community kitchen
- e. Neighborhood market and culinary food hub
- f. Retail development along Hwy 17 to include Citi Centre (Macy's)

Copy of Notice, Agenda, and PowerPoint Presentation

A copy of the public notice for the May 16, 2022 Community Open House is provided below. Additionally, postcard and email distributions were sent, along with postings to various social media platforms.

~ PRESS RELEASE ~ PRESS RELEASE ~ PRESS RELEASE ~ PRESS RELEASE ~

For Immediate Release
May 2, 2022

Press Release Contact:
Beneshea Frazier,
Central Florida Regional Planning Council
(863) 534-7130 ext. 141

Winter Haven seeks Community Input about the future of Downtown...

Winter Haven, FL – The Downtown Winter Haven Redevelopment Agency, the City of Winter Haven, and the Central Florida Regional Planning Council invite the public to attend an open house on Monday, May 16, 2022, at the Winter Haven Public Library to discuss the future of the Downtown area. Topics will include expanded economic and business development, neighborhood enhancement, and infrastructure improvements. Input will be used to help shape an update of the Downtown Community Redevelopment Plan.

Community Open House

Topic: Downtown Winter Haven Open to discuss the future of the Downtown Area

When: Monday, May 16, 2022, 5:30 PM to 7:30 PM
A presentation of the Draft CRA Plan Update will be provided at 6:00 PM.

Where: Winter Haven Public Library
325 Avenue A NW, Winter Haven FL, 33881

If you have any questions, please contact Deena Ware at dware@mywinterhaven.com or at (863) 291-5600 extension 243 or Beneshea Frazier at bfrazier@cfrc.org or at (863) 534-7130 extension 141.

In compliance with the Americans with Disabilities Act (ADA), anyone who needs a special accommodation to participate in this workshop should notify the City of Winter Haven (863) 291-5600 least 48 hours in advance of the scheduled meeting.

###

Downtown Winter Haven District Open House

Update of Community Redevelopment Plan

Monday, May 16, 2022/5:30p.m. to 7:30 p.m.
Presentation scheduled to take place at 6:00 PM

Winter Haven Public Library
325 Avenue A NW, Winter Haven FL, 33881

AGENDA

- SIGN-IN, ACTIVITY BOARDS**
 - Downtown CRA Map (landmarks)
 - Downtown CRA Project Map
 - Goals and Objectives
- DOWNTOWN WINTER HAVEN DISTRICT POWERPOINT**
 - CRA Purpose
 - Current Projects
 - Achievements
- COMMUNITY INPUT**
 - Proposed catalyst sites and opportunities (**Station 1**)
 - Proposed project priorities (**Station 2**)
 - Proposed program priorities (**Station 3**)

City of Winter Haven Downtown Redevelopment Plan

What's your vision for the future of Downtown Winter Haven?

The draft Downtown CRA Plan Update is ready for your review!

Monday, May 16, 2022
5:30 pm to 7:30 pm | Presentation at 6:00 pm

Winter Haven Public Library
325 Avenue A NW
Winter Haven, FL 33881



www.cfrpc.org/WinterHavenCRA/

WINTER HAVEN
The Chain of Lakes City

For More Information Contact Beneshea Frazier, 863-534-7130 Ext. 141 | bfrazier@cfrc.org
Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, income, or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact the CFTRPC Title V/Non-discrimination Coordinator, Annie Arguello, 863-534-7130, or via Florida Relay Service 711 or by email: airguello@cfrc.org.

Screenshot of the Project Webpage

A project webpage was created to keep stakeholders informed of project updates and allow for additional opportunities to review proposed plan material. The project website also includes a link to proposed plan concepts, an online community survey, 2000 Downtown Redevelopment Plan and boundary map. Weblink to the project's website is here: www.cfrpc.org/winterhavencra.



An Update to the 2000 Downtown CRA Plan

The Winter Haven Downtown Community Redevelopment Agency (CRA) is one of two community redevelopment agencies within the municipal boundaries of the City of Winter Haven. Pursuant to the Community Redevelopment Act of 1969, the CRA was created in 2000 to undertake activities and projects that would eradicate conditions of slum and blight in the area.

Activities of the CRA are detailed in redevelopment plans customized for each district and include:

Share your ideas at the:

Downtown Winter Haven Open House

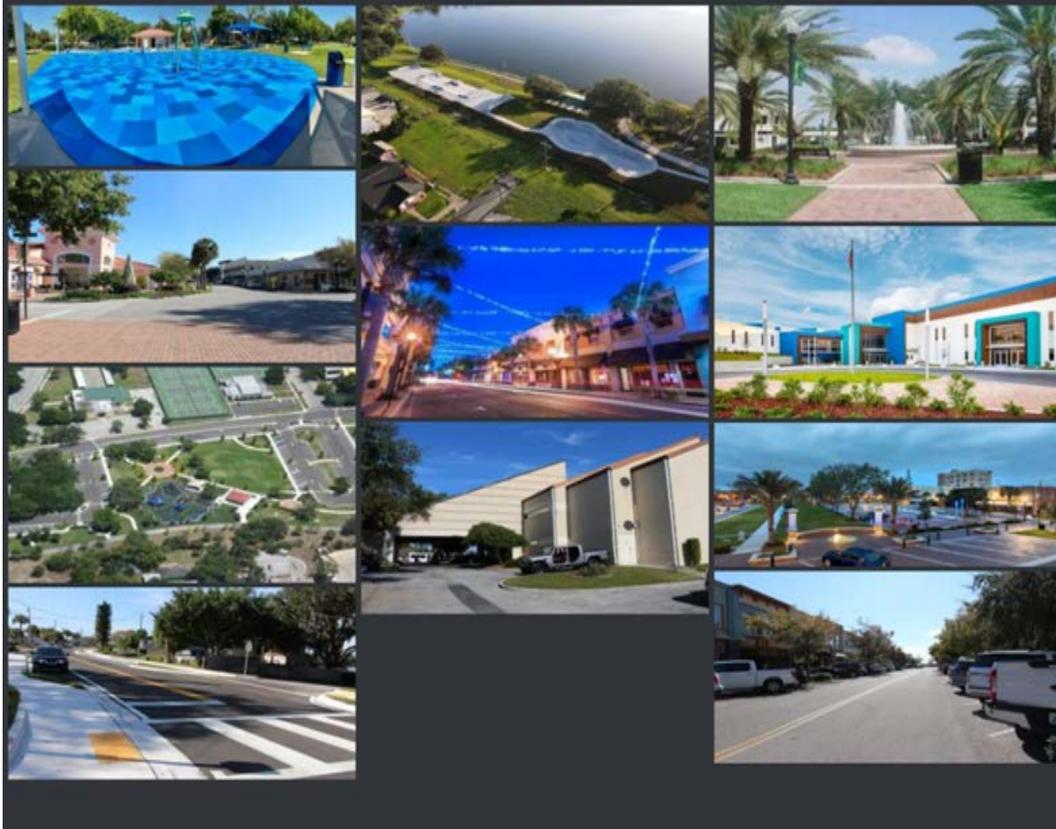
April 4, 2022, from 4 to 8pm

Winter Haven Public Library
325 Avenue A NW
Winter Haven, FL 33881

For More Information Contact Brenden Finster, 863-934-7130 Ext. 141 | bfinster@cfrpc.org

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, income, or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact the CFRPC Title VV Non-discrimination Coordinator, Anise Arguello, 863-934-7130, or via Florida Relay Service 711, or by email: aarguello@cfrpc.org

Photos



Documents

- [Download The 2000 CRA Downtown Redevelopment Plan \(mywaterhaven.com\)](#)
- [Download The Water Haven Downtown CRA Boundary Map](#)
- [Visit The City of Water Haven CRA Website](#)

Presentation

The PowerPoint Presentation below was provided as part of the opening of the May 16, 2022 Community Open House. The presentation included the following:

- A brief overview of the purpose of CRAs
- An overview of the current the CRA Plan
- Current Activities and Programs within the Downtown CRA
- Past, Present and Planned Projects and Programs in the CRA
- Community Survey Results

Slide 1: Winter Haven Downtown District Open House
Monday, May 16, 2022

Slide 2: What is a Community Redevelopment Area (CRA)?
A designated area that has been identified for revitalization. Provides a mechanism to pay for community improvements. Operates on a budget generated by the increase in property taxes within the area. Key to revitalizing housing and commercial areas. Supports vital community assets identified by the local community. Recurring funding source for infrastructure, crime prevention, and business growth.

Slide 3: The goals and objectives within the CRA plan, served as the framework to guide redevelopment activities resulting in priority projects and programs
1) Redevelopment Administration
2) Redevelopment Policy
3) Economic Development
4) Public Utilities and Services
5) Land Use
6) Housing
7) Historic Preservation

Slide 4: Year 2000 Downtown District Plan Goals
Table with 2 columns: Goal, Status. Includes goals like 'Increase the number of jobs in the downtown district' and 'Improve the quality of life in the downtown district'.

Slide 5: Current Incentives and Programs
Residential Improvement, Commercial Facade, Outdoor Cafe Furniture, Tax Rebate Incentives, Sidewalk Connection Gap, Alleyway Reimbursement Program.

Slide 6: Upcoming Projects
Sidewalk Café (Downtown), Gateway Signage, Dr. Martin Luther King Jr. Park Refurbishment, Streetscape Projects, Access to Parks, Recreation & Green Space.

Slide 7: Community Meetings & Outreach Initiatives
Timeline of meetings from 9 Dec 2021 to 18 May 2022.

Slide 8: Downtown Community Redevelopment Plan Survey Results
Words shown longer were mentioned more often in the survey comments.

Slide 9: The Downtown needs...
Bar chart showing survey results for various needs like 'More Green Space', 'More Walkable', 'More Dining Options'.

Slide 10: Why do you visit the Downtown?
Comedy, Visit Friends, Walk Downtown For Exercise, Exercise.

Slide 11: What do you like best about the Downtown?
Word cloud including: Restaurants, Parks, Walkable Events, Clean, Great Energy, Shops.

Slide 12: What Do You Like Least About The Downtown?
Word cloud including: Parking, Traffic, Homelessness, Lack of Shade.

Slide 13: What Types of Changes Would You Like to See in The Downtown?
Word cloud including: More Green Space, Outdoor Dining, More Dining Options, More Shop Options, More Events, More Streetscaping.

Slide 14: How Would You Like The Downtown to Look 15 Years From Now (Year 2035)?
Word cloud including: Larger in Size, More Walkable, Vibrant/Thriving, More Trees, More Events, More Dining Options.

Community Comments

Recommendations were gathered from community stakeholders and compiled utilizing survey data, and information gained through outreach efforts. Proposals presented below reflect areas of particular interest participants would like to see addressed during the redevelopment process to include programming efforts and future development considerations.

1. Traffic
2. Lighting
3. Driving
4. Congestion
5. Broadband
6. Pre-schools
7. Flexible code
8. Safety issues
9. Late night noise
10. Gateway features
11. Illegal dumping
12. More sidewalks
13. Lack of night life
14. More attractions
15. Charging stations
16. Affordable Housing
17. Signage/wayfinding
18. Need more red lights
19. Bring in more people
20. Lake front businesses
21. Lack of trees/canopy
22. Overhead Power Lines
23. Free shuttle downtown
24. Active code enforcement
25. Dining options (outdoor)
26. Plan around Smart Cities
27. 1st Street is not walkable
28. Environmental concerns
29. Flexible land use patterns
30. Future Botanical Gardens
31. Add modern look to buildings
32. Empty stores, few stores of interest
33. Needs more events (cultural diversity)
34. Lack of Police attention in the evenings
35. Parking (no parking during events, lack of parking, too many surface lots)
36. Needs to expand footprint (bigger)
37. Family focused entertainment options
38. Central grocery/neighborhood market
39. Small business Microloan Program
40. More art/murals
41. Better maintenance of existing assets, i.e., sidewalks, parking garage, alleys
42. Mobility features added
43. Add connectivity over Hwy 17 to Lake Howard Dock
44. More bike trails and walkability
45. Attract B&Bs or boutique hotel
46. A City Square with a new City Hall
47. Larger and functional city map
48. Expanded senior and youth programming
49. Expanded homeless assistance programming
50. Expanded Residential Improvement program
51. Planned Development/aesthetic improvement to retail along HW17
52. Add sections of green space to balance brick and mortar in downtown area
53. Social innovation lab/business incubation for targeted retail/service industries
54. Community awareness program to target disparities
55. Address blight south of the Downtown Core
56. Shuffleboard court improvements
57. Roundabouts on E 6th Street & Central and Lake Howard & Ave D
58. Shade, lighting, and benches at the skate park
59. Support the National Guard Armory and Women's Club

Appendix B: Community Survey Overview

To receive feedback on community priorities and needed improvements within the Winter Haven Downtown CRA a web-based survey was conducted. Survey information was distributed during the February 24, 2022 Winter Haven Chamber of Commerce Lunch and Learn, through press release, and survey postcard distribution. The postcards included both English and Spanish versions with a QR link to the survey. Additionally, survey information was posted on the City and Chamber website, through the city's neighborhood hub platform "Nextdoor", email distributions and through the project's website. A copy of the postcard is provided below.

City of Winter Haven Downtown Redevelopment Plan Survey

What's your vision for the future of Downtown Winter Haven?



 **Take the survey by March 22**
www.cfrpc.org/WinterHavenCRA/

Share your ideas at the Downtown Winter Haven Open House
Monday, April 4, 2022 | 4PM to 8PM

Winter Haven Public Library
325 Avenue A NW
Winter Haven, FL 33881

www.cfrpc.org/WinterHavenCRA/

WINTER HAVEN
The Chain of Lakes City

For More Information Contact Beneshea Frazier, 863-534-7130 Ext. 141 | bfrazier@cfrpc.org

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, income, or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact the CFRPC Title VII Nondiscrimination Coordinator, Annie Arguello, 863-534-7130, or via Florida Relay Service 711, or by email: aarguello@cfrpc.org.

Encuesta del Plan de Reurbanización del Centro de la Ciudad de Winter Haven

¿Cuál es tu visión para el futuro del centro de Winter Haven?



 **Tome la encuesta antes del 22 de marzo 2022**
www.cfrpc.org/WinterHavenCRA/

Comparta tus ideas
Jornada Comunitaria a Puertas Abiertas
Lunes, 4 de abril 2022 | 4PM a 8PM

Biblioteca pública de Winter Haven
325 Avenue A NW
Winter Haven, FL 33881

www.cfrpc.org/WinterHavenCRA/

WINTER HAVEN
The Chain of Lakes City

Para más información: Beneshea Frazier, 863-534-7130 Ext. 141 | bfrazier@cfrpc.org

Se solicita la participación pública sin distinción de raza, color, origen nacional, edad, sexo, religión, discapacidad, ingresos o estado familiar. Las personas que requieran adaptaciones especiales bajo la Ley de Estadounidenses con Discapacidades o las personas que requieran servicios de traducción (sin cargo) deben comunicarse con la Coordinadora de CFRPC, Título VII No Discriminación, Annie Arguello, 863-534-7130 x127, o a través del Florida Relay Service 711, o por correo electrónico: aarguello@cfrpc.org.

Copy of Web-Based CRA Community Survey

An online community survey was designed through the website Survey Monkey. The community survey has both an online and a written version that featured 12 questions; three of the questions are multiple choice with the remaining nine questions being open ended or fill in the blank.



WINTER HAVEN
The Chain of Lakes City

**Downtown Community Redevelopment Plan Update
Community Survey**

Your Input is Important

The City of Winter Haven needs input from residents, business owners, and community stakeholders regarding the future of the Downtown Area. Information gathered from the survey will help in identifying strategic priorities and guide the long-term investments for the Winter Haven Downtown Area.

Please provide your input and help shape the future of the Winter Haven Downtown Area.
Please circle all that apply.

1. I am a...

- a. City of Winter Haven Resident
- b. Downtown resident
- c. Downtown Building/Property Owner
- d. Downtown Business Owner/Operator
- e. Employee of a business located within the Downtown
- f. Other

2. Please circle the number that represents your opinion.
5 = Strongly Agree, 4 = Agree, 3 = No Opinion, 2 = Disagree, 1 = Strongly Disagree

The Downtown needs...

a. More landscaping/streetscaping (benches, trees, etc.)	5	4	3	2	1
b. More parks and public spaces	5	4	3	2	1
c. More festivals and events	5	4	3	2	1
d. Wayfinding (town entryways, directional signage, etc.)	5	4	3	2	1
e. To be more walkable	5	4	3	2	1
f. Business beautification/design standards	5	4	3	2	1
g. Murals and sculptures	5	4	3	2	1
h. Gathering places / Community center / Event center	5	4	3	2	1
i. To preserve historic and cultural resources	5	4	3	2	1
j. To develop an interconnected trail system	5	4	3	2	1
k. To develop a broader mix of employment	5	4	3	2	1
l. To invest in roadway improvements (paving, repaving, etc.)	5	4	3	2	1
m. To improve water and sewer infrastructure	5	4	3	2	1
n. To invest in better connections for walking and biking	5	4	3	2	1
o. To provide new housing that is appealing and affordable	5	4	3	2	1
p. To enhance tree canopy/tree coverage	5	4	3	2	1

g. Other? _____

3. Why do you visit the Downtown?

- a. Dining
- b. Shopping
- c. Special Events
- d. Work
- e. Family
- f. Recreation
- g. Other

4. What do you like best about the Downtown?

5. What do you like least about the Downtown?

6. What types of changes would you like to see in the Downtown?

7. How would you like the Downtown to look 15 years from now (Year 2035)?

8. What is your favorite feature of the Downtown?

9. Is there anything missing from the Downtown? If yes, what?

10. Does the Downtown need more businesses? If yes, what type?

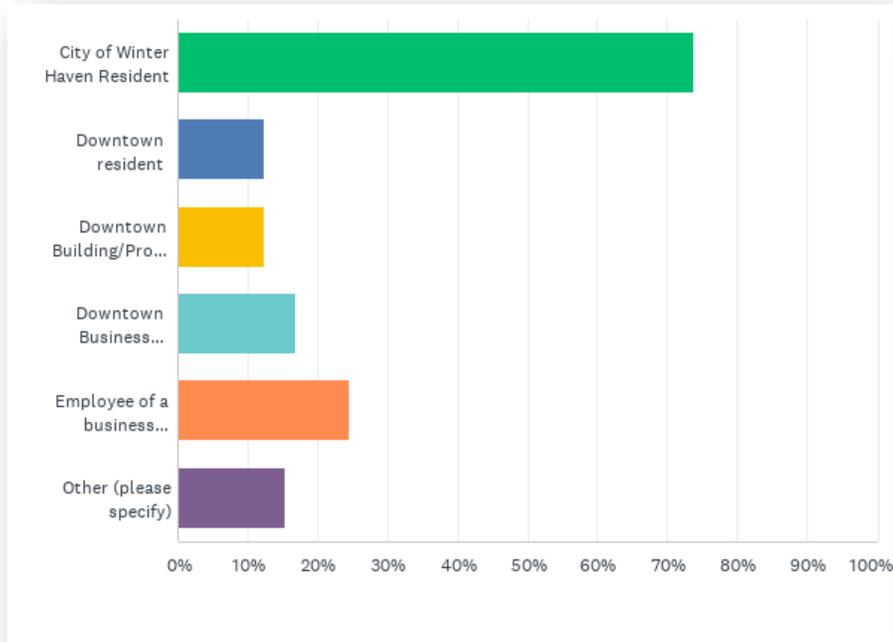
11. Does the Downtown need more residences? If yes, what type?

12. What types of improvements would you like to see made to parks within the Downtown, if any?

Results from Web-Based CRA Community Survey

A total of 68 completed surveys were received by the March 22, 2022 deadline. The Community Assessment Survey results are provided below.

Question 1: I am a...



In **Question 1** above, respondents were asked to identify themselves. Responses include:

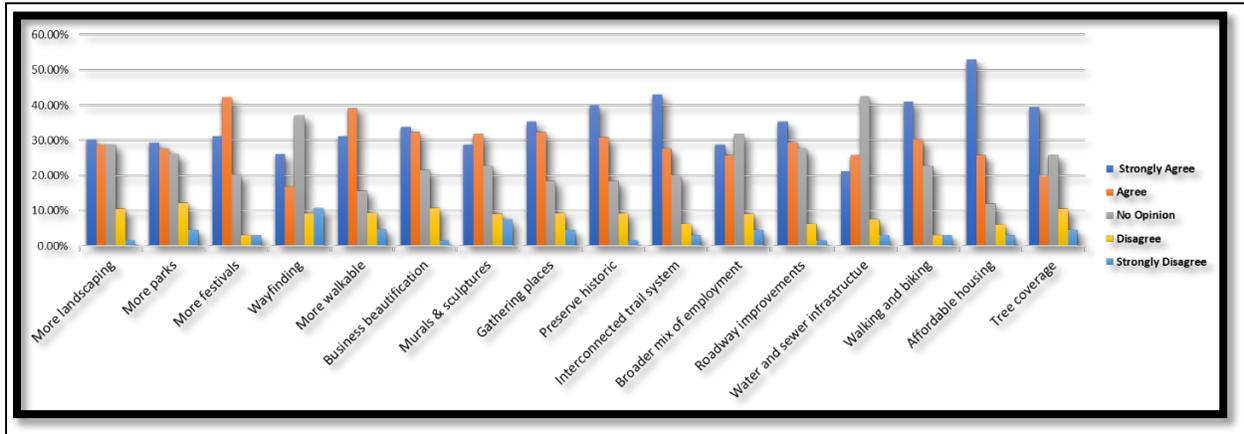
- City of Winter Haven Resident (73.85 percent)
- Downtown resident (12.31 percent)
- Downtown Building/Property Owner (12.31 percent)
- Downtown Business Owner/Operator (16.92 percent)
- Employee of a business located within the Downtown (24.62 percent)

The "Other Category" had a 15.38 percent response rate. Respondents included the following comments for "Other".

- Retired
- Developer
- City employee
- Auburndale Business
- City Manager/Local Government
- Winter Haven ED Council Employee
- Investor in neighboring cities CBA's/Downtowns
- Long time area resident and business owner in city limits

Question 2: The Downtown needs...

**(Please select the number that represents your opinion:
5 = Strongly Agree, 4 = Agree, 3 = No Opinion, 2 = Disagree, 1 = Strongly Disagree)**



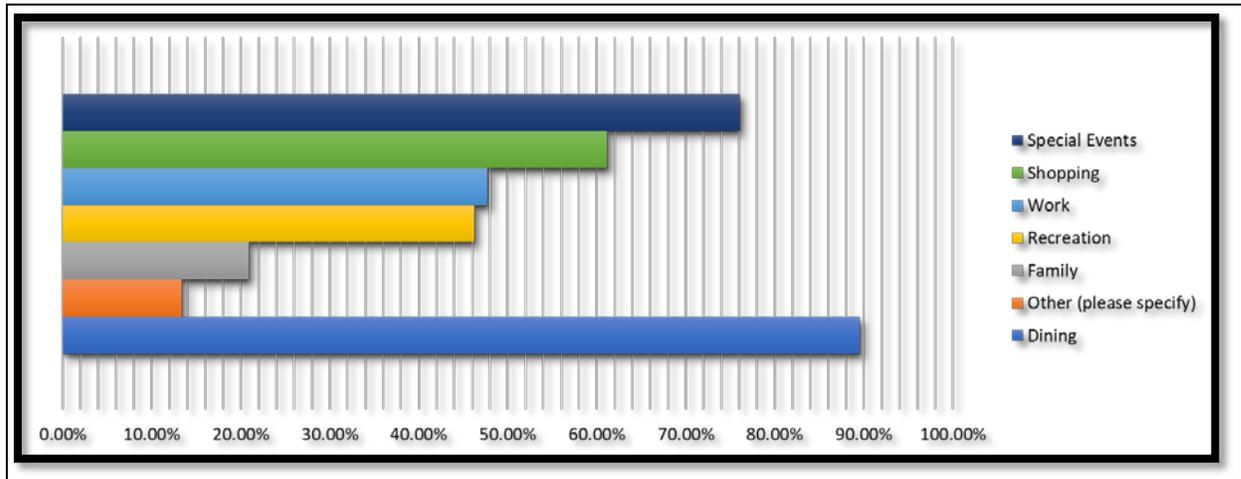
In **Question 2** above, respondents were asked to identify the needs of the Downtown District. Top responses identified as Strongly Agree include:

- More landscaping/streetscaping (30 percent)
- More parks and public spaces (29.23 percent)
- Business beautification/design standards (33.85 percent)
- Gathering places / Community center / Event center (35.38 percent)
- To preserve historic and cultural resources (40 percent)
- To develop an interconnected trail system (43.08 percent)
- To invest in roadway improvements (paving, repaving, etc.) (35.38 percent)
- To invest in better connections for walking and biking (40.91 percent)
- To provide new housing that is appealing and affordable (53.03 percent)
- To enhance tree canopy/tree coverage (39.39 percent)

Respondents included the following comments for “Other”.

- More benches under shades trees
- Flowers/plants
- Softball complex
- Better water quality
- Another parking garage
- Street trees
- Increased safety
- Traffic control

Question 3: Why do you visit the Downtown?



In **Question 3** above, respondents were asked to identify why they visit Downtown Winter Haven. Top three answers include:

- Dining (89.55 percent)
- Special Events (76.12 percent)
- Shopping (61.19 percent)

The “Other Category” had a 13.43 percent response rate. Respondents included the following comments for “Other”.

- Library
- Drinking
- Exercise
- Comedy
- Visit friends
- Walk my dog
- Farmers market
- Walk downtown nightly for exercise
- To show off our downtown to visitors

Downtown Community Redevelopment Plan Survey Results

For Question 4-12, Words shown larger were mentioned more often in the survey comments.

Question 6: What Types of Changes Would You Like to See in The Downtown?



Question 7: How Would You Like the Downtown to Look 15 Years from Now (Year 2035)?



Question 10: Does the Downtown Need More Businesses? If Yes, What Type?



Question 11: Does the Downtown Need More Residences? If Yes, What Type?



Question 12: What Types of Improvements Would You Like to See Made to Parks Within the Downtown, if Any?



Appendix C: Business Summary

Esri's Business Summary data summarizes the comprehensive list of businesses from Infogroup for select NAICS and SIC summary categories by geography and includes total number of businesses and total number of employees for a trade area.

 Business Summary		Prepared by Esri	
Winter Haven Downtown CRA Area: 1.73 square miles			
Data for all businesses in area			
Total Businesses:		1,020	
Total Employees:		35,814	
Total Residential Population:		3,441	
Employee/Residential Population Ratio (per 100 Residents)		1,041	
		Businesses	
		Number	Percent
by SIC Codes		Number	Percent
Agriculture & Mining		15	1.5%
Construction		33	3.2%
Manufacturing		18	1.8%
Transportation		13	1.3%
Communication		8	0.8%
Utility		1	0.1%
Wholesale Trade		25	2.5%
		Employees	
		Number	Percent
Retail Trade Summary		208	20.4%
Home Improvement		6	0.6%
General Merchandise Stores		8	0.8%
Food Stores		24	2.4%
Auto Dealers, Gas Stations, Auto Aftermarket		19	1.9%
Apparel & Accessory Stores		11	1.1%
Furniture & Home Furnishings		12	1.2%
Eating & Drinking Places		66	6.5%
Miscellaneous Retail		62	6.1%
Finance, Insurance, Real Estate Summary		131	12.8%
Banks, Savings & Lending Institutions		24	2.4%
Securities Brokers		17	1.7%
Insurance Carriers & Agents		23	2.3%
Real Estate, Holding, Other Investment Offices		66	6.5%
Services Summary		464	45.5%
Hotels & Lodging		5	0.5%
Automotive Services		19	1.9%
Motion Pictures & Amusements		23	2.3%
Health Services		131	12.8%
Legal Services		39	3.8%
Education Institutions & Libraries		13	1.3%
Other Services		234	22.9%
Government		26	2.5%
Unclassified Establishments		78	7.6%
Totals		1,020	100.0%
		35,814	100.0%
Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021. Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas.			
		January 12, 2022	
©2022 Esri		Page 1 of 2	



Business Summary

Winter Haven Downtown CRA
Area: 1.73 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	9	0.9%	833	2.3%
Mining	0	0.0%	0	0.0%
Utilities	1	0.1%	20	0.1%
Construction	39	3.8%	303	0.8%
Manufacturing	19	1.9%	109	0.3%
Wholesale Trade	22	2.2%	109	0.3%
Retail Trade	136	13.3%	1,689	4.7%
Motor Vehicle & Parts Dealers	17	1.7%	205	0.6%
Furniture & Home Furnishings Stores	8	0.8%	30	0.1%
Electronics & Appliance Stores	1	0.1%	14	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	6	0.6%	235	0.7%
Food & Beverage Stores	16	1.6%	357	1.0%
Health & Personal Care Stores	26	2.5%	183	0.5%
Gasoline Stations	2	0.2%	4	0.0%
Clothing & Clothing Accessories Stores	15	1.5%	66	0.2%
Sport Goods, Hobby, Book, & Music Stores	11	1.1%	76	0.2%
General Merchandise Stores	8	0.8%	417	1.2%
Miscellaneous Store Retailers	17	1.7%	93	0.3%
Nonstore Retailers	9	0.9%	7	0.0%
Transportation & Warehousing	12	1.2%	107	0.3%
Information	23	2.3%	198	0.6%
Finance & Insurance	68	6.7%	485	1.4%
Central Bank/Credit Intermediation & Related Activities	25	2.5%	221	0.6%
Securities, Commodity Contracts & Other Financial	19	1.9%	111	0.3%
Insurance Carriers & Related Activities; Funds, Trusts &	24	2.4%	153	0.4%
Real Estate, Rental & Leasing	64	6.3%	423	1.2%
Professional, Scientific & Tech Services	112	11.0%	652	1.8%
Legal Services	43	4.2%	286	0.8%
Management of Companies & Enterprises	3	0.3%	11	0.0%
Administrative & Support & Waste Management & Remediation	25	2.5%	222	0.6%
Educational Services	14	1.4%	366	1.0%
Health Care & Social Assistance	161	15.8%	28,182	78.7%
Arts, Entertainment & Recreation	16	1.6%	79	0.2%
Accommodation & Food Services	75	7.4%	1,061	3.0%
Accommodation	5	0.5%	63	0.2%
Food Services & Drinking Places	69	6.8%	998	2.8%
Other Services (except Public Administration)	119	11.7%	557	1.6%
Automotive Repair & Maintenance	17	1.7%	74	0.2%
Public Administration	26	2.5%	354	1.0%
Unclassified Establishments	78	7.6%	54	0.2%
Total	1,020	100.0%	35,814	100.0%

Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021.

Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas.

January 12, 2022

Appendix D: Retail Market Potential

Esri's U.S. Retail MarketPlace data provides a direct comparison between retail sales and consumer spending by industry and measures the gap between supply and demand. For this report, a 1-mile, 2-mile, and 3-mile radius comparison was used.

		Retail MarketPlace Profile				
Downtown Winter Haven, Winter Haven, Florida Ring: 1 mile radius		Prepared by Esri Latitude: 28.02226 Longitude: -81.73094				
Summary Demographics						
2021 Population						6,118
2021 Households						2,773
2021 Median Disposable Income						\$26,973
2021 Per Capita Income						\$20,581
NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.						
2017 Industry Summary						
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$52,524,167	\$319,880,390	-\$267,356,223	-71.8	185
Total Retail Trade	44-45	\$47,543,986	\$279,084,858	-\$231,540,872	-70.9	128
Total Food & Drink	722	\$4,980,181	\$40,795,532	-\$35,815,351	-78.2	57
2017 Industry Group						
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$10,077,276	\$30,837,267	-\$20,759,991	-50.7	13
Automobile Dealers	4411	\$8,039,121	\$20,566,913	-\$12,527,792	-43.8	4
Other Motor Vehicle Dealers	4412	\$1,150,218	\$3,323,498	-\$2,173,280	-48.6	1
Auto Parts, Accessories & Tire Stores	4413	\$887,937	\$6,946,856	-\$6,058,919	-77.3	8
Furniture & Home Furnishings Stores	442	\$1,659,576	\$11,105,796	-\$9,446,220	-74.0	10
Furniture Stores	4421	\$947,302	\$8,162,358	-\$7,215,056	-79.2	6
Home Furnishings Stores	4422	\$712,274	\$2,943,438	-\$2,231,164	-61.0	4
Electronics & Appliance Stores	443	\$1,333,933	\$3,288,554	-\$1,954,621	-42.3	3
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,946,176	\$35,455,450	-\$32,509,274	-84.7	6
Bldg Material & Supplies Dealers	4441	\$2,714,093	\$34,548,843	-\$31,834,750	-85.4	5
Lawn & Garden Equip & Supply Stores	4442	\$232,083	\$906,607	-\$674,524	-59.2	1
Food & Beverage Stores	445	\$8,727,874	\$56,034,947	-\$47,307,073	-73.0	17
Grocery Stores	4451	\$7,954,222	\$52,630,206	-\$44,675,984	-73.7	8
Specialty Food Stores	4452	\$367,496	\$3,116,478	-\$2,748,982	-78.9	8
Beer, Wine & Liquor Stores	4453	\$406,156	\$288,263	\$117,893	17.0	1
Health & Personal Care Stores	446,4461	\$3,278,188	\$25,642,249	-\$22,364,061	-77.3	16
Gasoline Stations	447,4471	\$5,022,772	\$20,605,819	-\$15,583,047	-60.8	7
Clothing & Clothing Accessories Stores	448	\$2,324,929	\$5,590,802	-\$3,265,873	-41.3	13
Clothing Stores	4481	\$1,581,673	\$2,823,315	-\$1,241,642	-28.2	8
Shoe Stores	4482	\$356,253	\$0	\$356,253	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$387,002	\$2,628,029	-\$2,241,027	-74.3	5
Sporting Goods, Hobby, Book & Music Stores	451	\$1,132,589	\$13,808,312	-\$12,675,723	-84.8	11
Sporting Goods/Hobby/Musical Instr Stores	4511	\$925,453	\$12,244,705	-\$11,319,252	-85.9	9
Book, Periodical & Music Stores	4512	\$207,137	\$1,563,607	-\$1,356,470	-76.6	2
General Merchandise Stores	452	\$7,830,217	\$54,613,516	-\$46,783,299	-74.9	7
Department Stores Excluding Leased Depts.	4521	\$5,417,863	\$51,513,077	-\$46,095,214	-81.0	4
Other General Merchandise Stores	4529	\$2,412,354	\$3,100,438	-\$688,084	-12.5	2
Miscellaneous Store Retailers	453	\$1,953,857	\$21,993,710	-\$20,039,853	-83.7	25
Florists	4531	\$75,403	\$1,159,620	-\$1,084,217	-87.8	4
Office Supplies, Stationery & Gift Stores	4532	\$407,527	\$15,053,752	-\$14,646,225	-94.7	5
Used Merchandise Stores	4533	\$428,475	\$3,084,125	-\$2,655,650	-75.6	11
Other Miscellaneous Store Retailers	4539	\$1,042,452	\$2,696,213	-\$1,653,761	-44.2	5
Nonstore Retailers	454	\$1,256,599	\$108,435	\$1,148,164	84.1	1
Electronic Shopping & Mail-Order Houses	4541	\$1,053,331	\$0	\$1,053,331	100.0	0
Vending Machine Operators	4542	\$21,423	\$0	\$21,423	100.0	0
Direct Selling Establishments	4543	\$181,845	\$108,435	\$73,410	25.3	1
Food Services & Drinking Places	722	\$4,980,181	\$40,795,532	-\$35,815,351	-78.2	57
Special Food Services	7223	\$83,506	\$76,081	\$7,425	4.7	1
Drinking Places - Alcoholic Beverages	7224	\$380,067	\$1,367,836	-\$987,769	-56.5	4
Restaurants/Other Eating Places	7225	\$4,516,608	\$39,351,615	-\$34,835,007	-79.4	52
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.						

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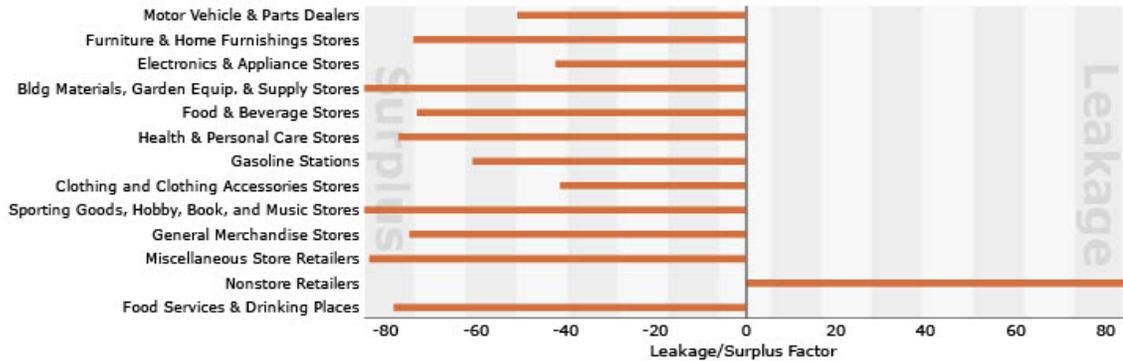


Retail MarketPlace Profile

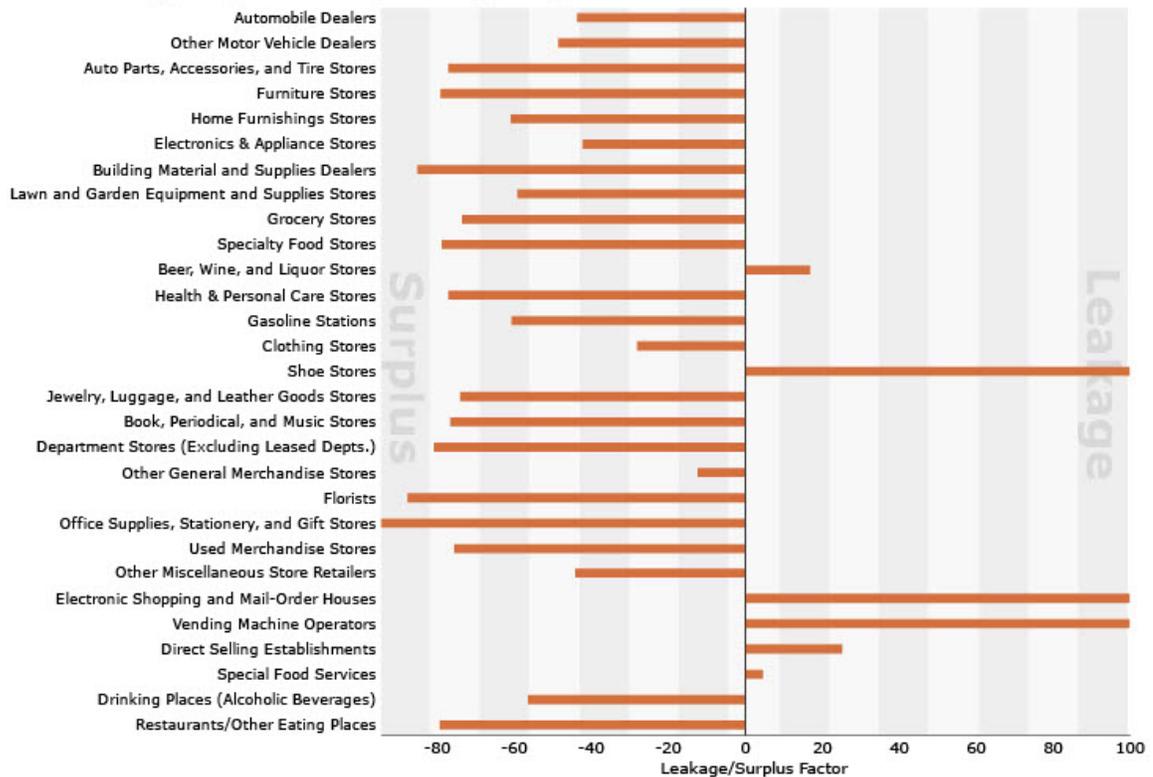
Downtown Winter Haven, Winter Haven, Florida
Ring: 1 mile radius

Prepared by Esri
Latitude: 28.02226
Longitude: -81.73094

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

January 12, 2022



Retail MarketPlace Profile

Downtown Winter Haven, Winter Haven, Florida
Ring: 2 mile radius

Prepared by Esri
Latitude: 28.02226
Longitude: -81.73094

Summary Demographics

2021 Population	27,444
2021 Households	11,267
2021 Median Disposable Income	\$36,623
2021 Per Capita Income	\$24,087

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$266,566,879	\$648,354,725	-\$381,787,846	-41.7	353
Total Retail Trade	44-45	\$241,680,803	\$558,911,188	-\$317,230,385	-39.6	234
Total Food & Drink	722	\$24,886,076	\$89,443,537	-\$64,557,461	-56.5	119
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$52,374,455	\$100,162,221	-\$47,787,766	-31.3	33
Automobile Dealers	4411	\$41,754,218	\$77,048,276	-\$35,294,058	-29.7	15
Other Motor Vehicle Dealers	4412	\$6,106,516	\$10,241,304	-\$4,134,788	-25.3	4
Auto Parts, Accessories & Tire Stores	4413	\$4,513,721	\$12,872,641	-\$8,358,920	-48.1	15
Furniture & Home Furnishings Stores	442	\$8,504,649	\$14,678,169	-\$6,173,520	-26.6	15
Furniture Stores	4421	\$4,769,355	\$9,813,127	-\$5,043,772	-34.6	8
Home Furnishings Stores	4422	\$3,735,294	\$4,865,042	-\$1,129,748	-13.1	7
Electronics & Appliance Stores	443	\$6,709,891	\$6,768,364	-\$58,473	-0.4	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$16,165,527	\$52,847,098	-\$36,681,571	-53.2	12
Bldg Material & Supplies Dealers	4441	\$14,853,599	\$51,770,921	-\$36,917,322	-55.4	11
Lawn & Garden Equip & Supply Stores	4442	\$1,311,929	\$1,076,177	\$235,752	9.9	2
Food & Beverage Stores	445	\$43,155,631	\$140,371,325	-\$97,215,694	-53.0	35
Grocery Stores	4451	\$39,323,600	\$130,450,865	-\$91,127,265	-53.7	19
Specialty Food Stores	4452	\$1,811,479	\$7,678,090	-\$5,866,611	-61.8	13
Beer, Wine & Liquor Stores	4453	\$2,020,552	\$2,242,370	-\$221,818	-5.2	2
Health & Personal Care Stores	446,4461	\$16,514,648	\$40,227,903	-\$23,713,255	-41.8	25
Gasoline Stations	447,4471	\$25,469,188	\$36,412,293	-\$10,943,105	-17.7	14
Clothing & Clothing Accessories Stores	448	\$11,559,467	\$8,075,244	\$3,484,223	17.7	20
Clothing Stores	4481	\$7,873,325	\$4,388,384	\$3,484,941	28.4	13
Shoe Stores	4482	\$1,770,243	\$435,029	\$1,335,214	60.5	1
Jewelry, Luggage & Leather Goods Stores	4483	\$1,915,898	\$3,251,831	-\$1,335,933	-25.9	6
Sporting Goods, Hobby, Book & Music Stores	451	\$5,731,140	\$19,383,505	-\$13,652,365	-54.4	17
Sporting Goods/Hobby/Musical Instr Stores	4511	\$4,719,710	\$14,901,118	-\$10,181,408	-51.9	13
Book, Periodical & Music Stores	4512	\$1,011,429	\$4,482,387	-\$3,470,958	-63.2	4
General Merchandise Stores	452	\$39,189,628	\$110,694,748	-\$71,505,120	-47.7	15
Department Stores Excluding Leased Depts.	4521	\$27,139,800	\$96,296,095	-\$69,156,295	-56.0	6
Other General Merchandise Stores	4529	\$12,049,828	\$14,398,653	-\$2,348,825	-8.9	9
Miscellaneous Store Retailers	453	\$9,920,662	\$29,163,189	-\$19,242,527	-49.2	40
Florists	4531	\$415,822	\$1,295,766	-\$879,944	-51.4	5
Office Supplies, Stationery & Gift Stores	4532	\$2,041,154	\$16,313,210	-\$14,272,056	-77.8	5
Used Merchandise Stores	4533	\$2,124,870	\$4,119,580	-\$1,994,710	-31.9	15
Other Miscellaneous Store Retailers	4539	\$5,338,816	\$7,434,633	-\$2,095,817	-16.4	15
Nonstore Retailers	454	\$6,385,917	\$127,130	\$6,258,787	96.1	1
Electronic Shopping & Mail-Order Houses	4541	\$5,296,889	\$0	\$5,296,889	100.0	0
Vending Machine Operators	4542	\$105,564	\$0	\$105,564	100.0	0
Direct Selling Establishments	4543	\$983,464	\$109,144	\$874,320	80.0	1
Food Services & Drinking Places	722	\$24,886,076	\$89,443,537	-\$64,557,461	-56.5	119
Special Food Services	7223	\$429,577	\$174,977	\$254,600	42.1	2
Drinking Places - Alcoholic Beverages	7224	\$1,921,488	\$3,315,350	-\$1,393,862	-26.6	9
Restaurants/Other Eating Places	7225	\$22,535,011	\$85,953,211	-\$63,418,200	-58.5	108

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

January 12, 2022

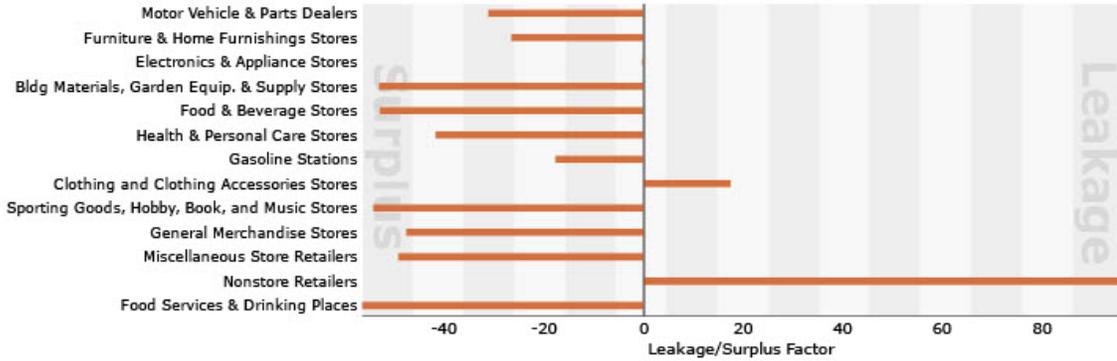


Retail MarketPlace Profile

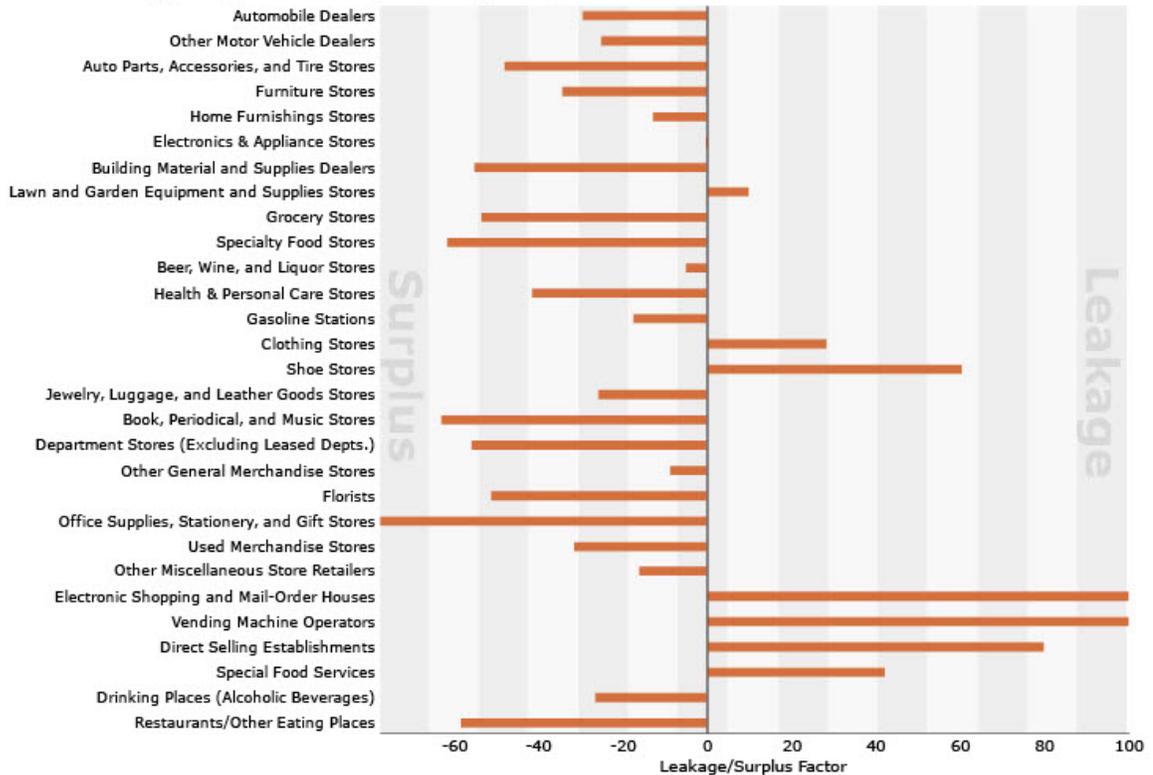
Downtown Winter Haven, Winter Haven, Florida
Ring: 2 mile radius

Prepared by Esri
Latitude: 28.02226
Longitude: -81.73094

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



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January 12, 2022



Retail MarketPlace Profile

Downtown Winter Haven, Winter Haven, Florida
Ring: 3 mile radius

Prepared by Esri
Latitude: 28.02226
Longitude: -81.73094

Summary Demographics

2021 Population	51,308
2021 Households	19,927
2021 Median Disposable Income	\$38,523
2021 Per Capita Income	\$24,364

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$488,695,263	\$780,543,217	-\$291,847,954	-23.0	436
Total Retail Trade	44-45	\$443,228,002	\$684,231,505	-\$241,003,503	-21.4	305
Total Food & Drink	722	\$45,467,260	\$96,311,712	-\$50,844,452	-35.9	132
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$96,421,718	\$131,713,338	-\$35,291,620	-15.5	48
Automobile Dealers	4411	\$76,873,716	\$103,811,513	-\$26,937,797	-14.9	23
Other Motor Vehicle Dealers	4412	\$11,272,897	\$12,924,551	-\$1,651,654	-6.8	6
Auto Parts, Accessories & Tire Stores	4413	\$8,275,106	\$14,977,274	-\$6,702,168	-28.8	19
Furniture & Home Furnishings Stores	442	\$15,583,432	\$18,972,841	-\$3,389,409	-9.8	20
Furniture Stores	4421	\$8,707,067	\$11,828,192	-\$3,121,125	-15.2	10
Home Furnishings Stores	4422	\$6,876,365	\$7,144,649	-\$268,284	-1.9	9
Electronics & Appliance Stores	443	\$12,272,805	\$8,392,298	\$3,880,507	18.8	11
Bldg Materials, Garden Equip. & Supply Stores	444	\$30,073,687	\$66,658,688	-\$36,585,001	-37.8	24
Bldg Material & Supplies Dealers	4441	\$27,645,471	\$64,726,258	-\$37,080,787	-40.1	19
Lawn & Garden Equip & Supply Stores	4442	\$2,428,215	\$1,932,430	\$495,785	11.4	5
Food & Beverage Stores	445	\$78,768,289	\$186,452,460	-\$107,684,171	-40.6	46
Grocery Stores	4451	\$71,777,562	\$174,636,542	-\$102,858,980	-41.7	27
Specialty Food Stores	4452	\$3,305,029	\$8,568,096	-\$5,263,067	-44.3	15
Beer, Wine & Liquor Stores	4453	\$3,685,698	\$3,247,822	\$437,876	6.3	4
Health & Personal Care Stores	446,4461	\$30,215,733	\$49,936,718	-\$19,720,985	-24.6	28
Gasoline Stations	447,4471	\$46,735,586	\$45,586,477	\$1,149,109	1.2	17
Clothing & Clothing Accessories Stores	448	\$21,137,419	\$8,656,825	\$12,480,594	41.9	22
Clothing Stores	4481	\$14,389,595	\$4,863,628	\$9,525,967	49.5	15
Shoe Stores	4482	\$3,245,152	\$435,029	\$2,810,123	76.4	1
Jewelry, Luggage & Leather Goods Stores	4483	\$3,502,671	\$3,358,168	\$144,503	2.1	6
Sporting Goods, Hobby, Book & Music Stores	451	\$10,491,131	\$20,098,014	-\$9,606,883	-31.4	19
Sporting Goods/Hobby/Musical Instr Stores	4511	\$8,657,458	\$15,615,627	-\$6,958,169	-28.7	15
Book, Periodical & Music Stores	4512	\$1,833,672	\$4,482,387	-\$2,648,715	-41.9	4
General Merchandise Stores	452	\$71,657,790	\$115,089,783	-\$43,431,993	-23.3	18
Department Stores Excluding Leased Depts.	4521	\$49,633,550	\$96,680,574	-\$47,047,024	-32.2	6
Other General Merchandise Stores	4529	\$22,024,240	\$18,409,210	\$3,615,030	8.9	12
Miscellaneous Store Retailers	453	\$18,169,820	\$32,203,404	-\$14,033,584	-27.9	50
Florists	4531	\$765,937	\$1,429,080	-\$663,143	-30.2	5
Office Supplies, Stationery & Gift Stores	4532	\$3,737,625	\$16,439,151	-\$12,701,526	-63.0	6
Used Merchandise Stores	4533	\$3,867,468	\$4,879,895	-\$1,012,427	-11.6	19
Other Miscellaneous Store Retailers	4539	\$9,798,790	\$9,455,277	\$343,513	1.8	20
Nonstore Retailers	454	\$11,700,592	\$470,658	\$11,229,934	92.3	2
Electronic Shopping & Mail-Order Houses	4541	\$9,691,017	\$0	\$9,691,017	100.0	0
Vending Machine Operators	4542	\$192,604	\$361,514	-\$168,910	-30.5	2
Direct Selling Establishments	4543	\$1,816,971	\$109,144	\$1,707,827	88.7	1
Food Services & Drinking Places	722	\$45,467,260	\$96,311,712	-\$50,844,452	-35.9	132
Special Food Services	7223	\$784,542	\$177,579	\$606,963	63.1	2
Drinking Places - Alcoholic Beverages	7224	\$3,514,026	\$3,998,252	-\$484,226	-6.4	10
Restaurants/Other Eating Places	7225	\$41,168,692	\$92,135,882	-\$50,967,190	-38.2	120

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

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January 12, 2022

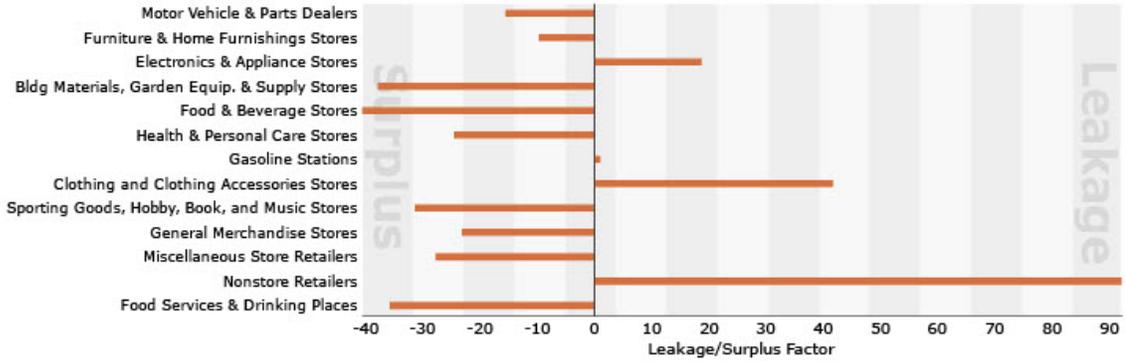


Retail MarketPlace Profile

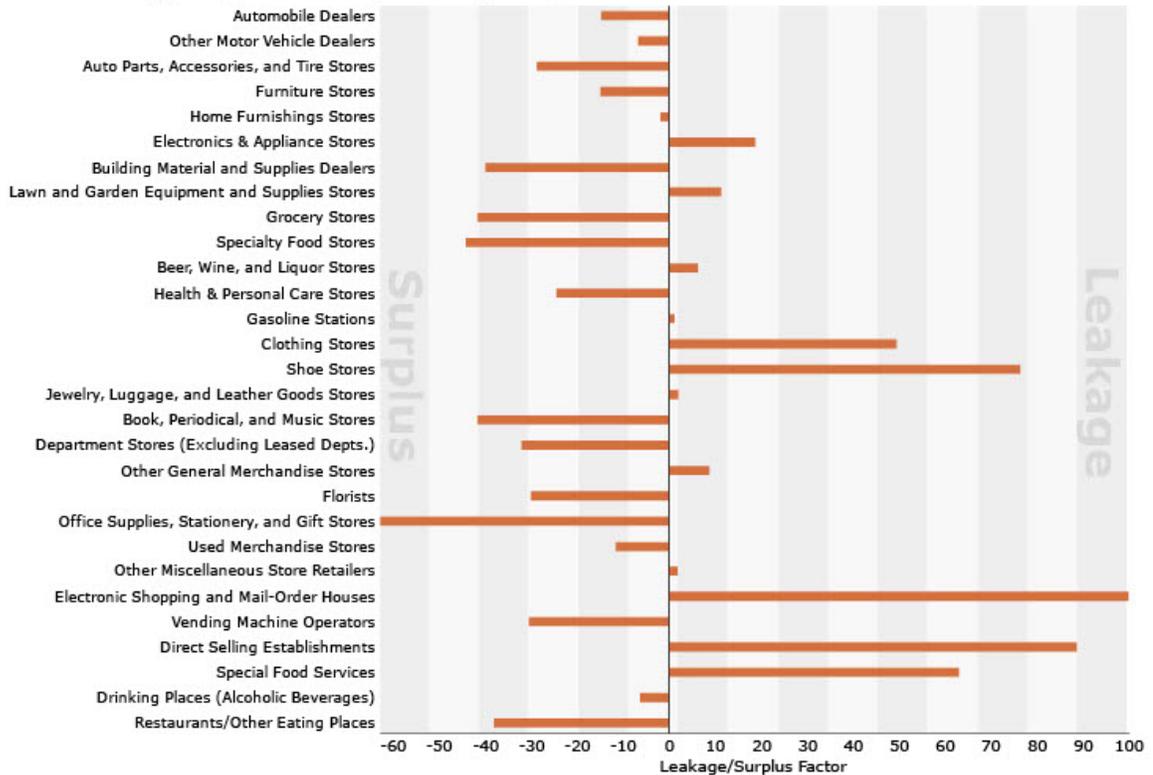
Downtown Winter Haven, Winter Haven, Florida
Ring: 3 mile radius

Prepared by Esri
Latitude: 28.02226
Longitude: -81.73094

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

January 12, 2022

Appendix E: Tapestry Segmentations

Esri's Tapestry segmentation provides an accurate, detailed description of America's neighborhoods—U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition—then further classifies the segments into LifeMode and Urbanization Groups. The Downtown CRA area is composed by three main tapestry segmentation groups: Social Security Set (9F), Hometown Heritage (8G), and Traditional Living (12B).



LifeMode Group: Middle Ground

Hometown Heritage

8G

Households: 1,507,700

Average Household Size: 2.66

Median Age: 32.4

Median Household Income: \$28,200

WHO ARE WE?

Hometown Heritage neighborhoods are in urbanized areas within central cities, with older housing, located mainly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children) and single parents. They work mainly in service, manufacturing, and retail trade industries. 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2-4 unit buildings.

OUR NEIGHBORHOOD

- Renters: About three-fifths of households.
- Primarily family households, married couples with or without children, single parents (Index 203), and multigenerational households (Index 137).
- Primarily single-family homes (61%), with a higher proportion of dwellings in 2-4 unit buildings (Index 225).
- Older housing, built before 1960 (59%), with a higher proportion built in the 1940s (Index 215) or earlier (Index 257).
- Higher percentage of vacant housing units at 18% (Index 155).
- Most households with 1 or 2 vehicles (71%), but 19% have no vehicle (Index 204).

SOCIOECONOMIC TRAITS

- Education completed: 38% with a high school diploma only (Index 137); 28% with some college or an associate's degree (Index 97).
- Higher rates of employment in Manufacturing.
- Labor force participation rate is lower at 57.1%.
- Wages and salaries are the primary source of income for 70% of households, with contributions from Supplemental Security Income for 12% (Index 232) and public assistance for 7% (Index 254).
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- They tend to save money for a specific purpose.



**TAPESTRY
SEGMENTATION**
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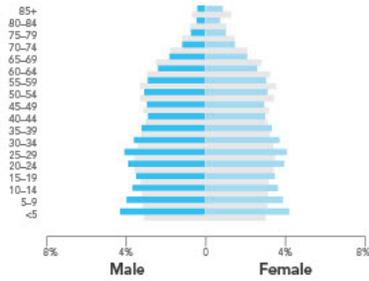
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by IRI-Consumers.



AGE BY SEX (Esri data)

Median Age: **32.4** US: 38.2

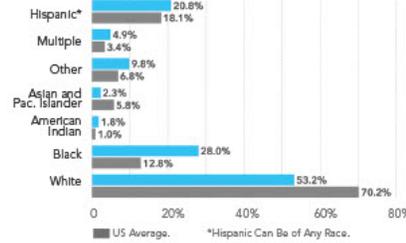
■ Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **75.7** US: 64.0



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

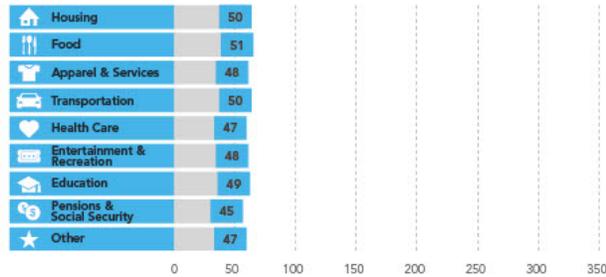


Median Net Worth



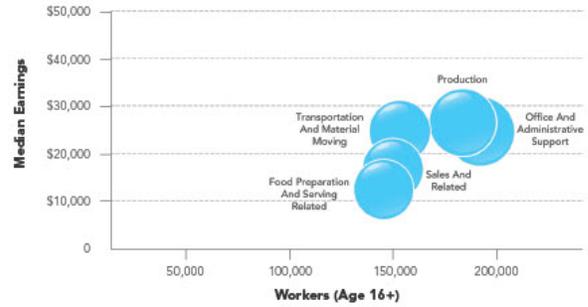
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- For those with young children at home, watching Disney Channel, Cartoon Network, and Nickelodeon on TV is popular; diapers, baby food, and children's clothing are priority expenditures.
- Favor shopping at their local discount store, search for bargains on the Internet, or purchasing from in-home sales representatives.
- Read parenting and health magazines.
- Watch programs on BET, VH1, and Game Show Network.
- Prefer to listen to gospel, R&B, rap, and hip-hop music.
- Like to listen to sports on the radio and watch on TV. Favorite sports include NASCAR racing, professional wrestling, and basketball.

HOUSING

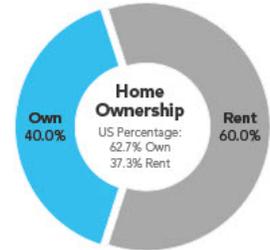
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Average Rent:
\$710

US Average: \$1,038



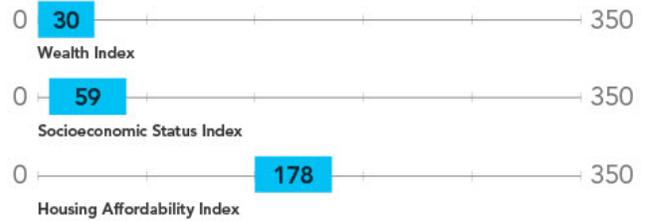
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status and housing affordability for the market relative to the US.





LifeMode Group: Middle Ground

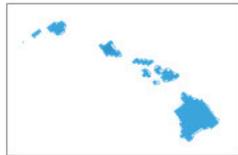
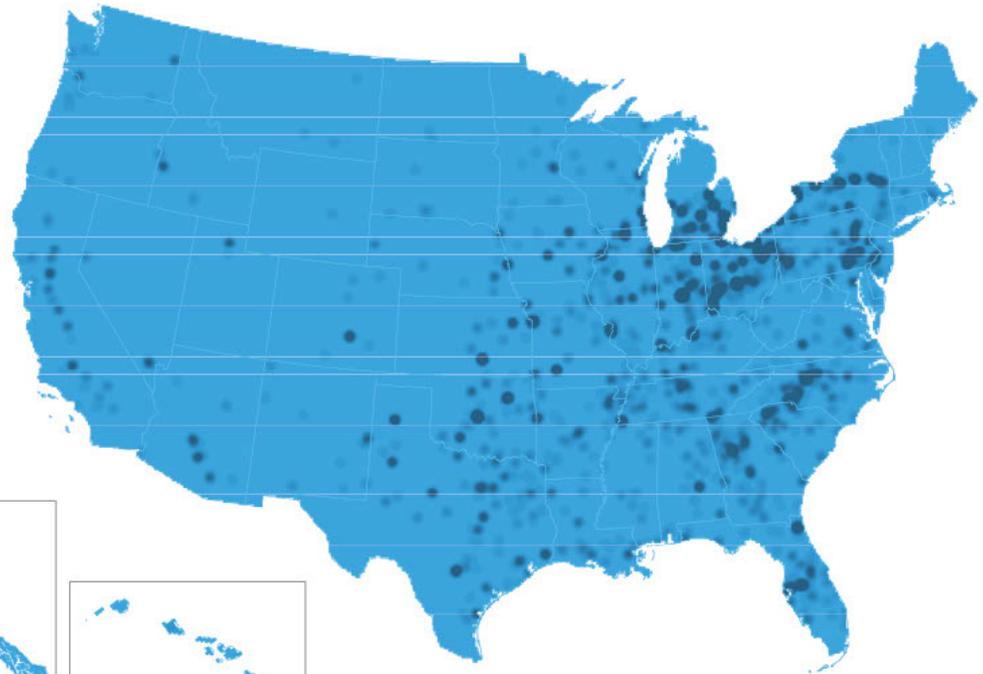
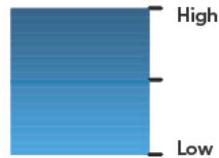
Hometown Heritage



TAPESTRY
SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the *Hometown Heritage* Tapestry Segment by households.



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THE
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LifeMode Group: Senior Styles

Social Security Set

9F

Households: 1,001,400

Average Household Size: 1.73

Median Age: 45.6

Median Household Income: \$17,900

WHO ARE WE?

Social Security Set is an older market located in metropolitan cities across the country. One-fourth of householders here are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. In the aftermath of the Great Recession, early retirement is now a dream for many approaching the retirement age; wages and salary income in this market are still earned. Residents live alone in low-rent, high-rise buildings, located in or close to business districts that attract heavy daytime traffic. But they enjoy the hustle and bustle of life in the heart of the city, with the added benefit of access to hospitals, community centers, and public transportation.

OUR NEIGHBORHOOD

- Most residents live alone in this older market; 13% of householders are aged 75 and older; another 13% are 65 to 74 years old.
- Multiunit rental properties with affordable rents are predominant (Index 63); primarily built prior to 1979.
- Located in higher-density, high-traffic areas of metropolitan cities with good access to public transportation, vehicle ownership is low.

SOCIOECONOMIC TRAITS

- These aging consumers rely mostly on Social Security income but also depend on Supplemental Security Income and public assistance.
- Wages and salary income are still earned by almost half of all households.
- With fixed incomes, consumers remain price sensitive.
- A trusted source of information, TV is an important part of their lives.
- An aging population that is often limited by medical conditions, they are willing to try advanced medication but rely on their physicians for recommendations.
- Rather than eat out, *Social Security Set* residents prefer to have their meals at home, whether they order takeout or warm up a frozen dinner. To save money, many frequently cook their own meals.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MR-Simmons.

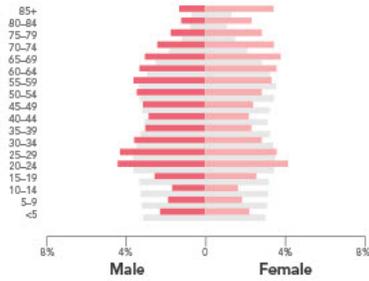


LifeMode Group: Senior Styles
Social Security Set



AGE BY SEX (Esri data)

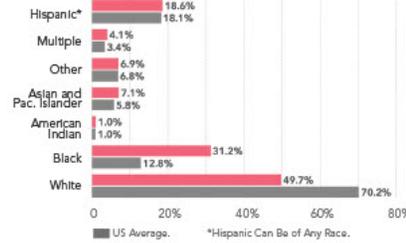
Median Age: **45.6** US: 38.2
 ■ Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **75.7** US: 64.0



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

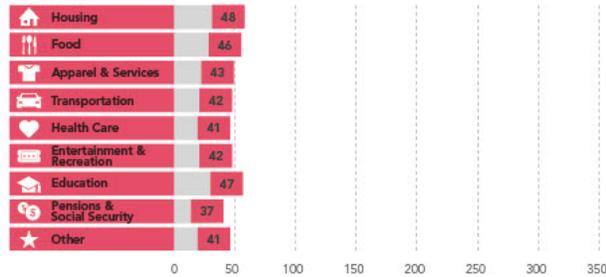


Median Net Worth



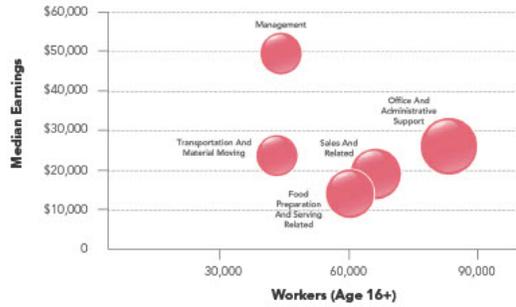
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





LifeMode Group: Senior Styles
Social Security Set



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MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- With limited resources, spending on entertainment is restricted. Residents have basic cable television. Daytime news, documentaries, and sport shows are popular. Activities outside the house are also limited, but bingo at the local community center is a favorite. When the TV is off, the radio is on; residents aren't picky about the radio station, but do enjoy the companionship.
- Risk-averse consumers in *Social Security Set* prefer to pay their bills in person, usually with cash. Some residents don't have a checking account, although one in three maintain a savings account for their small savings.
- They steer away from cell phones, computers, and digital cameras.
- Many residents are dependent on Medicare and Medicaid for health care expenses.
- They don't eat out often, but KFC and McDonald's are their restaurants of choice.

HOUSING

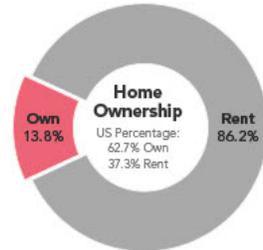
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multi-Unit Rentals

Average Rent:
\$658

US Average: \$1,038



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





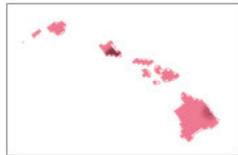
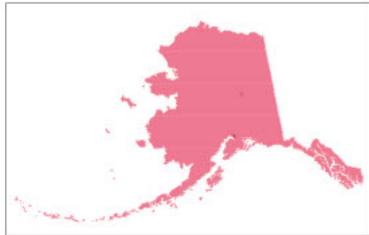
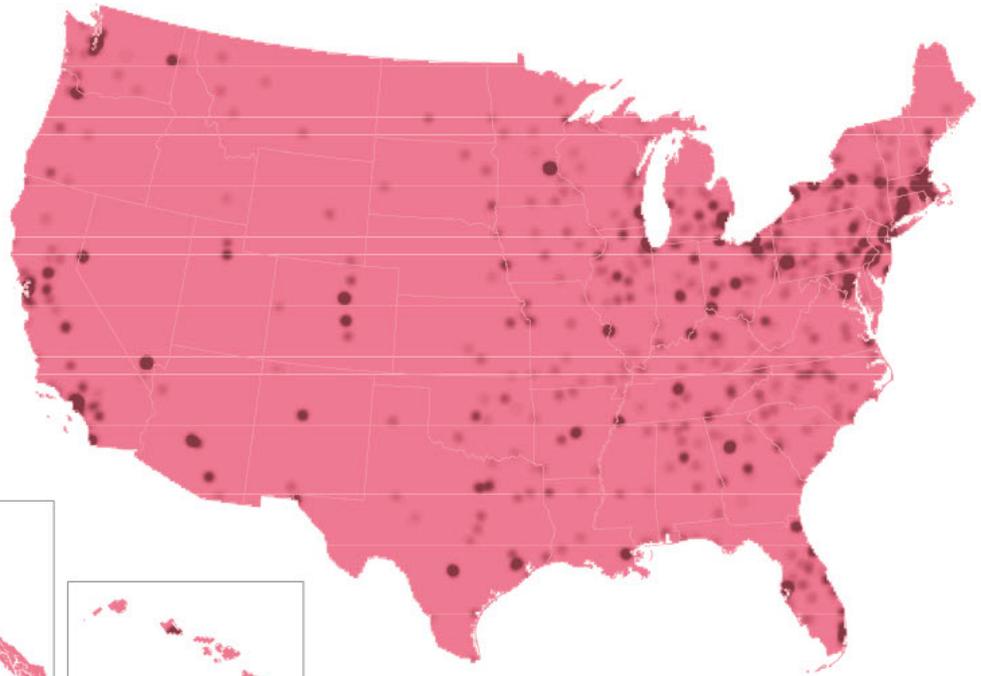
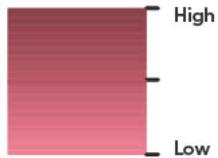
LifeMode Group: Senior Styles
Social Security Set



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 SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the Social Security Set Tapestry Segment by households.



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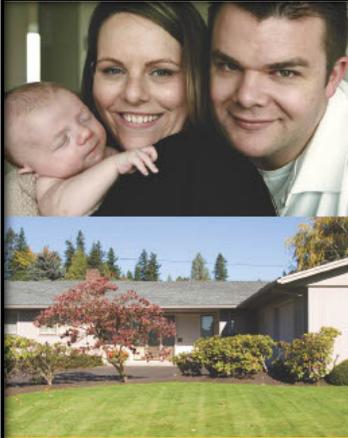
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LifeMode Group: Hometown
Traditional Living

12B

Households: 2,395,200
 Average Household Size: 2.51
 Median Age: 35.5
 Median Household Income: \$39,300

WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in low-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



LifeMode Group: Hometown
Traditional Living

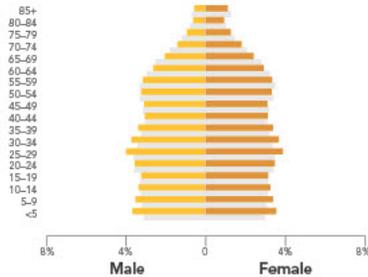


TAPESTRY SEGMENTATION
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AGE BY SEX (Esri data)

Median Age: **35.5** US: 38.2

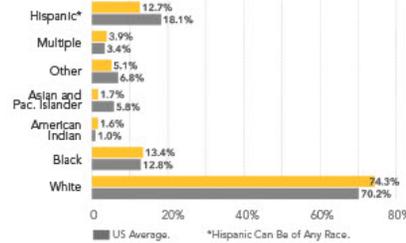
■ Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **55.6** US: 64.0



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

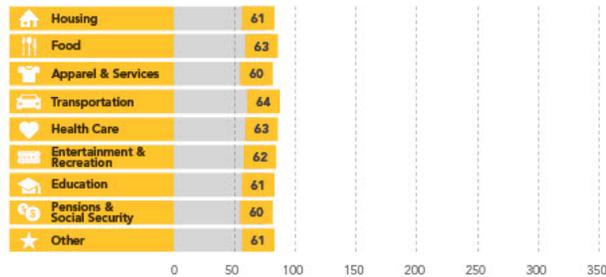


Median Net Worth



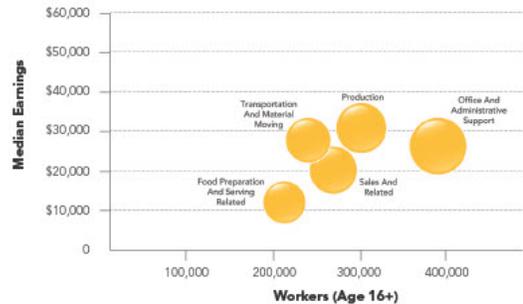
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Shop for groceries at discount stores such as Walmart supercenters.
- Convenience stores are commonly used for fuel or picking up incidentals.
- Tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- Favorite TV channels include ABC Family, CMT, and Game Show Network.
- Fast-food devotees.
- Enjoy outdoor activities such as fishing and taking trips to the zoo.

HOUSING

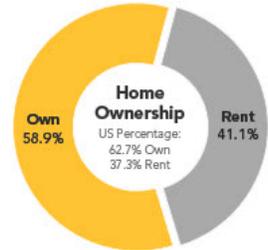
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
 Single Family

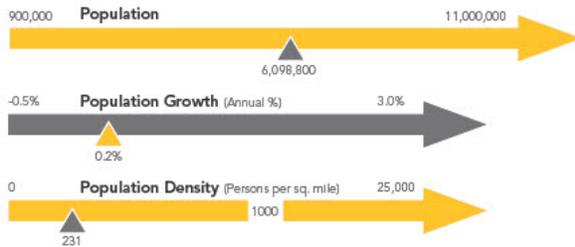
Median Value:
 \$83,200

US Median: \$207,300



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



12B

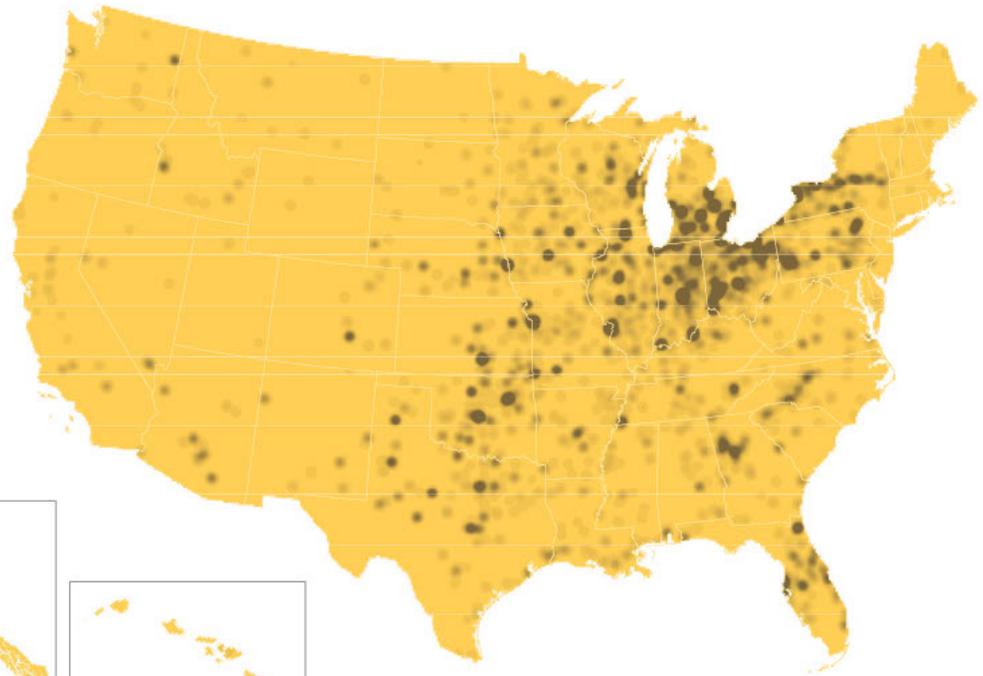
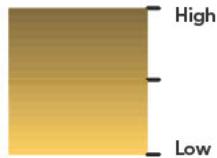
LifeMode Group: Hometown
Traditional Living



TAPESTRY
SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the *Traditional Living* Tapestry Segment by households.



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Appendix F: Full Parcel Inventory List

Information identifying parcels and total acreage within the Downtown CRA, derived from many data sources to include Polk County Property Appraiser parcel files.

PARCELID	DORDESC	TOT_ACREA G			
26282861600000072	COM	0.0007	262829634111066010	RES	0.0069
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262829634111066100	RES	0.0044	262829634111055050	RES	0.0071
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262829634111033060	RES	0.0049	262829634111055070	RES	0.0072
262829634111044020	RES	0.005	262829634111044050	RES	0.0072
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262832644000002010	RES	0.1387	262829621000023120	COM	0.1469
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262829620500000020	COM	1	262833654500000071	COM	1.4407
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262832643500000402	COM	1.2535	262820567500000041	RES	1.7942
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262820554000003010	GOV/EX	1.2755	262829621000015030	INST/EX	1.8101
262829619600000020	COM	1.2892	262829632000002010	COM	1.8478
262820570427000020	COM	1.2928	262832647500000430	IND	1.8552
262829621000016011	COM	1.2986	262829621000013010	GOV/EX	1.857
262820000000014070	COM	1.322	262828605500011010	COM	1.9345
262833000000033110	COM	1.3318	262832647000009013	IND	1.9796
262832000000011070	COM	1.3407	262820558000000090	INST/EX	1.992
262832000000011120	COM	1.3574	262832000000011200	COM	1.998
262832647000009016	IND	1.3625	262820569000000010	COM	2.0004
262820566500001090	INST/EX	1.3778	262820568500004220	RES	2.0076
262829000000013030	GOV/EX	1.3832	262832646000000040	COM	2.0677
262832000000013040	IND	1.3941	262832000000011220	COM	2.1517
262829000000024050	IND	1.3958	262832647000009052	COM	2.1792
262829620500000016	COM	1.4051			
262828605500011160	COM	1.4084			

262829634117000010	COM	2.2023	262832644000005010	IND	6.2341
262832644000003130	GOV/EX	2.2348	262820554000002000	GOV/EX	6.2904
262832643500000401	COM	2.2702	262832643500000504	COM	6.4419
262828605000011100	GOV/EX	2.346	262832643500000305	COM	6.601
262820554000007000	GOV/EX	2.352	262829620000006010	INST/EX	7.1306
262829634010000091	COM	2.356	262832000000011050	COM	7.2601

26282000000012020	INST/EX	2.3798	262829634070027100	IND	9.0175
262832649000002010	RES	2.4561	26282000000014060	COM	10.1169
262829630000001010	INST/EX	2.4836	262829634040053000	GOV/EX	10.1418
262832000000011010	COM	2.4889	262829620500000015	COM	13.3905
262829626000000010	COM	2.5784	262829620500000013	COM	16.1562
262832648030000021	COM	2.6024	262821583000000010	INST/EX	28.0727
2628326470000005010	INST/EX	2.6208	262832643500001104	GOV/EX	72.7585
262832000000031010	RES	2.6604			
262829634040031020	MISC	2.663			
262820554000004010	GOV/EX	2.6685			
262820000000023040	GOV/EX	2.6732			
262832644000004010	IND	2.6779			
262829000000041040	RES	2.6784			
262829634060014010	COM	2.6854			
262829634040013100	COM	2.6919			
262821582500003070	INST/EX	2.7709			
262829000000023050	GOV/EX	2.7732			
262829634060011010	IND	2.7921			
262820554000016040	GOV/EX	2.8011			
262832647000009014	IND	2.858			
262828609000000041	RES	2.9128			
262832643000000142	IND	2.9422			
262829634060007020	GOV/EX	2.9425			
262832644500000011	IND	2.9833			
262832648030000014	IND	3.046			
262832643500000306	COM	3.0638			
262828594000000010	COM	3.1648			
262832643500001403	GOV/EX	3.2244			
262820570423000010	INST/EX	3.2484			
262829634070012060	IND	3.2809			
262832000000011030	INST/EX	3.5965			
262829000000044010	COM	3.7156			
262832000000011090	COM	3.9791			
262833655000000150	COM	3.9943			
262832000000031030	RES	4.0956			
262833000000033050	INST/EX	4.195			
262832000000011130	COM	4.4947			
262832643500000901	IND	5.2271			
262829634000004000	COM	5.3488			
262820567000000050	INST/EX	5.9533			

Appendix G: 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 Downtown Community Redevelopment Area was made by Resolution R-00-05 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 Downtown 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.