



CRA Feasibility Study

Bartow Community Redevelopment Agency (CRA)



May 28, 2025
Prepared by RMA

REINVENTING YOUR CITY

TABLE OF CONTENTS

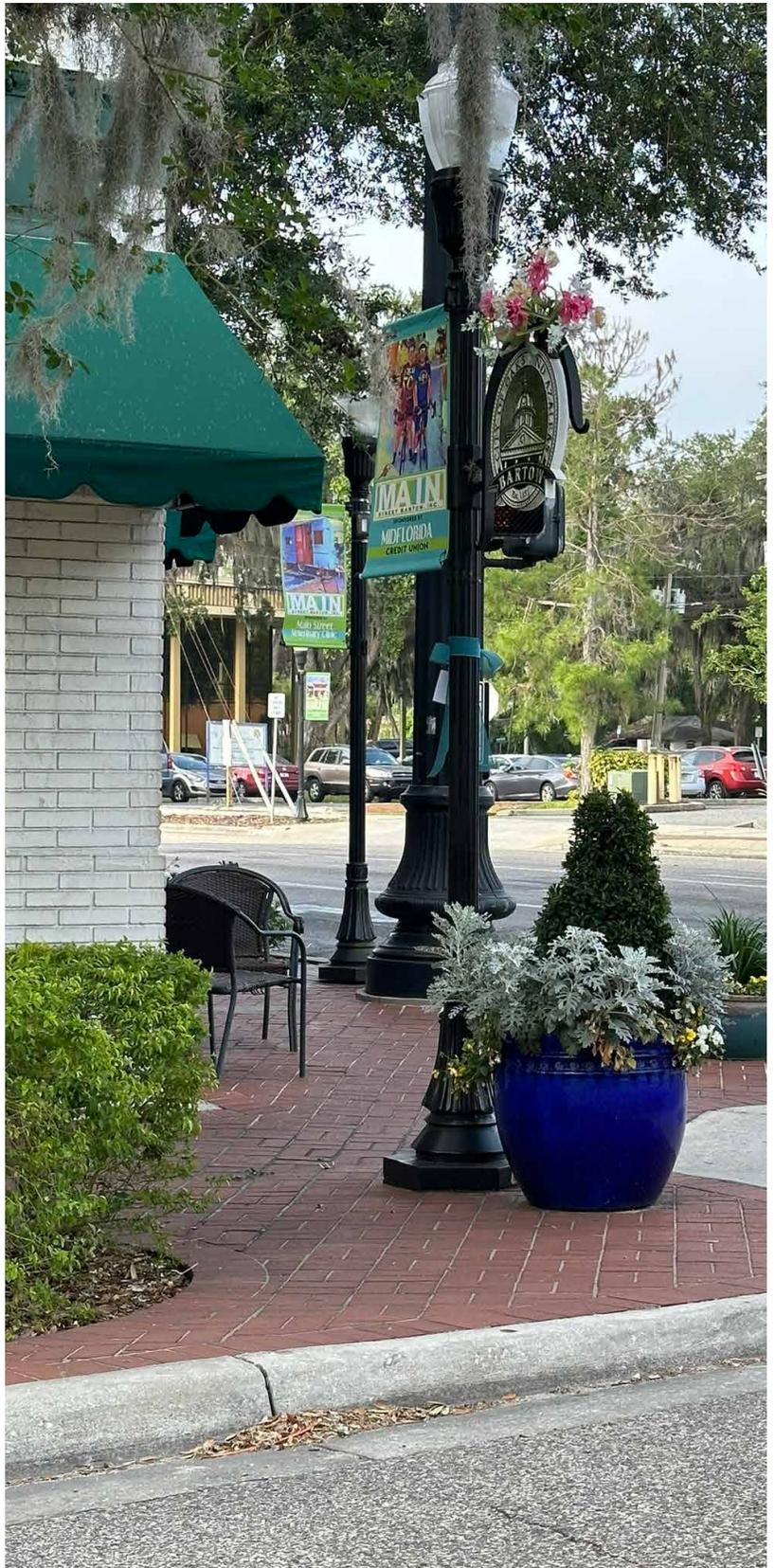
Introduction	1-2
Preliminary Site Analysis	3-11
Market Analysis	12-59
Economic and Market Conditions	
Executive Summary and Conclusions	
Key Market Findings	
Economy	
Business Summary	
Demographic and Income Profile of Bartow and the CRA	
Population	
Population Increases	
Age Characteristics	
Race/Ethnicity Characteristics and Population	
Household Characteristics	
Household Income	
Housing Market Characteristics	
Tapestry Segments	
Commercial and Residential Markets	
Office Market	
Industrial Market	
Multi-Family Market	
Retail Market	
Tourism	
Labor Market	
Workforce	
Education	
Market Demand and Potential	
Market Analysis Methodology	
Stakeholder Engagement	60-61
Financial Metrics	62-64
Risk Assessment	65-67
Financial Analysis	68-108
Recommendations	109-151

Introduction

The Bartow Community Redevelopment Agency (CRA) was first established in 1990, but in 2000, it expanded its boundaries northward and established a new base year for the expanded area. The CRA boundary was expanded again in 2005 and 2007, to capture properties in the east. The Bartow CRA is comprised of 2,380 parcels in approximately 1,223 acres or roughly 2.0 square miles of land area (see map). The City of Bartow, appropriately named “City of Oaks and Azaleas,” is the county seat of Polk County, which is one of Florida’s geographically largest counties, with more than 725,000 residents as of the 2020 US Census. Thousands of government and private business employees commute to Bartow, daily. Production of phosphate, citrus, and cattle have been among the mainstays of the county’s economy. However, with the recent internal migration of families to Polk County, the demand for housing is dramatically increasing, which places direct pressure on citrus and cattle ranches to be converted into suburban single-family subdivisions.

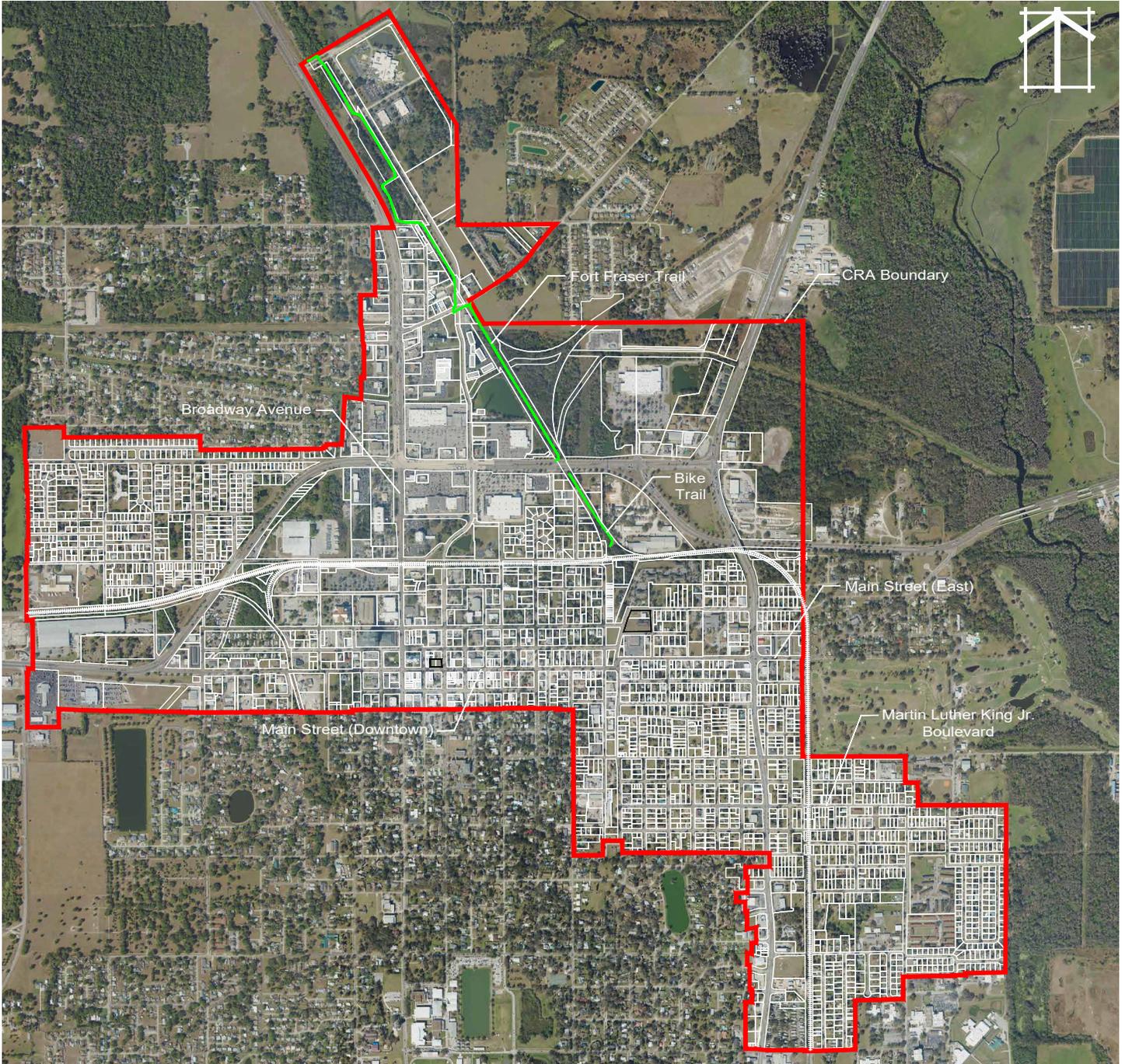
The Bartow CRA has worked on a number of projects and programs since its creation including a Main Street streetscape project, property acquisition, and many incentive programs that have helped the community. There have been several planning initiatives developed in that time as well, however the new CRA administration desires to conduct a feasibility study for the potential redevelopment of commercial and residential properties, along with capital improvement projects, within the CRA district. Feasibility studies are particularly effective as they provide data-driven insights into a variety of current factors including market demand, infrastructure, public-private-partnership potential, and more.

Prime sites were identified and analyzed to maximize their potential and contribute to the community’s continued success. After careful analysis and stakeholder engagement, recommendations as well as funding sources have been identified that will maximize the chances of successful redevelopment, while mitigating risks. This report serves not only as a Feasibility Study, but also as a Strategic Finance Action Plan for the Bartow CRA’s next phase of redevelopment.



Introduction

CRA Boundary Map





Preliminary Site Analysis

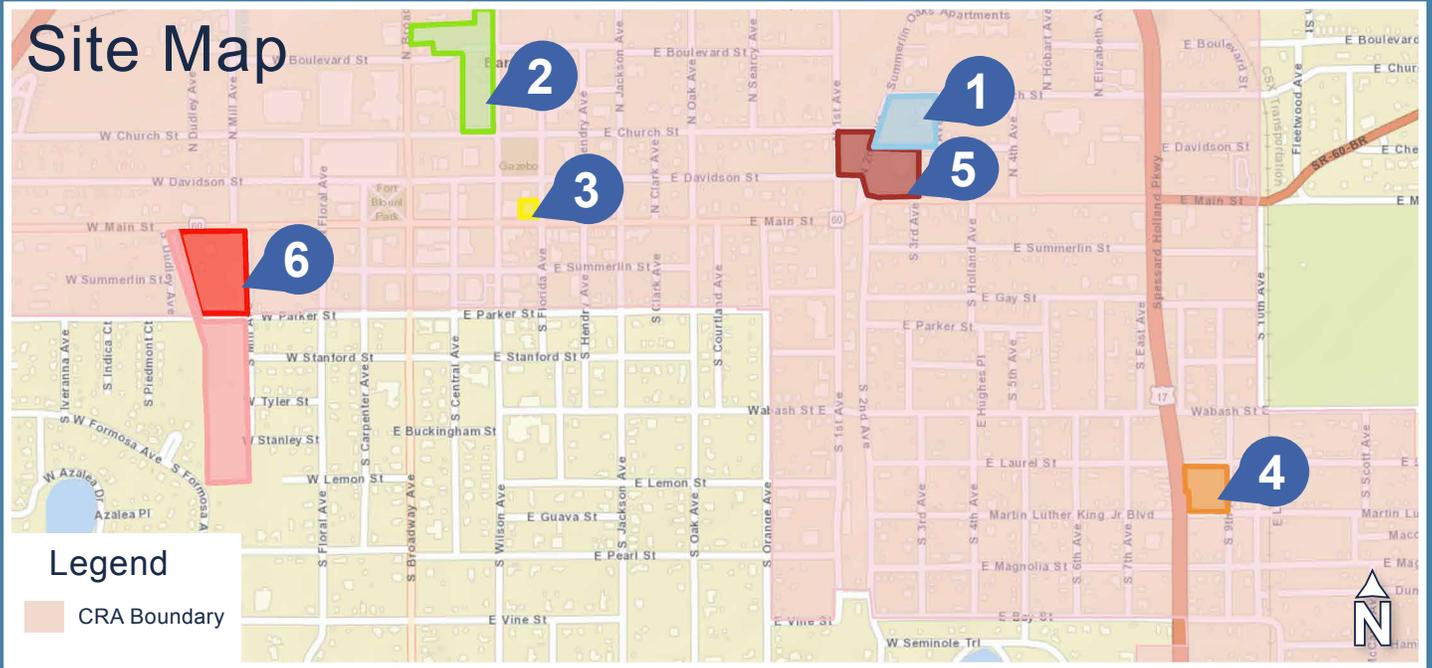
Preliminary Site Analysis

The first step of this CRA Feasibility Study was to review the existing assets owned by the CRA and/or City along with key vacant sites, and present the findings in a Preliminary Site Analysis for six redevelopment sites identified by CRA staff. During the Preliminary Site Analysis, data and documents provided by CRA staff were reviewed including the 2021 Bartow CRA Redevelopment Plan, the 2021 City Master Plan, and the Redevelopment Opportunities Outline. Additional documents like the 2023 Cigar Factory Potential and Possibilities report, approved resolutions, presentations, site plans, renderings, and news articles were also reviewed that provided pertinent information about the sites.

The sites were also observed firsthand independently as well as with staff, to identify important conditions needed to be considered. The on-site assessment enabled a full understanding of the CRA's retail, real estate, and economic climate. An inventory of field conditions was collected for future use during the site visits. A comprehensive review of the six potential redevelopment properties identified by the CRA was completed with an evaluation of the development characteristics, including size, location, zoning regulations, access to utilities, environmental considerations, and existing structures, as well as an assessment of the historical context and significance of the properties within the community along with preliminary recommendations.



Bartow Community Redevelopment Agency Preliminary Site Analysis



Redevelopment Sites

1. Historic Cigar Factory



2. Old Civic Center and Oaks School



3. 330 East Main Street



4. 0 US Highway 17



5. 970 East Main Street



6. Cement Factory





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 1 Historic Cigar Factory

Address: 255 & 285 3RD Ave N

Size: 2.05 acres (1.41; 0.64)

Owner: City of Bartow

Assessed Value: \$161,679 (\$104,790; \$56,889)

Zoning Regulations: PI-Public Institutional

Existing structures: Existing buildings; approximately 14,000 sq.ft.

Access to Utilities: Likely

Environmental Considerations: Termites; Potential Bird Fecal Matter; Phase 1 Assessment should be conducted.

Historical context and significance of the property within the community: This former Thompson and Company Cigar Factory listed on the National Register of Historical Places was built in 1925 in the highly unique Mission Revival architectural style. The restoration of this historic structure has been discussed over the past ten or more years in Bartow without reaching a resolution regarding its future. The building has deteriorated substantially over the past ten years, including the invasion of termites and the loss of some of the roof cladding from rotting. It has become a very divisive issue that needs to be resolved. The cost of rehabilitation is estimated by the CRA to be in the range of \$4-5 million dollars, not including any tenant improvements, which may cost an additional \$1,000,000.

The CRA has recently contracted with a multi-family builder to sell property across the street, which was the old Winn Dixie grocery store as well as the vacant lots to the west. Although the developer's purchase and sale agreement does not include the Cigar Factory site, the Cigar Factory site was included in the Request for Letters of Interest that the developer responded to for redevelopment.

Preliminary Recommendation: The 2021 Bartow CRA Redevelopment Plan acknowledged the historical significance of the site and identified a redeveloped Cigar Factory site on the East Main Street Redevelopment Concept Plan. The redevelopment of the Cigar Factory provides an opportunity to integrate the adjacent residential development with a cultural and historic preservation endeavor. Attracting a use for the building that makes it a destination, such as a food hall that includes event space and a bar, will be of up-most importance. A project such as the Cigar Factory could have a major catalytic impact on the downtown area, but it will require a combination of public and private capital funding. Because the City of Bartow is owner of the building, the City would qualify for a State of Florida historic improvement grant.

This property could house a food hall or an arts and entertainment facility, and the building could attract the new residents from the adjacent property to the activities of the Cigar Factory. In effect, the Cigar Factory could be an added attraction to encourage new residents to rent in the multi-family residential project.

Additionally, a bike trail that connects indirectly to the Fort Fraser Trail is located less than three blocks from the Cigar Factory. If the trail could be extended to the Cigar Factory site and continued into the Downtown, then the trail could create another mode of transportation for residents. The popularity of multi-use trails is growing, and proximity to them can make a place more attractive and provide an economic boost with more foot traffic as well provide an opportunity for physical fitness.

The CRA could spearhead the renovation of the Cigar Factory, and seek grant opportunities or state appropriations to fund the rehabilitation. However, the restoration and reuse of the Cigar Factory should have a private, rather than a public entity (a non-profit would qualify), to operate the facility and work towards sustaining itself with income generated by the operations. However, if needed, the City could operate the facility in the short-term.

Site Map



Location



Current Site





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 2 Old Civic Center and Oaks School

Address: 0 Wilson Ave; 455 Wilson Ave; 290 Church S; 0 Broadway Ave; 0 Blvd St E; 0 Blvd St E (2)

Size: 3.93 acres (0.88; 1.15; 1.16; 0.31; 0.13; 0.30)

Owner: Bartow City of Oaks School; City of Bartow; Bartow City of Church Serv Ctr Lease

Assessed Value: \$1,152,712 (\$175,422; \$502,450; \$329,192; \$61,448; \$25,277; \$58,923)

Zoning Regulations: PI-Public Institutional

Existing structures: 455 N Wilson Ave Building-10,103 sq.ft. total under roof; 290 Church Street, Building 1-3,456 sq.ft. total under roof; Building 2-320 sq.ft. total under roof.

Access to Utilities: Likely

Environmental Considerations: Phase 1 Assessment and building structure assessment could be conducted

Historical context and significance of the property within the community: The former City Civic Center and Oaks School was built in 1920 according to property appraiser records. The site was formerly a recreation center and pool in the 1930s before it became a school in 1969. A school operated in the 455 N. Wilson Avenue location until 2005.

Preliminary Recommendation: The Bartow CRA understands the necessity of building downtown housing for two key purposes: support the unique retailing already established in the downtown, particularly restaurants, and to attract local employees of the County and City administration as well as other local industries to live downtown, thereby reducing the employees' commute to housing located further away, including commutes outside of the Bartow city limits. The redevelopment of these properties would contribute greatly to establishing additional downtown housing and retail.

A multi-family housing developer to be chosen by the CRA could build a 4-story buildings (maximum 85 ft. currently), some of which would contain ground floor retail. The CRA may want to purchase adjacent properties to increase the assemblage however, like the 0.17 acre site owned by CSX identified below.

Site Map



Location



Current Site



Location





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 3

330 East Main Street

Address: 330 E Main Street

Size: 0.26 acres

Owner: Bartow Community Redevelopment Agency

Assessed Value: \$128,076

Zoning Regulations: C-1-Downtown Commercial

Existing structures: NA

Access to Utilities: Likely

Environmental Considerations: Phase 1 Assessment could be conducted.

Historical context and significance of the property within the community: The Bartow CRA recently acquired 330 East Main Street in July 2023. It is a vacant site prominently facing Barstow's magnificent Main Street, the heart and soul of the city.

Preliminary Recommendation: The opportunity for the 0.26-acre site is to find a developer interested in building a three to four-story building, providing ground floor retail and upper floor residential and parking. The challenge for a developer will be to balance the cost of the project with the rental income stream derived from the retail and housing to be able to earn a profit with a modest return on investment, as well as the small size of the site. The CRA will probably be in the position to enter a public-private partnership (P3) with the developer in which the CRA would contribute the land and the developer in turn would contribute the building.

Additionally, the CRA could assist new retailers with grants for renovation and/or build-out. Other incentives may also be required for attracting the retailers for the ground floor. Since the downtown has basically run out of vacant inventory of older restaurants, there may be a need to incentivize restaurants with additional funds. A favorable point to redeveloping a new building is that the ground floor restaurant will be built to modern standards such as ceiling heights, bathroom requirements, and other features.

The development of small buildings poses a problem for parking, which likes to be on a ground floor level and not be located on an upper floor, where a reinforced concrete parking structure would be required. Bartow should consider a more lenient parking code in which small buildings could have any use above the first floor be waived and substituted with parking leases with either the CRA, City, County or third parties for spaces in their garages or lots. In the short term though, the CRA could provide surface parking or event space on the site. This may bring about another option for the site to make it a public urban plaza.

Site Map



Location



Current Site





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 4

0 US Highway 17

Address: 0 US Highway 17; 1590 Martin Luther King Jr Blvd; 1561 Laurel St E; 1565 Laurel St; 0 Laurel St E; 9th S.; 0 9th Ave S

Size: 1.44 acres (0 US HWY 17-0.59; 1590 MLK-0.19; 1561 Laurel-0.07; 1565 Laurel-0.14; 0 Laurel-0.08; 9th St-0.18; 0 9th Ave 0.19)

Owner: Bartow Community Redevelopment Agency

Assessed Value: \$100,131 (\$76,995; \$2,623; \$3,718; \$2,133; \$4,680; \$4,991; \$4,991)

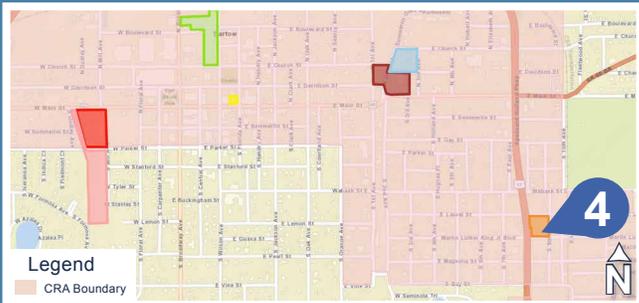
Zoning Regulations: C-3-Highway Commercial

Existing structures: Vacant

Access to Utilities: Likely

Environmental Considerations: Phase 1 Environmental Assessment could be conducted.

Site Map



Location



Current Site



Historical context and significance of the property within the community: The CRA purchased these properties in the block of 0 US Highway 17 from 2017-2019.

Preliminary Recommendation: The CRA should continue to pursue full assemblage of the site and acquire the 0.08-acre site located at 0 US Highway 17 S and owned by the Estate of Dixon Elmer, which would increase the assemblage to 1.52 acres (see map below). Although the CRA Plan identifies this site as an opportunity for retail addressing the street with parking behind, this assemblage could potentially serve as the new location of the Police and Fire Department Headquarters, however, would need to contain more density as the current headquarters site is approximately 2.89 acres or acquisition of additional land would need to occur.

Location





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 5 970 East Main Street

Address: 970 E. Main Street; 255 L B Brown Ave N; L B Brown Ave; L B Brown Ave

Size: 3.04 acres (1.83; 0.8965; 0.3935; 0.1181)

Owner: Bartow Community Redevelopment Agency and City of Bartow

Assessed Value: \$805,737 (\$690,846; \$66,390; \$40,550; \$7,951)

Zoning Regulations: C-2-Community Commercial

Existing structures: 15,360 sqft total under roof.

Access to Utilities: Likely (Existing Building)

Environmental Considerations: Phase 1 Assessment should be conducted.

Historical context and significance of the property within the community: The 1955 building served as a former Winn Dixie Grocery store, but has had a deleterious effect on the area since the store was closed. However, The Bartow CRA acquired the site along with property west of the old center with the intention of redeveloping the site. The CRA and City issued a Request for Letters of Interest in 2022 for these sites as well as for the Cigar Factory site.

An offer from Green Mills Group, a multi-family housing developer based in Fort Lauderdale and specializing in tax credit financed affordable housing, was selected. The City has a contract with Green Mills pending their being approved for funds by the State Housing Finance Agency of the State of Florida. The proposal is for the construction of approximately 170 residential housing units in two 5-story buildings along with a surface parking lot. The project utilizes the Live Local Act, which authorizes multi-family as an allowable use in any area zoned for commercial use if at least 40 percent of the residential units are considered affordable.

Preliminary Recommendation: The building of multi-family affordable housing is an excellent addition to the Bartow housing stock, which needs additional housing options, particularly for the downtown workforce. If the Green Mills project does not come to fruition, then the CRA should reissue an RFQ or RFP to find another private sector partner to build a preferably mixed-use development with residential. Another great opportunity would be to add the nearby privately owned and CSX Corp. owned properties (see map below) to the site.

Site Map



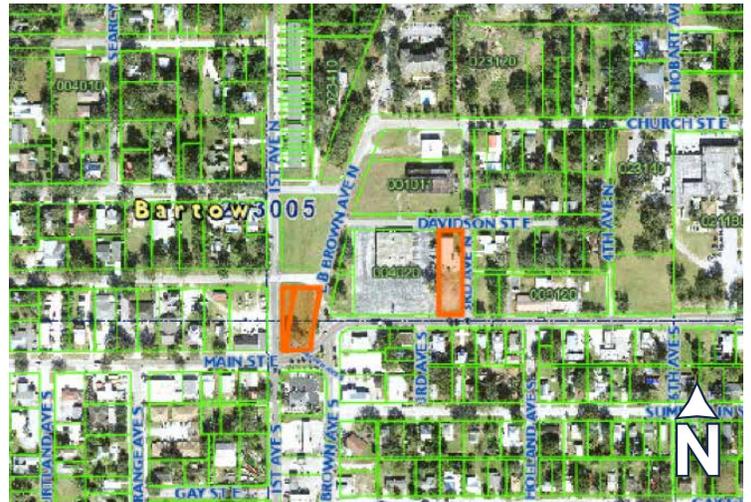
Location



Current Site



Location





Bartow Community Redevelopment Agency Preliminary Site Analysis

Redevelopment Site 6 Cement Factory

Address: 495 Main St & 0 Parker St W
Size: 4.07 acres (2.16; 1.91 acres)
Owner: Argos Cement LLC
Assessed Value: \$380,799 (\$251,830; \$128,969)
Just Market Value (Property Appraiser): \$481,356 (\$352,387; \$128,969)
Last Sales Price: \$533,000 (2014)
Zoning Regulations: C-2-Community Commercial
Existing structures: Building 1-6,174 sq.ft.; Building 2-4,958 sq.ft.; Both Shell Building - Open Mezzanine
Access to Utilities: Likely
Environmental Considerations: Prior Cement Factory use. Phase 1 Assessment should be conducted.

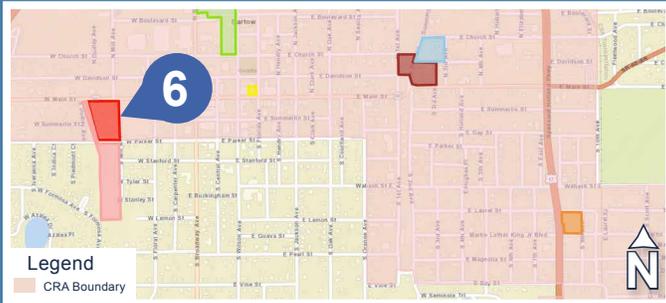
Historical context and significance of the property within the community: The redevelopment of the derelict cement factory, a vacant eyesore for over 12 years, will require property acquisition by the CRA or City, followed by a consensus of the CRA Board of a solid redevelopment plan. In the most recent CRA Redevelopment Plan, it was suggested by a consultant that the site be used for storm water purification before it enters the Peace River, which collects storm water runoff from many communities until it reaches its final discharge into the Gulf of Mexico.

Preliminary Recommendation: Although the CRA Plan envisions the conversion of the Cement Factory into a stormwater park, it also acknowledged the need for infill housing. This site could include the construction of new multi-family housing, which is greatly needed in the downtown area as this would provide housing for the major employment entities such as the Polk County Administration and the School Board Administration.

A project such as the Cement Factory redevelopment could have a catalytic impact on the downtown, since it could provide residences for downtown employees, who in turn become new consumers to the excellent retail and restaurant establishments. The Cement Factory in its current state of disrepair is not a good welcome nor the proper symbol of progress that Bartow has been engaged in for many years. A new project would be the appropriate gateway to the city from the west.

The site is 4.07 acres, but it would be advantageous to add the adjacent properties owned by the CSX Corporation to the assemblage, although not all sites are in the CRA (see below for map). This would add an additional 7.42 acres approximately and the combined site 11.49 acres. Since the site is prominently seen from the western entrance to the Downtown from Highway 60, a new project would be well received by those that drive by the old cement factory. The project would indicate that the city is making major improvements for its residents.

Site Map



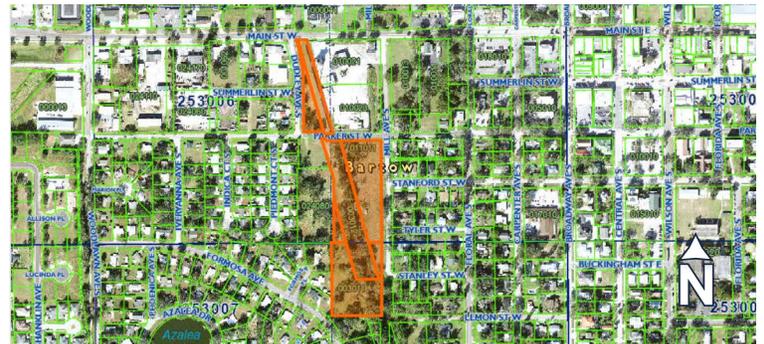
Location



Current Site



Location





Market Analysis

Market Analysis

Economic and Market Conditions

The primary objectives of describing the economic and market conditions of the Bartow Community Redevelopment Agency (CRA) Community Development Feasibility Study are:

- To provide the City with a view of the market reality.
- Assist the City in understanding the current trends and market fluctuations associated with commercial and residential (re)development.
- Assess overall development potential and define potential opportunities.
- Provide research data that will set the platform for effective public policies for the revitalization of the Bartow CRA.

The following components are addressed in this Market Analysis:

- Real estate and economic assessment
- Background review/assessment and review of current assets
- Market research and data analysis
- Market potential and projections

Market Analysis

Executive Summary and Conclusions

Economic development signifies building wealth in a community, encouraging economic growth, and improving quality of life. It is accomplished by implementing actions that influence the five key drivers of economic development: land, labor, markets, capital, and regulation. However, each community's ability to influence these drivers is different.

The Market Analysis (or "report") for the Bartow Community Redevelopment Agency (CRA) includes a collection of demographic, lifestyle, and sales data, plus retail spending and consumer trends organized by their respective influence on the five key drivers. It provides a review of CRA's trade area and existing conditions with close attention to commercial and residential real estate market information. The report provides the foundation for the recommendations that will be identified in the Feasibility Study.

The Market Analysis will look at existing conditions and provide the platform for the Feasibility Study relative to changes in demographics, business trends, and the current market conditions. The existing CRA Plan (the "Plan") seeks to improve the appearance of the area and to encourage private investment and quality redevelopment and promote economic development and social viability. Pedestrian safety is also a priority of the CRA Plan.

Bartow is in the center of the state, 40 miles east of Tampa and 60 miles southwest of Orlando. It is one of the highest growth metro markets in the Southeast, economically. Bartow is part of the Lakeland-Winter Haven metropolitan statistical area (MSA) and is strategically located at the intersection of U.S. Highway 98 (US-98) and State Road 60 (SR-60). The small-town charm of Bartow provides a quality of life that includes a bucolic main street and cultural opportunities. The area is rich in natural resources and outdoor activities, which provide a rich lifestyle for residents and visitors alike.

The Bartow economy is tied closely to growth in the areas of business and government services, agribusiness and technology, advanced manufacturing, information technology, and logistics. Since the City of Bartow is the county seat of Polk County, the business of government is conducted in the downtown area and provides a strong daytime population for the City. Bartow also has more rail miles than any other community in Florida, in addition to access to four major roadways and four general aviation airports. Polk County is the fastest-growing county in Florida, and Bartow's leaders are preparing for the benefits and challenges this brings. The City's budget prioritizes improving infrastructure, enhancing services, and fostering community engagement.

The Bartow CRA consists of neighborhood and activity centers. Downtown Bartow is at the intersection of N. Broadway Avenue and Main Street and is host to significant commercial and employment hubs. The North Neighborhood Area is north of SR-60, west of US-98, south of Lyle Parkway. It is comprised of primarily single-family residential units. East Main Street is intersected by US-17/98. West Main Street is the western gateway into Bartow. This

Market Analysis

corridor is predominantly commercial with some legacy industrial uses. This market analysis will provide specific data targeted to these areas.

Conclusions

This data includes a large number of government employees who commute daily, demonstrating a need for affordable housing in Bartow and further demonstrating that the market area for new retail, restaurants, and entertainment venues is significant.

RMA analytics uses location as a connective thread to look at customer behavior in this report. By examining data in relation to its geographic location, patterns, trends and connections are revealed. The infographics and reports provided help visualize and analyze key information. The CRA market is much larger than just the boundaries of the area, which is a key metric in evaluating the feasibility of new concepts such as a food hall, theater, or other unique consumer draws.

Business attraction and customer draw for any area is determined by several factors, all of which vary according to the area. The key metrics using drive time statistics for 10, 20, and 30 minutes indicates a much larger market draw for Bartow, than considering the population within the CRA only. Within 20 minutes the following should be considered:

Population 2024	105,047
Median household income	\$70,607

Using drive time demographics instead of mileage has several advantages as listed below.

1. More Accurate Customer Reach

- A 10-mile radius may include areas that are difficult to access due to traffic congestion, natural barriers (rivers, mountains), or limited road infrastructure.
- Drive time analysis accounts for actual travel conditions, showing where customers can realistically come from within a given time frame (e.g., 5, 10, 20-, or 30-minute drive times).

2. Better Understanding of Consumer Behavior

- Customers are more likely to travel based on convenience and time rather than pure distance.
- A 5-mile radius in a rural area may take 10 minutes to drive, but in a high-traffic urban area, it might take 30 minutes—making drive time a better predictor of customer accessibility.

Market Analysis

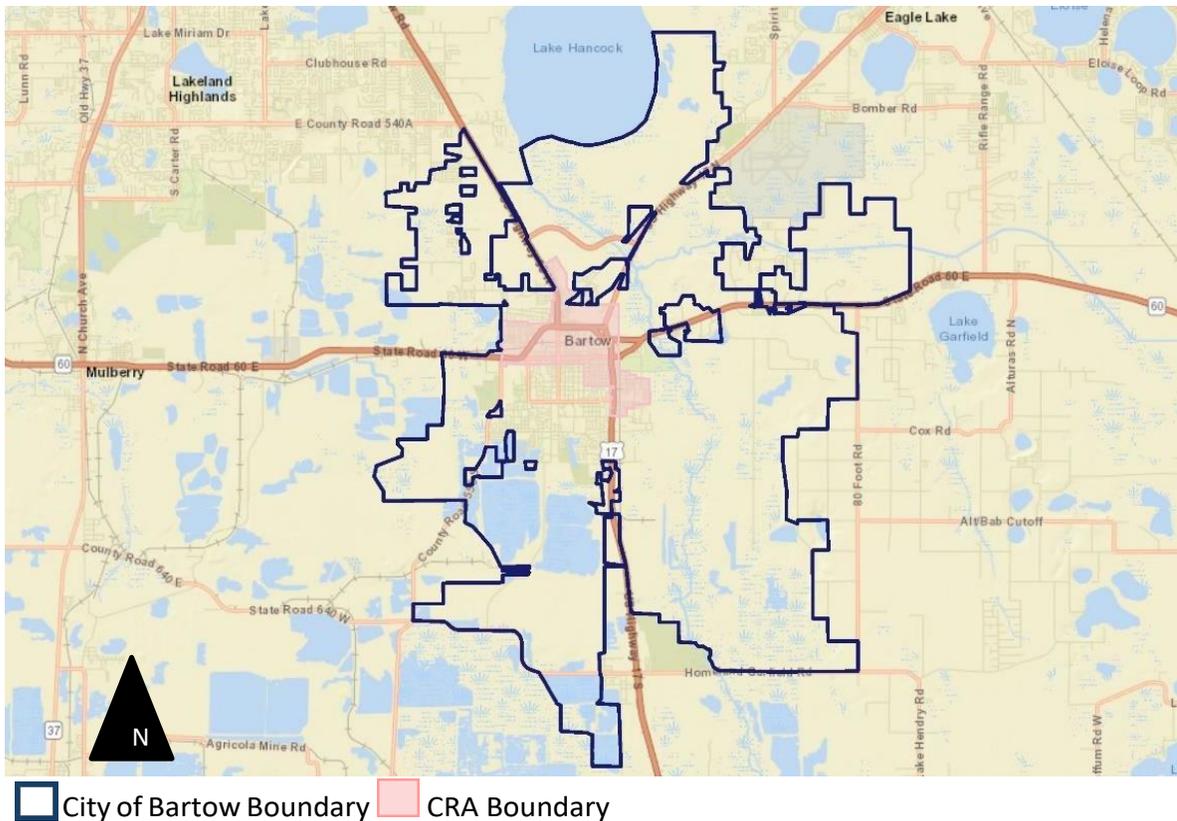
3. Improved Market Segmentation

- Drive time demographics provide insights into who lives or works within a practical reach of a business.
- Businesses can analyze income levels, household types, and spending patterns within realistic customer access zones rather than arbitrary mileage boundaries.

Study Area

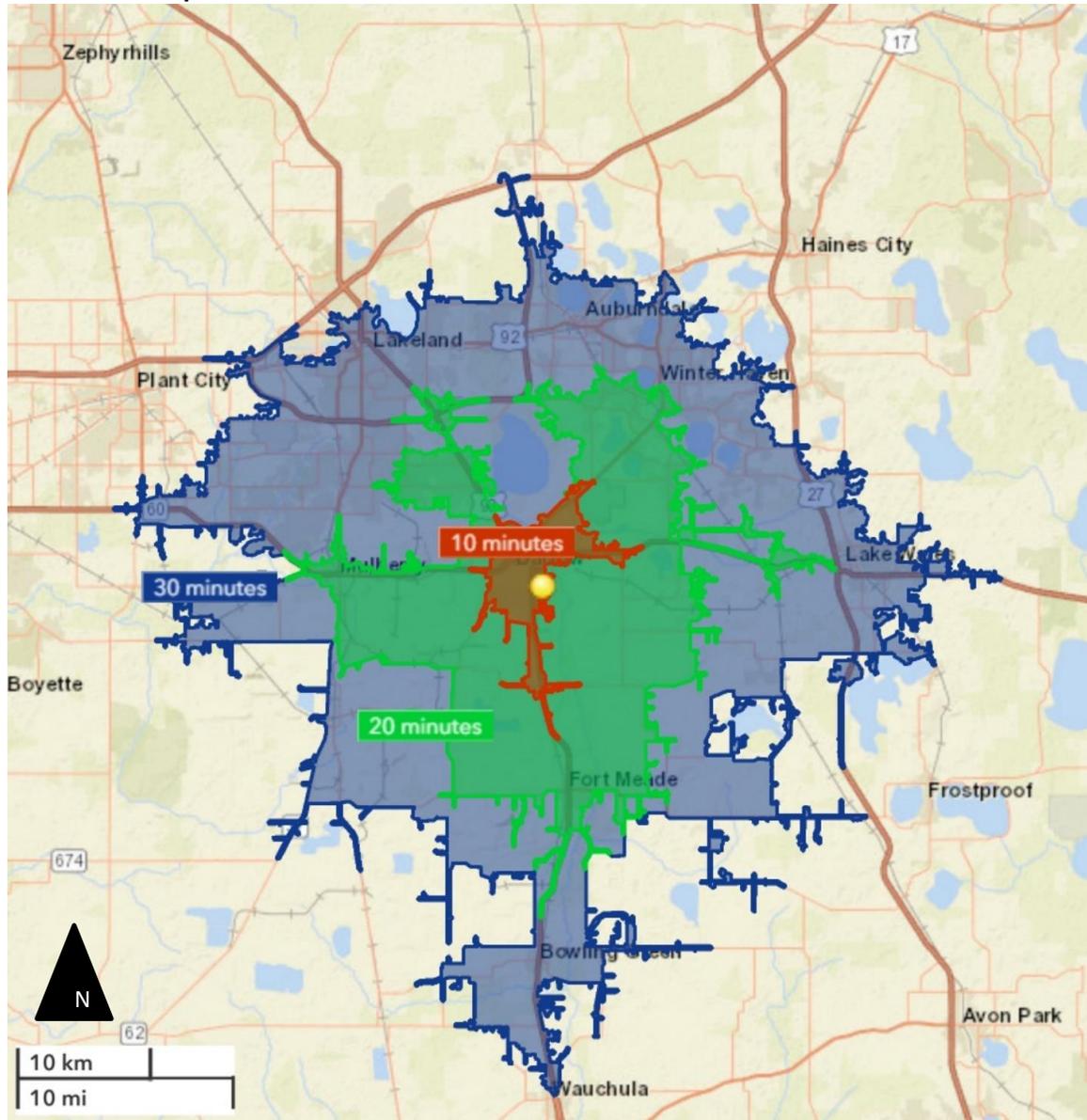
The CRA encompasses approximately 2.47 square miles and is within the city limits of Bartow, the county seat of Polk County in Florida. Expansions of the CRA include “Filling in the Donut” (2005) and “East Bartow” (2007). As referenced in the Community Redevelopment Plan Update, there are neighborhood and activity centers that define the direction of the Plan, including the East End Community, Downtown Bartow, the North Neighborhood Area, East Main Street, and West Main Street. Each has its own distinct character and unique assets. The study area map follows:

Study Area Map



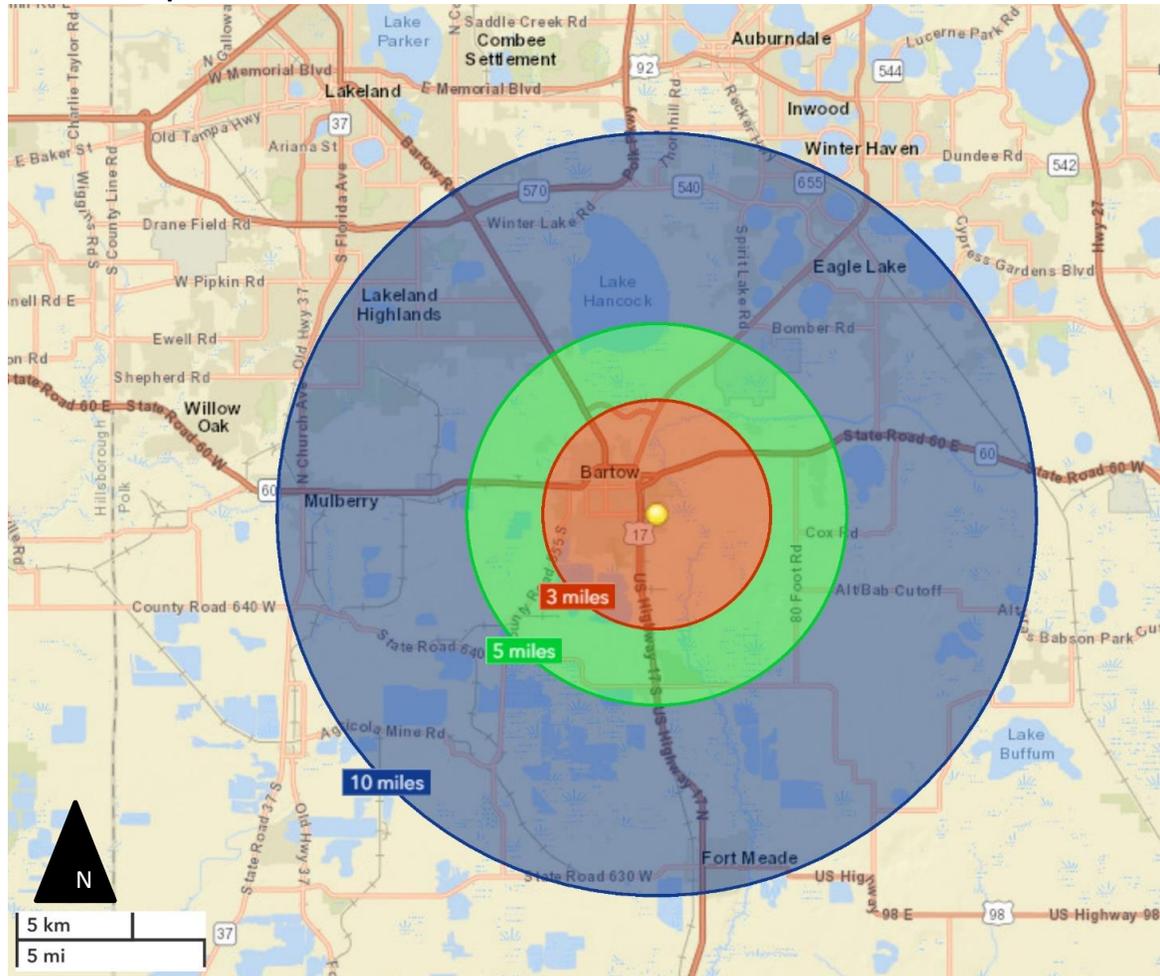
Market Analysis

Drive Time Map



Market Analysis

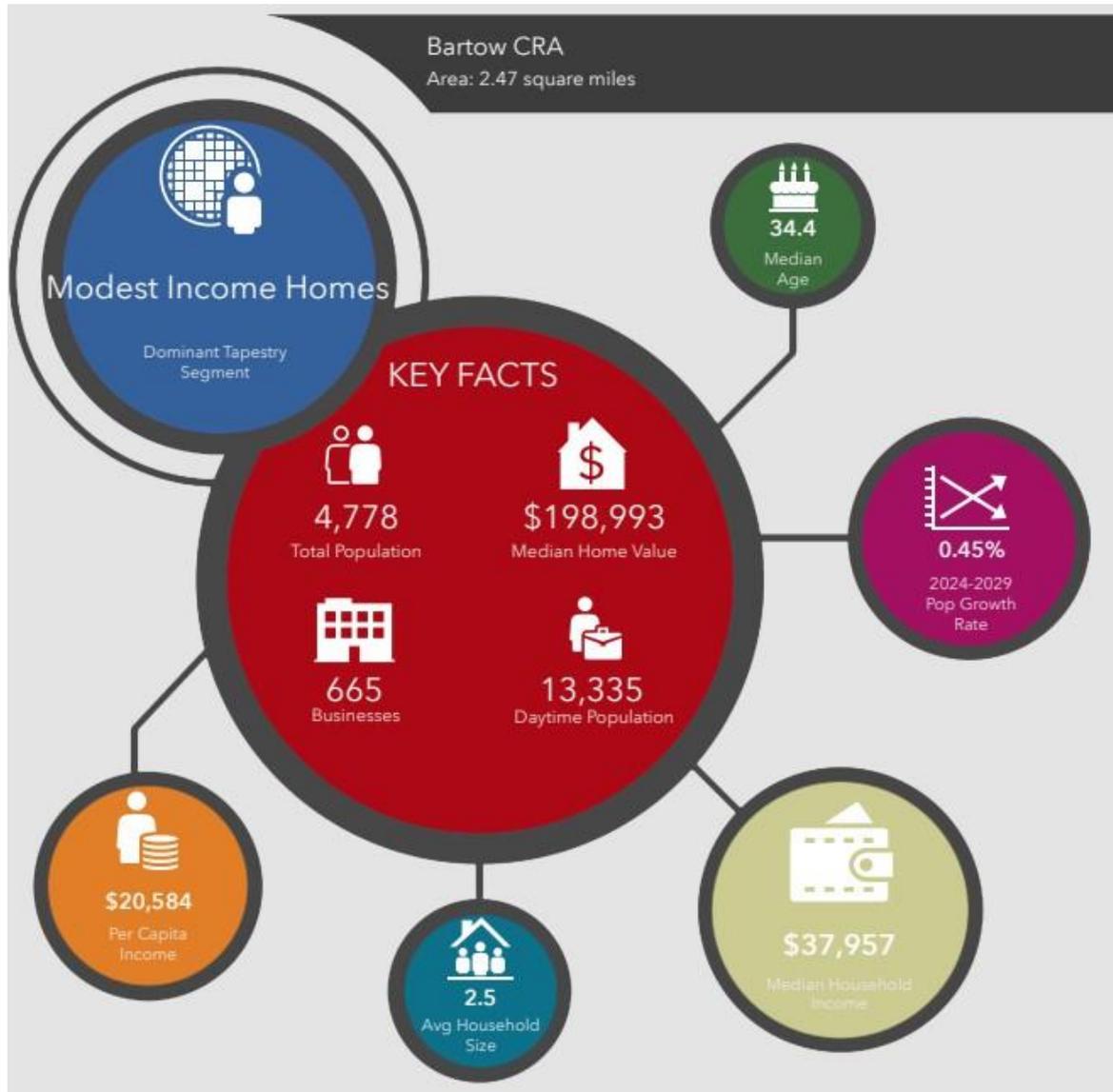
Distance Map



Market Analysis

Key Market Findings

The following graphic summarizes key findings of demographic characteristics and market conditions in the Bartow CRA.



Source: (ESRI (2024, 2029) Esri Data Axle (2024)

Market Analysis

Economy

Polk County with Bartow as the county seat, led the country in in-migration between July 2022 and July 2023, as stated previously. Overall, the county added nearly 30,000 new residents over that period. Data for the entire Lakeland-Winter Haven MSA are presented in this report.

Affordability and easy access to two major employment centers, Orlando and Tampa, are the main drivers for population growth in the area. The average sale prices for homes are typically 20% to 30% less than the neighboring Tampa market. In addition, the average monthly rental price for a multifamily unit is the lowest in Central Florida.

The Lakeland-Winter Haven Florida Metropolitan Statistical Area (MSA) is located in Central Florida and includes Polk County and the cities it contains, including Auburndale, Bartow, Davenport, Haines City, Highland City, Lake Wales, Lakeland and Winter Haven .

The Lakeland-Winter Haven MSA’s central location along the I-4 Corridor has made it a magnet for industrial users, with companies like Walmart, Amazon, Best Buy, and Rooms- to-Go all having major distribution hubs in the market.

Office-using employment is not as significant a factor here, but Publix, Southstate Bank, and Summit Consulting all have large office operations in Lakeland. Healthcare is also an important industry for the region, with BayCare (including the Bartow Regional Medical Center), Advent Health, and Lakeland Regional all having a significant hospital and medical office presence.

According to the Florida Department of Commerce, Bureau of Workforce Statistics and Economic Research, Lakeland's unemployment rate increased 30 basis points year over year to 3.7%, as of May 2024. The region added 5,700 jobs for a growth rate of 2.1%. Education and health services led the market in percentage and nominal job growth, adding 2,000 jobs for a growth rate of 5.2%. The transportation and financial activities sectors lost jobs in the past year, down 100 and 300 jobs, respectively. The area’s expanding population base has made it the new frontier in Central Florida that hospital groups are looking to expand in. Positive demographic trends for the region are shown below:

DEMOGRAPHIC TRENDS

Demographic Category	Current Level		12 Month Change		10 Year Change		5 Year Forecast	
	Metro	US	Metro	US	Metro	US	Metro	US
Population	839,458	337,319,500	1.9%	0.6%	2.8%	0.5%	1.8%	0.5%
Households	311,713	132,521,188	2.1%	0.7%	2.8%	0.9%	1.9%	0.6%
Median Household Income	\$64,775	\$78,487	1.9%	2.4%	4.2%	3.9%	3.1%	3.7%
Labor Force	351,366	168,886,688	0.8%	0.7%	2.5%	0.8%	0.7%	0.4%
Unemployment	4.5%	4.2%	0.6%	0.5%	-0.2%	-0.1%	-	-

Source: Oxford Economics

Market Analysis

Business Summary

According to Esri data, there are 665 businesses in the Bartow CRA, with 10,405 employees. The City of Bartow, on the other hand, has approximately 991 businesses with 15,661 employees. This information demonstrates that many businesses are in the CRA.

The business types, by NAICS Codes, in the CRA that have the greatest number of employees and businesses are in the Retail Trade at 125 businesses (18.8%) and 1,760 employees (16.9%). The Retail Trade businesses include home improvement, general merchandise stores, food stores, automotive dealers and gas stations, apparel and accessory stores, furniture and home furnishings, eating and drinking places, and miscellaneous retail.

Below are the employment numbers by industry in thousands for the Lakeland-Winter Haven MSA.

INDUSTRY	CURRENT JOBS		CURRENT GROWTH		10 YR HISTORICAL		5 YR FORECAST	
	Jobs	LQ	Market	US	Market	US	Market	US
Manufacturing	20,000	0.9	1.25%	0.03%	2.05%	0.56%	0.92%	0.36%
Trade, Transportation and Utilities	77,000	1.5	2.60%	0.75%	4.44%	0.97%	0.84%	0.32%
Retail Trade	34,000	1.2	1.99%	0.45%	2.72%	0.18%	1.05%	0.22%
Financial Activities	17,000	1.0	-0.41%	0.43%	3.50%	1.46%	0.55%	0.42%
Government	30,000	0.7	3.58%	1.94%	1.26%	0.65%	0.71%	0.51%
Natural Resources, Mining and Construction	17,000	1.0	1.69%	2.43%	3.68%	2.26%	0.91%	0.90%
Education and Health Services	41,000	0.9	3.51%	3.46%	3.20%	2.08%	1.05%	0.84%
Professional and Business Services	41,000	1.0	2.17%	0.58%	4.05%	1.75%	0.97%	0.62%
Information	2,000	0.5	0.67%	-0.16%	3.95%	0.93%	0.80%	0.57%
Leisure and Hospitality	28,000	0.9	0.61%	1.61%	2.73%	1.40%	1.30%	0.95%
Other Services	8,000	0.8	0.96%	1.14%	3.26%	0.59%	0.69%	0.55%
Total Employment	280,000	1.0	2.17%	1.45%	3.32%	1.30%	0.91%	0.60%

Source: ESRI (2025, 2029) Esri Data Axle (2024)

Market Analysis

Demographic and Income Profile of Bartow and the CRA

Population

A comparison between population growth in Bartow, Haines City, and Winter Haven (other cities in Polk County with similar populations), provides the following information (source: American Community Survey 2023).

Bartow: From 2000 to 2023, Bartow’s population grew by 33.1%, reaching 20,584 in 2023, with an average annual growth rate of 1.44%. Between 2020 and 2023 alone, the City added 1,052 residents (a 5.39% increase).

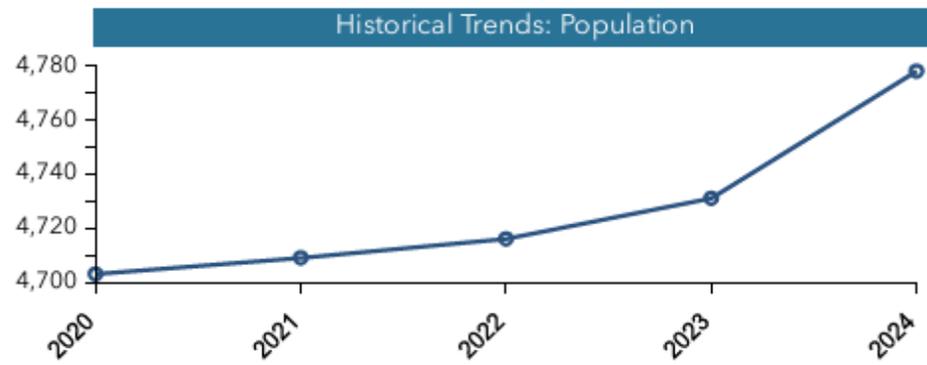
Winter Haven: Winter Haven’s population has grown more rapidly than Bartow's. Between 2000 and 2023, it increased by 114.28%, reaching 57,109 in 2023. The City added 6,484 people from 2020 to 2023, a growth rate of 12.81% over those three years.

Haines City: Haines City has also experienced strong growth, with its population increasing by 36.97% between 2010 and 2020, reaching 33,629 by 2022. The City has maintained a growth trajectory that has outpaced the national average over the past few decades.

In summary, Winter Haven is the fastest growing among the three cities, with its population more than doubling since 2000. Bartow and Haines City have grown at a steadier but significant pace, highlighting their roles in the region's overall development.

In 2024, the population in the Bartow CRA is 4,778, while the population in the City is 20,371. The table below presents historical and projected population estimates for the CRA. Population growth projections are based on historical rates; they do not reflect changes that may significantly affect the area, such as new high-density multifamily projects that may be built in the area.

The following provides population growth trends 2020-2024 for the Bartow CRA:

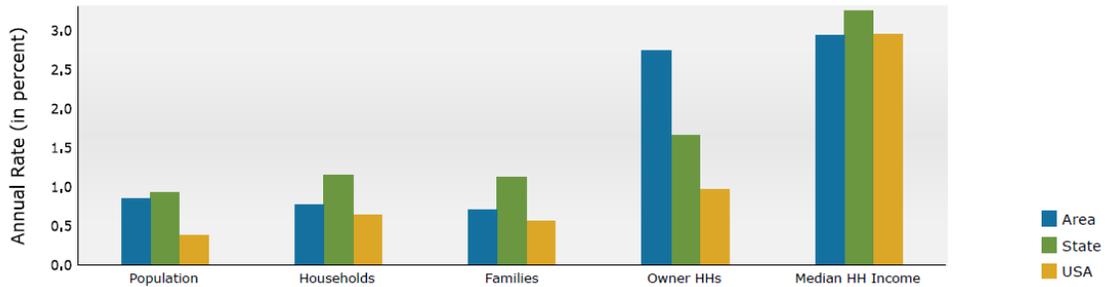


Source: Esri 2024

Market Analysis

Using the Esri 2020-2024 annual growth rate, the following table depicts the population and demographic trends for the CRA, State, and Country during 2024-2029.

Trends 2024-2029



Source: Esri 2024

The daytime population within 3 miles of the CRA is quite impressive as shown below. Additional demographic information providing statistics within 1 and 3 miles are:

	1 mile	3 miles
Population	7,867	20,368
Households	2,901	7,367
Median Age	35.80	37.10
Median HH Income	\$43,819	\$55,198
Daytime Employees	9,077	16,102
Population Growth '24 - '29	↑ 19.58%	↑ 19.66%
Household Growth '24 - '29	↑ 19.41%	↑ 19.49%

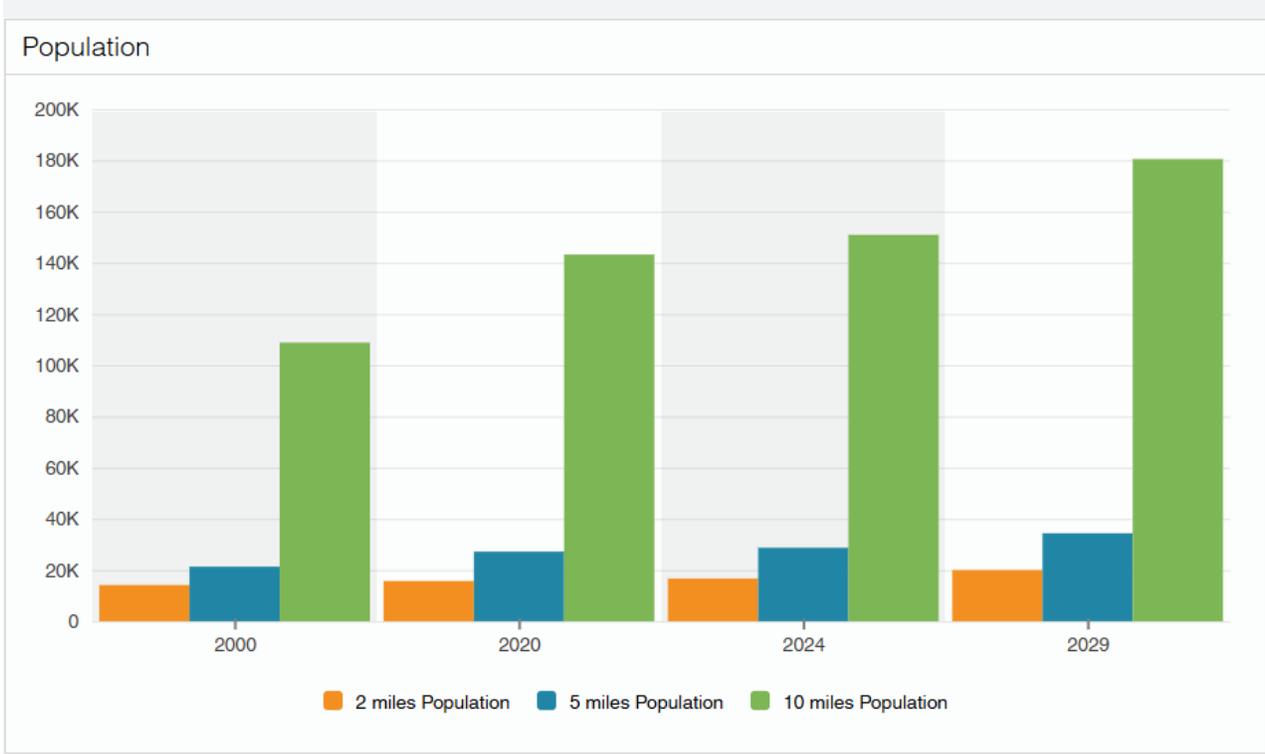
Source: Esri 2024

Population Increases

The City of Bartow’s population is experiencing a significant increase according to U.S. Census data, with the real possibility of doubling its population within the next few years. This surge is attributed to the City’s affordability and quality of life, making it an attractive destination for those seeking a more balanced lifestyle. It is why Bartow is attracting new businesses and a younger demographic, including young professionals and families.

The following graph shows the 2-, 5-, and 10-mile population for this area with its projected growth thru 2029.

Market Analysis



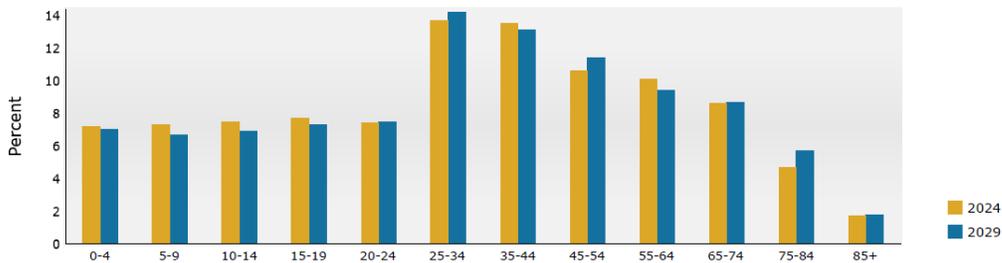
Source: American Community Survey 2024

Age Characteristics

The CRA's median age is 34.4 years old. This is considerably lower than the State of Florida (42.9), and the U.S. (39.1). In 2024, 73% of the CRA population is aged 18+. The City's median age is 37.8.

Bartow CRA

Population by Age

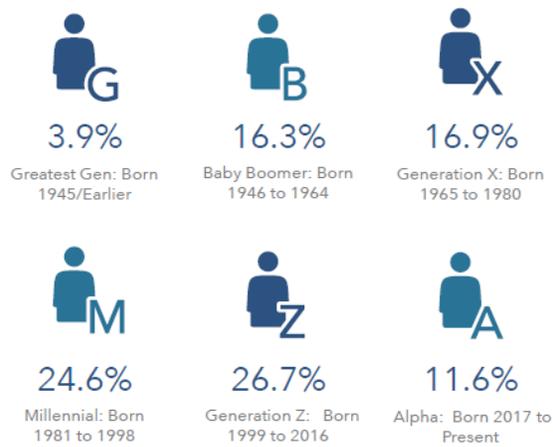


Source: Esri 2024

Market Analysis

Another way to look at the ages of the Bartow CRA residents is to look at the population by generation in 2024. As shown in the graphic below. The largest generational share is that of Generation Z, followed by Millennials. The young population, offers, if educated at Polk State or area technical schools, a new labor force for businesses, including mechanical, clerical, data processing, etc.

The below graphic illustrating population growth by generation is a strong indicator for multi-family residential and job growth opportunities in Bartow.



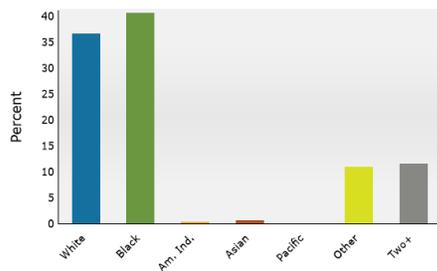
Source: Esri 2024

Race/Ethnicity Characteristics and Population

The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups. The Diversity Index for the Bartow CRA in 2024 is 73.2, compared to 72.5 for the U.S. as a whole. Please note that persons of Hispanic Origin may be of any race.

Bartow CRA

2024 Population by Race



2024 Percent Hispanic Origin: 26.3%

Source: Esri 2024

Market Analysis

Household Characteristics

The Bartow CRA is home to 1,841 households as of 2024. The average household size is 2.5 in 2024. The household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households.

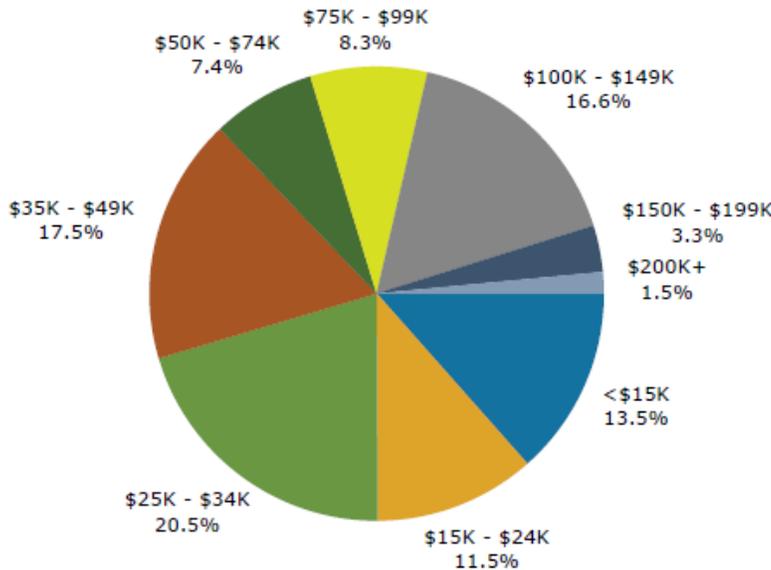
The household count in the CRA has changed from 1,815 in 2020 to 1,841 in the current year, a change of 0.34% annually. The five-year projection of households is 1,913, a change of 0.77% annually from the current year total. The average household size is currently 2.50, compared to 2.49 in the year 2020. The number of families in the current year is 1,211 in the specified area.

Household Income

The median household income of the Bartow CRA is \$37,957, as of 2024. The middle-class income segment is an important component of a diverse economy and community as it provides a pool of residents approaching the household formation phase of life. This demographic tends to be strong spenders in the local economy.

Bartow CRA

2024 Household Income



Source: Esri 2024

Market Analysis

Housing Market Characteristics

The City of Bartow’s housing characteristics include the following:

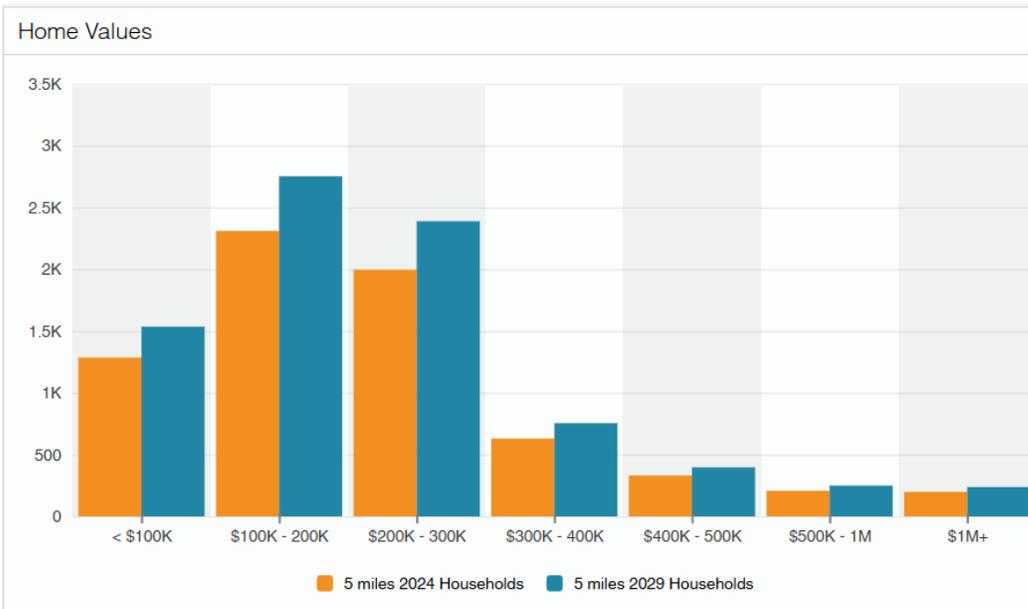
- There are 7,922 housing units as of 2024 in the City.
- Currently, 61.3% of the 7,922 housing units in the area are owner-occupied; 31.1%, renter-occupied; and 7.6% are vacant. In the U.S., 57.9% of the housing units in the area are owner-occupied; 32.1% are renter-occupied; and 10.0% are vacant.

In the CRA, there are currently 2,061 housing units; 40.9% are owner-occupied; 48.5%, renter-occupied; and 10.7% are vacant. In 2020, there were 2,041 housing units in the CRA and 9.8% vacant housing units.

In five years, the median home value in the CRA is projected to change by 12.20% annually to \$353,896. This will significantly improve the tax base in the CRA.

The median home value in the CRA is \$198,993, whereas the median home value in the City is \$304,619. There are a total of 317 vacant housing units in the CRA. New home communities in Bartow are experiencing record sales, and offer smart technology residences, with storm specifications that offer appeal to new home buyers.

Another benchmark to consider in the housing market is home values in the 5-mile radius of the area, as shown following:



Source: Esri 2024

Market Analysis

Tapestry Segments

Tapestry segmentation provides a detailed description of America's neighborhoods. These are classified in 14 unique LifeMode groups, further classified as 67 different consumer segments with commonly shared traits. This data provides insight on important consumer variables, such as age, education level, the likeliness of car or home ownership, a consumer's willingness to buy or purchase certain products, and their overall economic purchasing power. It provides information regarding consumers' choice of news, whether through online, print mediums or events.

LifeMode Groups

As described above, the LifeMode Groups are influenced by characteristics based on consumer activity data. The predominant tapestry segments in the CRA of Bartow follow and provide general characteristics of the tapestry, but not information that is specific to the CRA.

Modest Income Homes (29.8%)



LifeMode Group: Hometown

Modest Income Homes

Households: 1,627,600
Average Household Size: 2.56
Median Age: 37.0
Median Household Income: \$23,900

Socioeconomic Traits

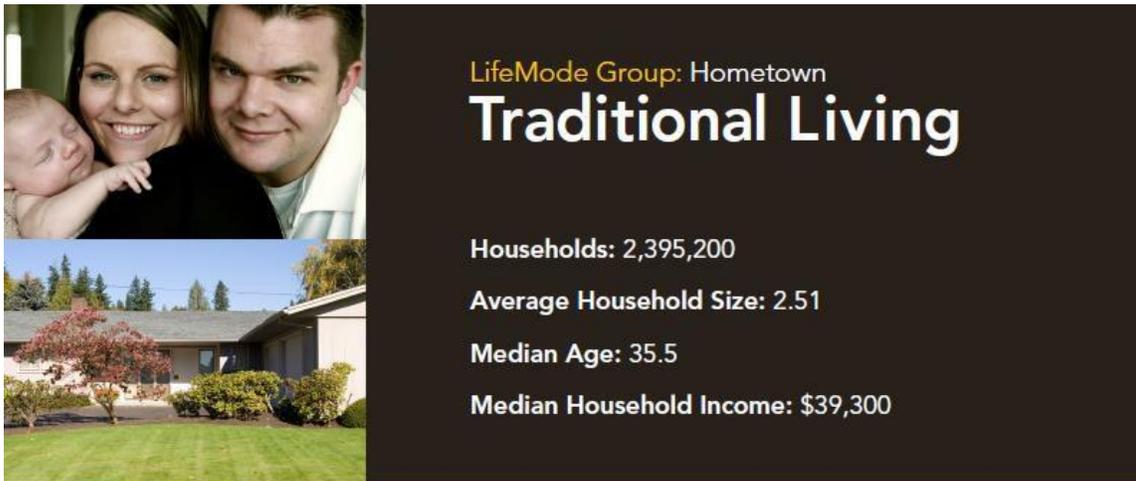
- Almost a quarter of adults aged 25 or more have no high school diploma.
- Labor force participation is 50%.
- Income is less than half of the US median income.
- Consumers in this market consider traditional gender roles and religious faith very important.
- This market lives for today, choosing to save only for a specific purpose.
- Consumers favor TV as their media of choice and will purchase a product with a celebrity endorsement.

Market Analysis

Who Are We?

Families in this urban segment may be nontraditional; however, their religious faith and family values guide their modest lifestyles. Many residents are primary caregivers to their elderly family members. Jobs are not always easy to come by, but wages and salary income are the main sources of income for most households. Reliance on Social Security and public assistance income is necessary to support single-parent and multigenerational families. Rents are relatively low (Index 70), public transportation is available, and Medicaid assists families in need.

Traditional Living (29.0%)



Socioeconomic Traits

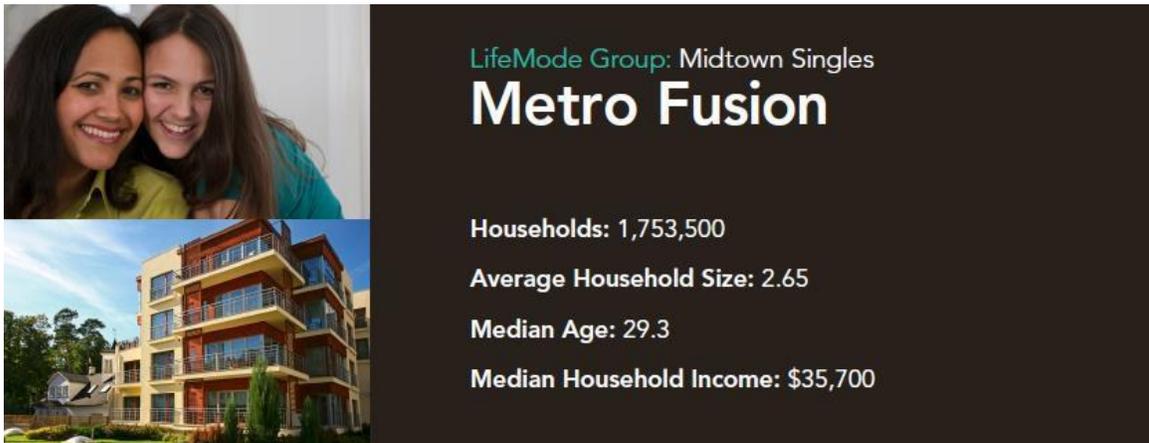
- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three-quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious 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.

Market Analysis

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 in a new marriage, while retaining their youthful interests in style and fun.

Metro Fusion (24.5%)



LifeMode Group: Midtown Singles
Metro Fusion

Households: 1,753,500
Average Household Size: 2.65
Median Age: 29.3
Median Household Income: \$35,700

Socioeconomic Traits

- Younger residents are highly connected, while older residents do not have much use for the latest and greatest technology.
- They work hard to advance in their professions, including working weekends.
- They take pride in their appearance, consider their fashion trendy, and stick with the same few designer brands.
- They spend money readily on what's hot unless saving for something specific.
- Social status is very important; they look to impress with fashion and electronics.

Who Are We?

Metro Fusion is a young market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three-quarters of the

Market Analysis

households are occupied by renters. Many households have young children; a quarter are single-parent families. Most residents live in midsize apartment buildings. *Metro Fusion* is a hardworking market with residents that are dedicated to climbing the ladders of their professional and social lives.

Market Analysis

Commercial and Residential Markets

Bartow's real estate markets were examined. Each major commercial real estate sector including office, retail, industrial, hospitality, and multifamily was examined to show current activity and recent years activity. Bartow is a submarket of the Lakeland market, defined by CoStar. Statistics presented in this section are sourced from CoStar.

The following high-level real estate market overview provides a regional assessment of market conditions based on data provided by private third-party data sources. Data collected includes inventory, vacancy rates; sales/lease prices per square foot; emerging/declining sector trends, and pipeline projects (planned/under construction).

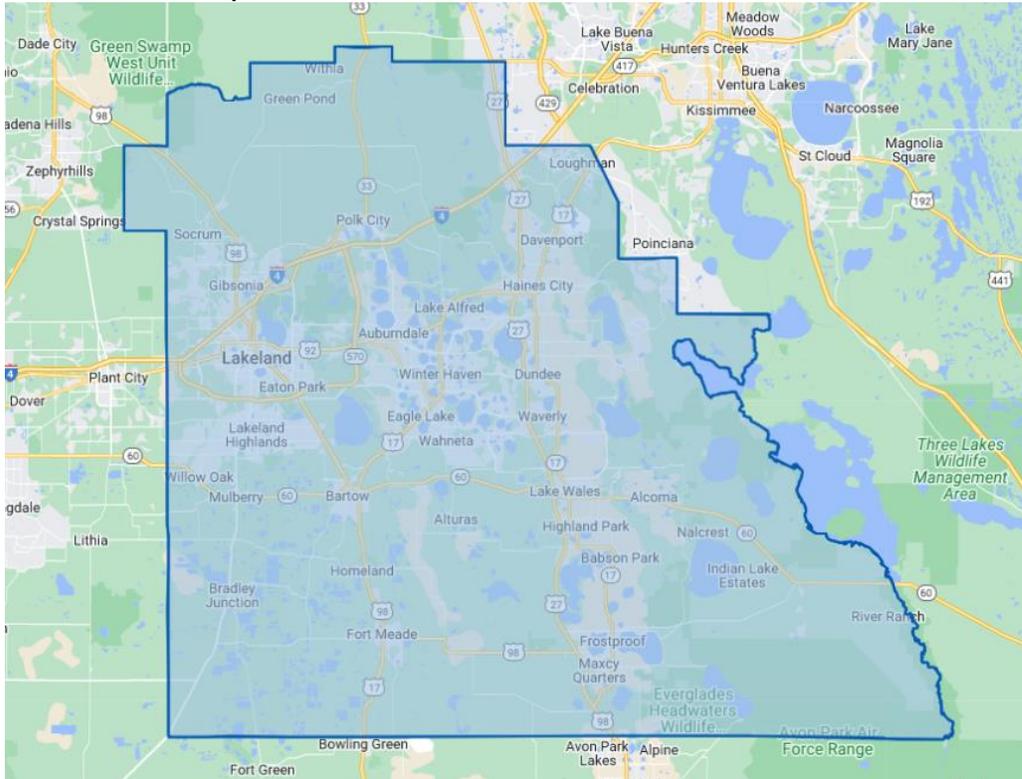
By comparing both existing conditions to recent years trends in the real estate market, observations are noted to determine if a market is strengthening or weakening, and whether there is market surplus, and market demand. It is important not only to understand the local market, but to look at the entire market segment as shown in the maps below to see how the larger market is performing. The real estate market characteristic tables in this section highlight each major real estate sector's trend in the Bartow/Lakeland/Polk County market.

The following definitions are helpful to know when reviewing this section.

- **Asking Rents** highlight the average price that space is leased for per square foot (psf).
- **Vacancy Rates** determine how much square feet is available in the market.
- **Space availability** determines the amount of space that is currently being marketed regardless of if the space is vacant or occupied.
- **Absorption Rates** measure the change in commercial space, highlighting the amount of commercial space that has become vacant in a market. Negative absorption indicates that supply is greater than demand.
- **Capitalization Rate (Cap Rate)** helps determine the rate of return for an investor by examining the property's value.

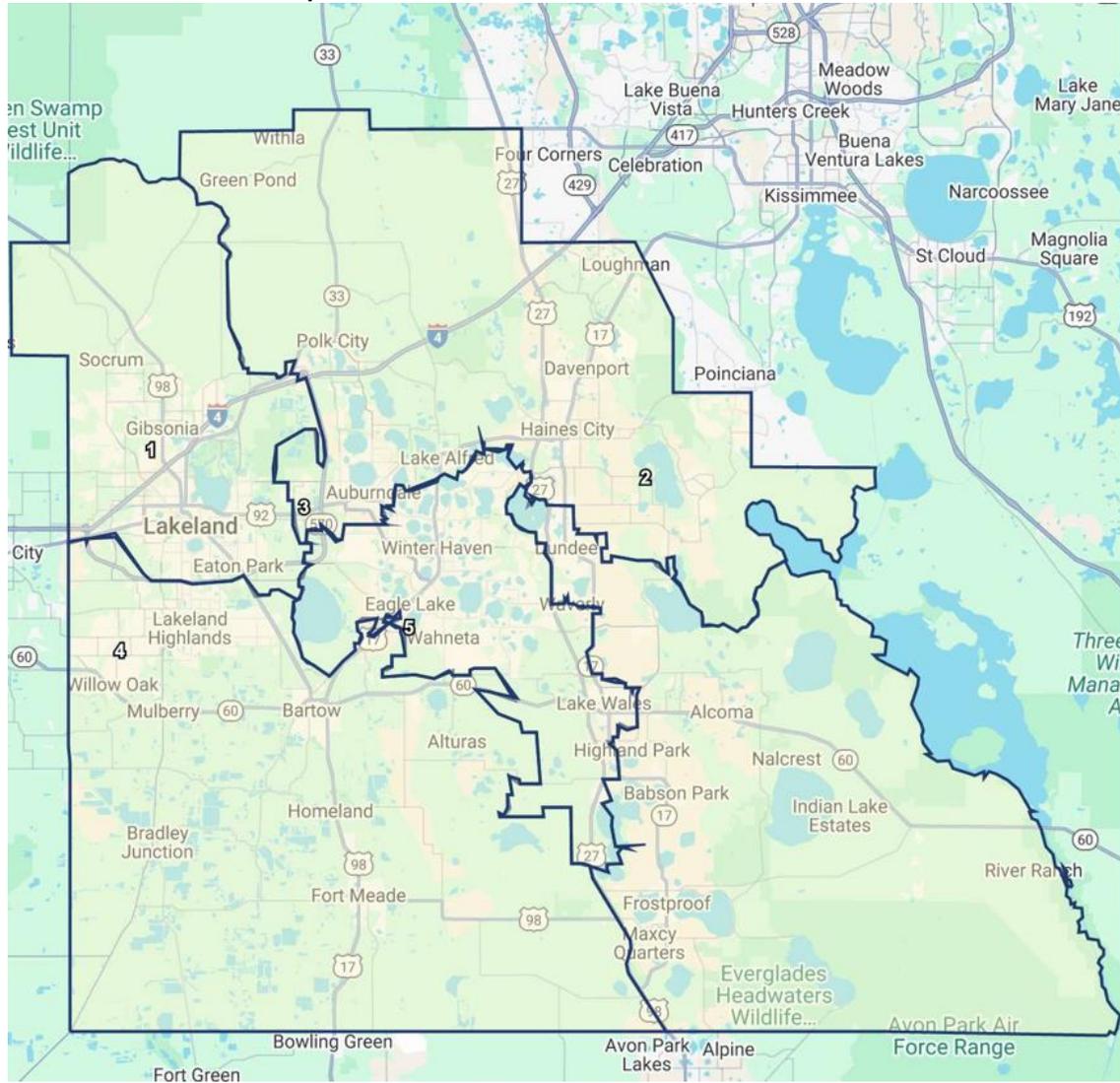
Market Analysis

Lakeland Market Map



Market Analysis

Lakeland Submarkets Map



Market Analysis

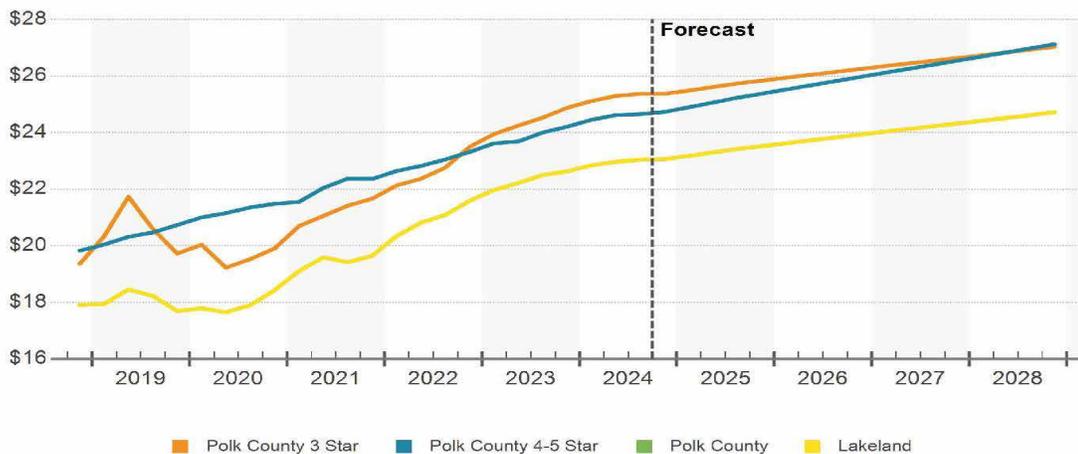
Office Market

Bartow is part of the Polk County office submarket. The Polk County office submarket has a vacancy rate of 4.1% as of the first quarter of 2025. Over the past year, the submarket's vacancy rate has changed by -0.2%, a result of 8,700 SF of net delivered space and 36,000 SF of net absorption.

Polk County's vacancy rate of 4.1% compares to the submarket's five-year average of 4.4% and the 10-year average of 4.6%. The Polk County office submarket has roughly 1.2 million SF of space listed as available, for an availability rate of 7.9%. As of the first quarter of 2025, there is no office space under construction in Polk County. In comparison, the submarket has averaged 140,000 SF of under construction inventory over the past 10 years.

Average rents in Polk County are roughly \$23.00/SF, matching the wider Lakeland average of \$23.00/SF. Rents have changed by 1.7% year over year in Polk County, compared to a change of 1.7% metro wide. Annual rent growth of 1.7% in Polk County compares to the submarket's five-year average of 4.9% and its 10-year average of 4.5%.

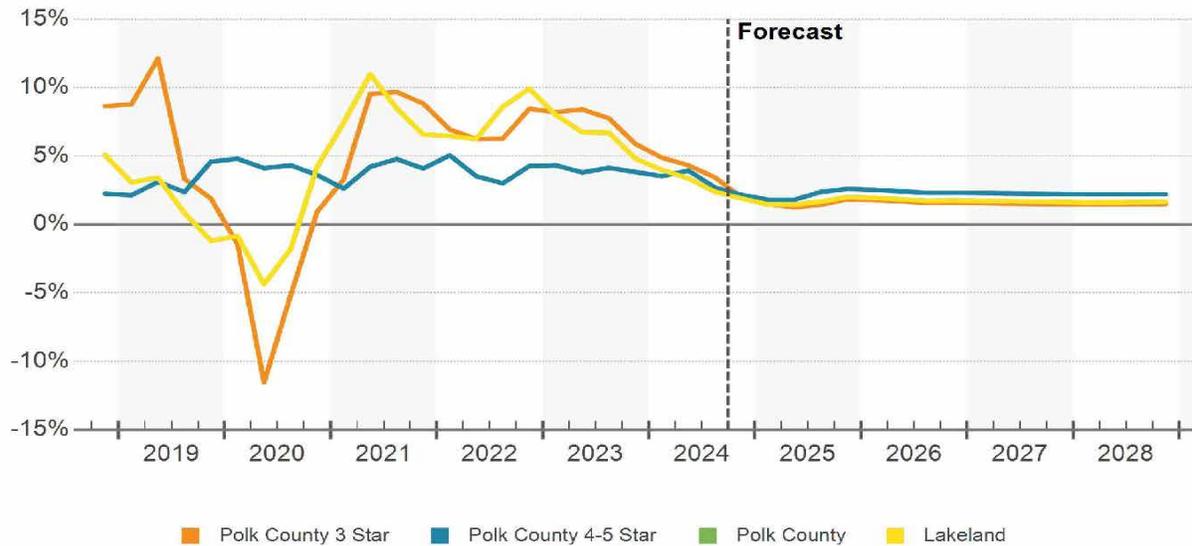
POLK COUNTY MARKET ASKING RENT PER SQUARE FEET



Source: CoStar 2025

Market Analysis

POLK COUNTY MARKET ASKING RENT GROWTH (YOY)



Source: CoStar 2025

Rents have changed by 1.9% year over year in Polk County, compared to a change of 1.9% metro wide. Annual rent growth of 1.9% in Polk County compares to the submarket's five-year average of 4.7% and its 10-year average of 4.5%. **This lower growth rate is due to the location of the submarket in relationship to more metro areas in the region.**

A significant office sale in Bartow was the 120 Main Street property, which sold in July of 2024 at \$125 psf according to CoStar. This signature asset provides opportunity for the Main Street office market.



Market Analysis

Industrial Market

The Polk County industrial submarket plays a pivotal role in the distribution of goods across Florida due to its location along the I-4 Corridor. Industrial vacancies have been on the rise over the past year as new construction deliveries have outpaced tenant demand. In the short term, the market has been challenged as deliveries have greatly outpaced industrial demand, causing vacancies to reach record levels.

Polk County's vacancy rate has increased by 50 basis points year over year to 9.1% as of the first quarter of 2025, a decade high. This is primarily attributed to new construction deliveries that have seen limited preleasing. Roughly 670,000 SF was delivered over the past year.

Leasing activity soared in the first half of the year, which in turn will aid in absorption and bring the vacancy rate down going into 2025. However, the fourth quarter saw near-record-low leasing activity with roughly 500,000 SF. The mixed results in leasing demand have been a staple of Lakeland's industrial fundamentals over the past few years.

Overall, the future move-ins of the larger leases executed in the first half of 2024 will greatly boost absorption and bring the vacancy rate down over the coming quarters. Market participants are confident that several deals that have been in the works over the past several months will get executed, which bodes well for the market in 2025 when many of these tenants would move in.

New construction will play less of a factor over the coming quarters, as only 1.3 million SF is under construction here. In comparison, Polk County's pipeline peaked at over 4 million SF in 2022Q3. Since then, the pipeline has slowed as market fundamentals have waned.

Landlords continue to push rates here but at a more measured level than in years past. Industrial asking rates are up 4.4% year over year to \$9.00/SF, down from a peak of 12.5% in mid-2022.

One of the most significant sales of the year in the entire region was Sand Lake Energy Center. This natural gas combined cycle generation plant is now wholly owned and operated by Florida Municipal Power Agency (FMPA).

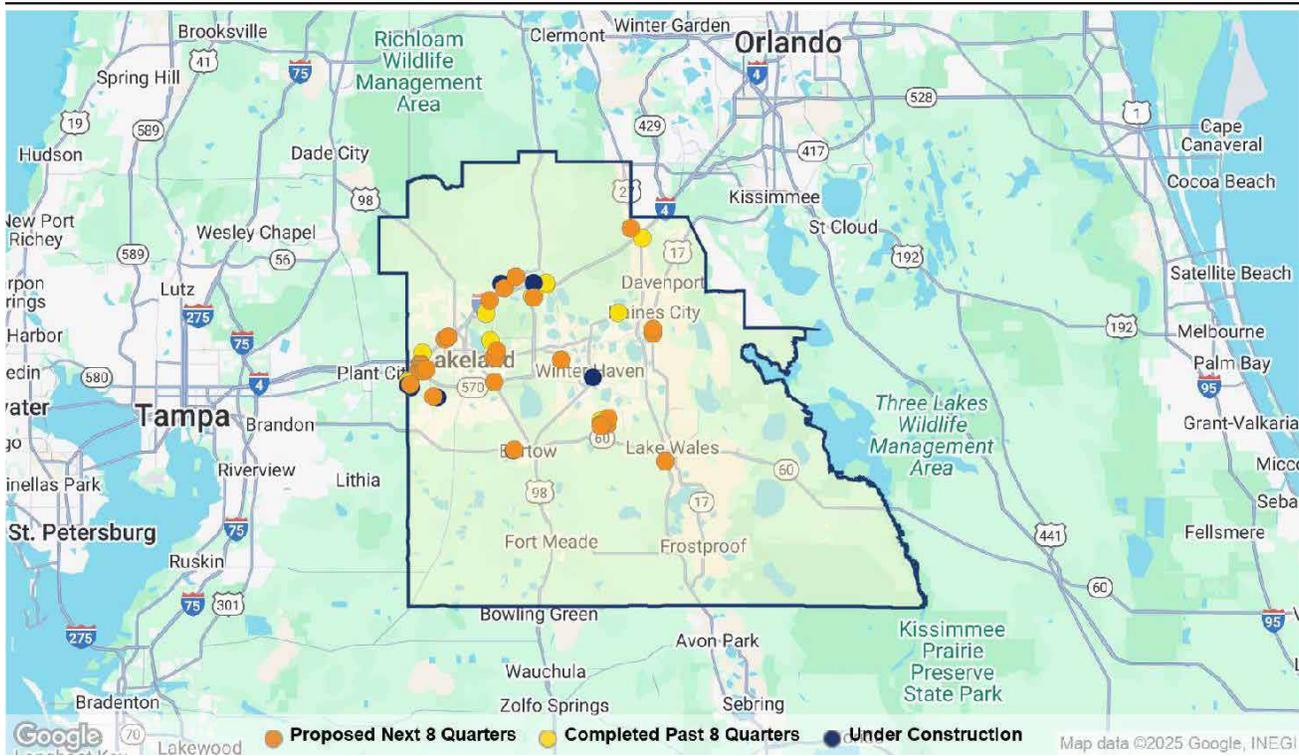


Image: Former Sand Lake Energy Center

Market Analysis

Polk County remains one of the more affordable industrial areas in Central Florida, with markets like Tampa and Orlando boasting average asking rates north of \$12.00/SF. The forecast calls for rent growth to continue over the coming quarters, returning to a rate just below pre-pandemic norms of around 4% to 5% by 2025. The map below illustrates the activity in this region.

POLK COUNTY INDUSTRIAL SUBMARKET PAST 8 QUARTERS DELIVERIES, UNDER CONSTRUCTION, & PROPOSED



Market Analysis

Multi-Family Market

The Lakeland market has seen all-time highs with a historic number of completions of new units in 2024. Overall, 5120 units were completed, shattering the record set in 2023 by roughly 2,000 units. However, the bulk of demand and new construction has gone to the Noth Polk submarket, just outside of Orlando.

As discussed previously in this report, population growth and new residential demand is moving very quickly into this area. The proximity and favorable access to Tampa and Lakeland will provide more opportunities for development in Bartow.

The multi-family market in Bartow is part of the Southwest (SW) Polk multi-family submarket, a subset of the Lakeland market. The vacancy rate of 9.9% for SW Polk is as of the first quarter of 2025, an increase due to the 425 units delivered with 179 units absorption.

As of the first quarter of 2025, there are 679 multi-family units under construction in Southwest Polk. In comparison, the submarket has averaged 243 units under construction annually over the past 10 years. The Southwest Polk multi-family submarket contains roughly 3,800 units of inventory. The submarket has approximately 1,500 units rated 4 & 5 Star, 1,700 units rated 3 Star, and 620 units rated 1 & 2 Star.

Average rents in Southwest Polk are \$1,530/month, compared to the Lakeland average of \$1,600/month. Rents have changed by -1.8% year over year in Southwest Polk, compared to a change of -0.9% metro wide. Annual rent growth of -1.8% in Southwest Polk compares to the submarket's five-year average of 4.5% and its 10-year average of 4.1%.

Proposed multi-family projects in Bartow are being planned at the time of this report, notably Stuart Crossing. Stuart Crossing is a 700-acre planned development with a wide range of medical, commercial and housing options, bike trails, green spaces, shops and restaurants that will make Stuart Crossing one of Polk County's most desirable places to live, work and visit. Stuart Crossing represents the future of Bartow's continued growth and will eventually become a recognized symbol of quality, tradition, convenience and entertainment throughout the community. Permits were issued in 2023 for 14 buildings with a total of 288 units. The project valuation was \$60,535,323. Stuart Crossing has all the amenities and probably security; but Main Street housing would be more interesting, particularly if it were affordable.



Stuart Crossing

Market Analysis

Retail Market

Polk County is the smallest retail area in Central Florida, with roughly 33 million SF, significantly smaller than its neighbors, Tampa and Orlando, which are the two largest in the state. Retail availability has hovered around 4.5% for well over a year, equating to just 1.3 million SF of available space, according to CoStar. However, like many retail markets across the country, the lack of available space has impacted leasing activity.

Retail leasing activity improved over the course of 2024, ending the year with just under 480,000 SF. While that's an increase of nearly 100,000 SF from 2023, it remained well below pre-pandemic norms when the market repeatedly surpassed 500,000 SF in leasing activity. A sizeable portion of Polk County's leasing activity either went to newer buildings, or will eventually be build-to-suits. EoS Fitness signed the largest lease in 2024 for a 38,000-SF gym that was to be completed and open in early 2026.

Gyms and discount stores continued to dominate leasing activity on the larger end, with EoS Fitness, Nordstrom Rack, and Ollie's Bargain Outlet all committed to leases over 30,000 SF in 2024. Food and beverage, as well as health and beauty, make up the bulk of sub-5,000 SF leasing activity, with retailers like Starbucks, Chicken Salad Chick, and Vitamin Shoppes all signing leases in 2024.

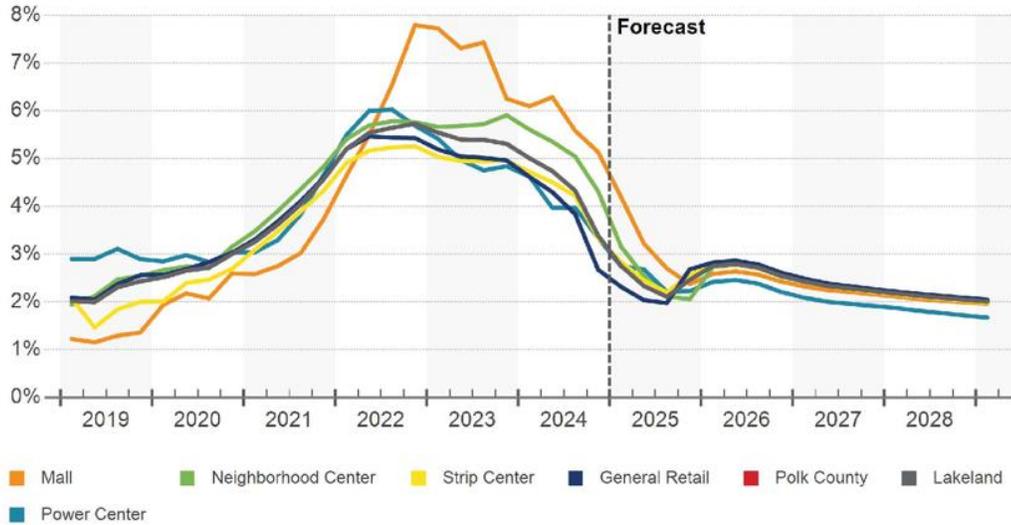
Rent growth has tapered off over the past several quarters but remains well above pre-pandemic norms. All told, retail asking rents are up 3.1% from this time last year to \$19.50/SF on a triple net basis. Polk County is a significantly less expensive retail market to lease in comparison to Tampa and Orlando, where average asking rents are north of \$25/SF.

Supply will do little to impact the market over the coming quarters as 75% of the 180,000 SF under construction is pre-leased. Further, the largest availability in the construction pipeline is just 11,200 SF. The lack of incoming supply will likely keep availability rates low here. There is still a nice flow of retailers looking to enter the Polk County Submarket. Those two factors will aid in the landlord's ability to push rents here for the foreseeable future. The charts following illustrate year-over-year asking rent growth and asking rent per square feet.

Market Analysis

Polk County Submarket

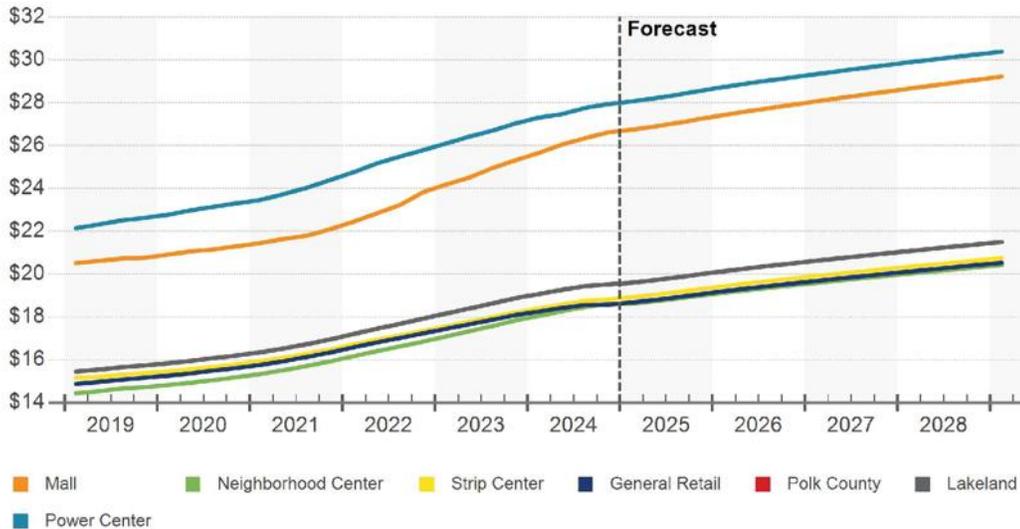
MARKET ASKING RENT GROWTH (YOY)



Source: CoStar January 2025

Polk County Submarket

MARKET ASKING RENT PER SQUARE FEET



Source: CoStar January 2025

Market Analysis

Tourism

In economic development, it all starts with a visit! In DCI's "Winning Strategies for Economic Development Marketing" survey, business and personal travel are cumulatively reported as the leading source of information influencing executive perceptions of an area's business climate by 50% of site selectors and location advisors interviewed.

Since economic development **"all starts with a visit,"** it is important to ensure that the quality of life and experiential opportunities continue to be included in the CRA, City, and regional tourism outlets with the messaging the CRA wants to promote. The emergence of new trends such as health tourism, cultural and culinary tourism, adventure tourism, art tourism, and sports tourism have changed the way tourists plan vacations. Now, people are looking for new activities and entertainment to fill their leisure time.



Image of Polk County History Center, Photo credit: Polk County

Culinary or food tourism is the pursuit of unique and memorable eating and drinking experiences. The phenomenal success of breweries is an example of this type of tourism that draws people of all ages and walks of life to a casual experience. The World Food Travel Association estimates that food and beverage expenses account for 15% to 35% of all tourism spending, a very big number! And shopping tourism is a form of tourism in which shopping is the main motivation for traveling to a destination. The larger retail centers throughout the U.S. embrace this type of tourism by designing centers that are more aimed toward an experience, which in turn provides the traveler or resident with a pleasant environment that is conducive to a feeling of well-being.

Market Analysis

With Bartow's proximity to the vacation capital of the world, Orlando, and the nearby attractions and beaches of the Gulf of Mexico and Atlantic Ocean, Bartow should also capitalize on these assets to encourage visitors.



Image of Fort Fraser Trail. Photo credit: Polk County

Market Analysis

Labor Market

Workforce

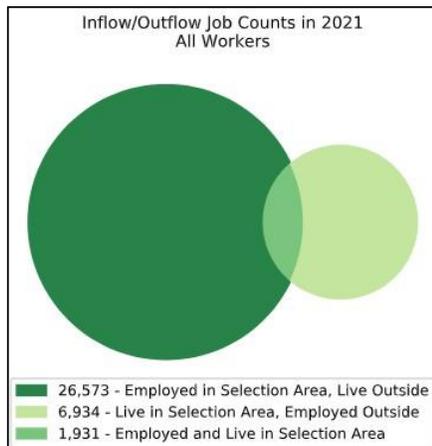
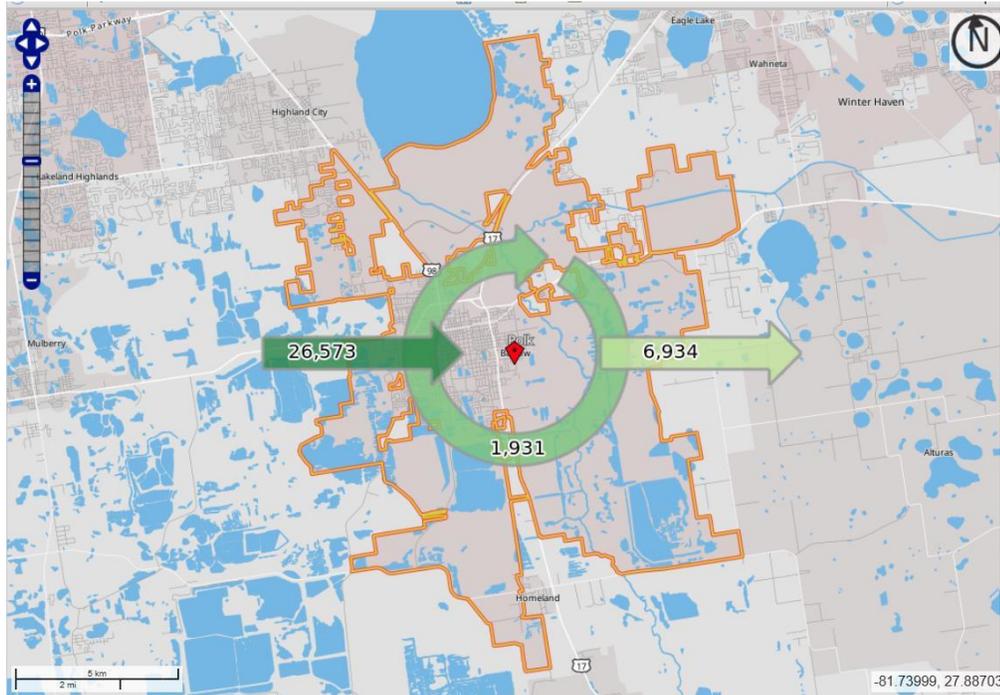
The workforce in all of Bartow is predominantly composed of white-collar workers, making up 72.41% of the working population, while blue-collar employees account for 27.59%. The City has a significant number of entrepreneurs, with 5.4% of the workforce being self-employed. The largest employment sectors include office and administrative support, sales and construction. Additionally, Bartow has a notable presence of workers in private companies (72.37%) and governmental institutions (17.69%). With the significant county administration activities that exist in Bartow, employment is stable and provides an excellent base for the expansion of professional services.

Local, state and federal government workers in the City comprise 17.7% of the workforce.

The Census Bureau provides web-based mapping and reporting applications that shows where workers are employed and where they live as shown in the following illustration. The laborshed is defined as the area or region from which an employment center draws its commuting workers. This analysis shows the flow of workers in and out of the City as well as a distribution of where the residents work. According to the data, nearly seventy-eight percent (78%) of the City's overall workforce commute outside of the CRA for work.

Market Analysis

Bartow Inflow/Outflow Job Counts 2021, All Workers



Inflow/Outflow Job Counts (All Jobs)		
2021		
	Count	Share
Employed in the Selection Area	28,504	100.0%
Employed in the Selection Area but Living Outside	26,573	93.2%
Employed and Living in the Selection Area	1,931	6.8%
Living in the Selection Area	8,865	100.0%
Living in the Selection Area but Employed Outside	6,934	78.2%
Living and Employed in the Selection Area	1,931	21.8%

Source: US Census Bureau OntheMap

Market Analysis

The chart below illustrates the travel time to work as reported above.

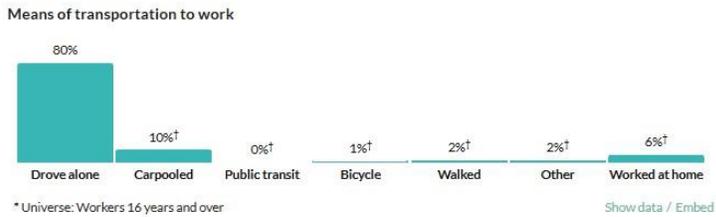
Transportation to work

23.5 minutes

Mean travel time to work

about 80 percent of the figure in the Lakeland-Winter Haven, FL Metro Area: 29.5

about 80 percent of the figure in Florida: 27.9



This is another indication of the area's compatibility for new residential development.

Employment by occupation in the City is primarily white collar at 52%, followed by blue collar at 27%. A breakdown of the industry categories of employment follows:

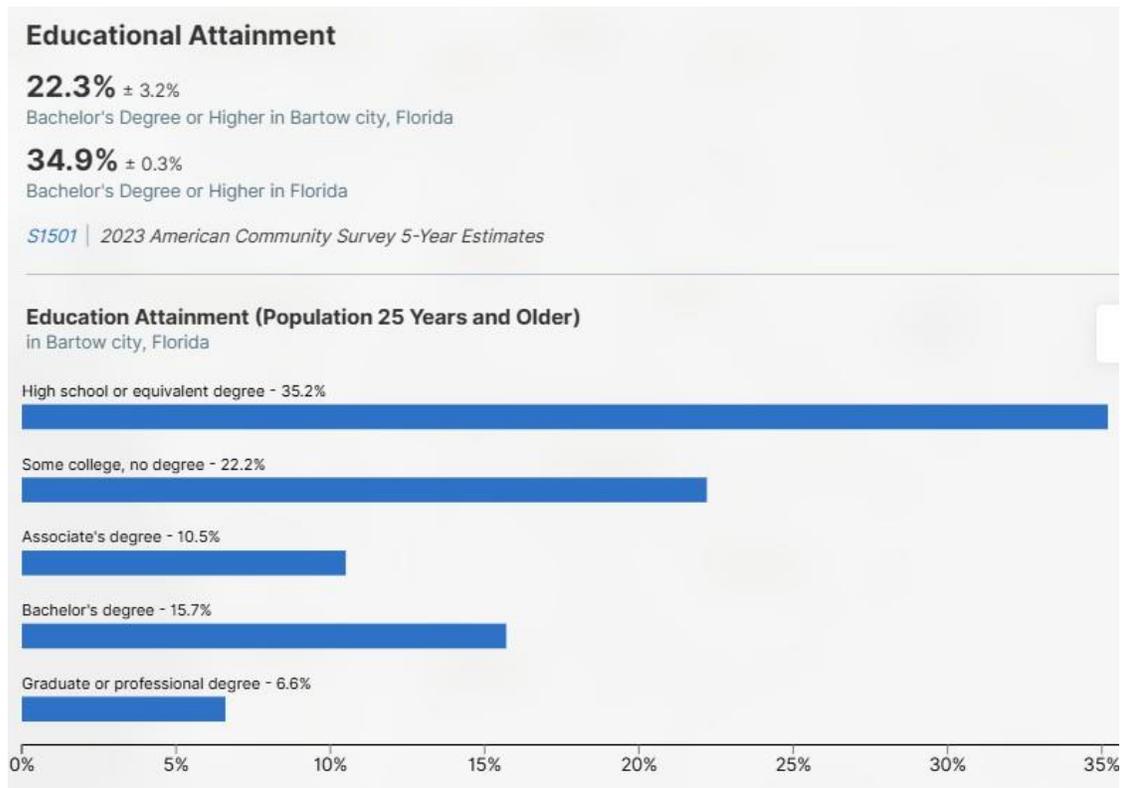
2024 Employed Population 16+ by Occupation	
Total	9,093
White Collar	52.0%
Management/Business/Financial	13.4%
Professional	19.8%
Sales	8.1%
Administrative Support	10.8%
Services	20.9%
Blue Collar	27.1%
Farming/Forestry/Fishing	1.9%
Construction/Extraction	6.8%
Installation/Maintenance/Repair	5.1%
Production	5.0%
Transportation/Material Moving	8.3%

Source: Esri 2024

Market Analysis

Education

The educational attainment of the Bartow City population, which is aged 25+, contains a plurality of those with High School Graduates, followed by those with Some College.



Source: 2023 American Community Survey 5-year Estimates

Bartow is in the School District of Polk County. Economic development relies on the education of the community and is a major factor in where people choose to live and where businesses choose to locate. Bartow schools are some of the best in the area, and Bartow High School consistently ranks as one of the best high schools in America. Bartow's International Baccalaureate (IB) program is a rigorous course of study that prepares students for success in postsecondary study and employment. The IB program provides a challenging academic environment for exceptional students. Known as the "Home of Champions," with both successful athletic and academic programs, Bartow High School offers a wide range of extracurricular activities, including band, drama, chorus as well as clubs and other programs.

Market Analysis

Summerlin Academy is a rigorous military-style educational setting. A public school of choice, Summerlin Academy offers high school students an experience similar to that at U.S. military academies in Annapolis, Colorado Springs and West Point. The school is designed to prepare young men and women for college through highly academic course work.

Other Bartow area schools include seven public elementary schools, three private elementary schools and three middle schools. Bartow Elementary Academy and Union Academy are magnet schools with students selected by an application process. Both have been ranked as the best in the county. Enrichment activities include foreign language studies, art, science, theater performances and field trips.

Additionally, the Bartow area is home to many higher education schools including Florida Polytechnic University, Florida Southern College, Polk State College, Southeastern University, Warner University, Webber International University and Keiser University.

Technical schools are critical to economic development success. Those in the area include Traviss Technical college, Ridge Technical College, Florida Technical College and Southern Technical College in nearby Auburndale.

Market Analysis

Market Demand and Potential

Our data indicates that there are 665 businesses in the CRA, with 10,405 employees. The Business Summary of the CRA indicates that Services is the NAICS category with the most businesses (265) and 2,360 employees, followed by the Retail Trade comprised of 125 businesses and 1760 employees. There are 4,308 employees in public administration in the CRA. The Services category includes health services, legal services, hotels, lodging, automotive services, and education institutions. Retail trade pertains to general merchandise stores, food stores, home improvement, auto dealers and gas stations, and restaurants and bars.

This data is notable and provides information that there is significant demand for additional retail products and services, as well as eating establishments in the CRA.

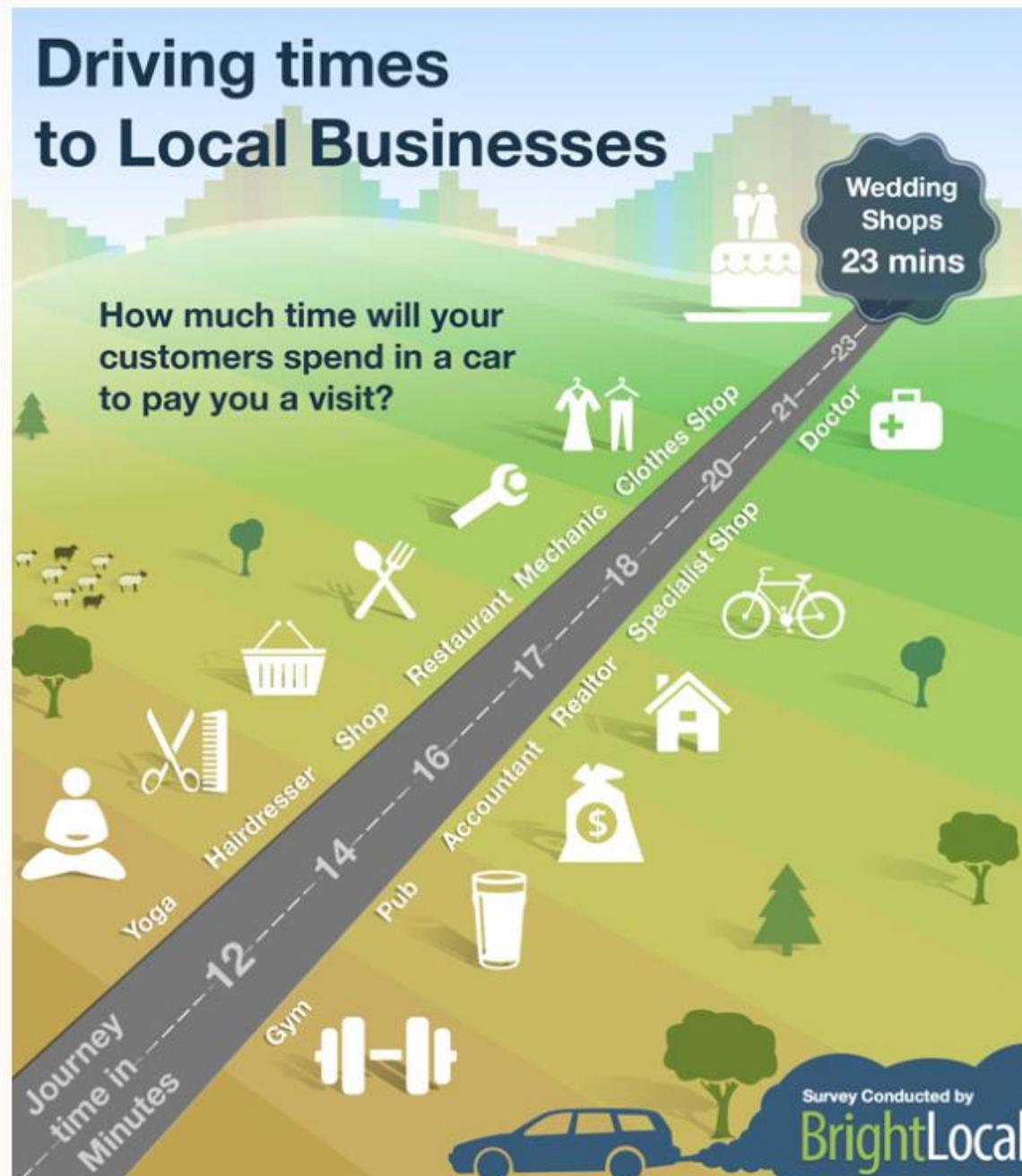
Consumer Spending

Research indicates that consumers typically refuse to travel more than 20 miles for their everyday purchases, such as fuel, food, and clothing. And 87% of consumers typically travel 15 minutes or less to make these purchases. Furthermore, the more frequent the purchase, the less consumers will travel: 6 minutes for gas and 8 minutes for groceries, but 19 minutes for clothing and 17 minutes for movies.

After proximity, people look for price and quality. As regional and national retailers, restaurateurs and service providers look at new markets, these statistics are foremost in their new location search.

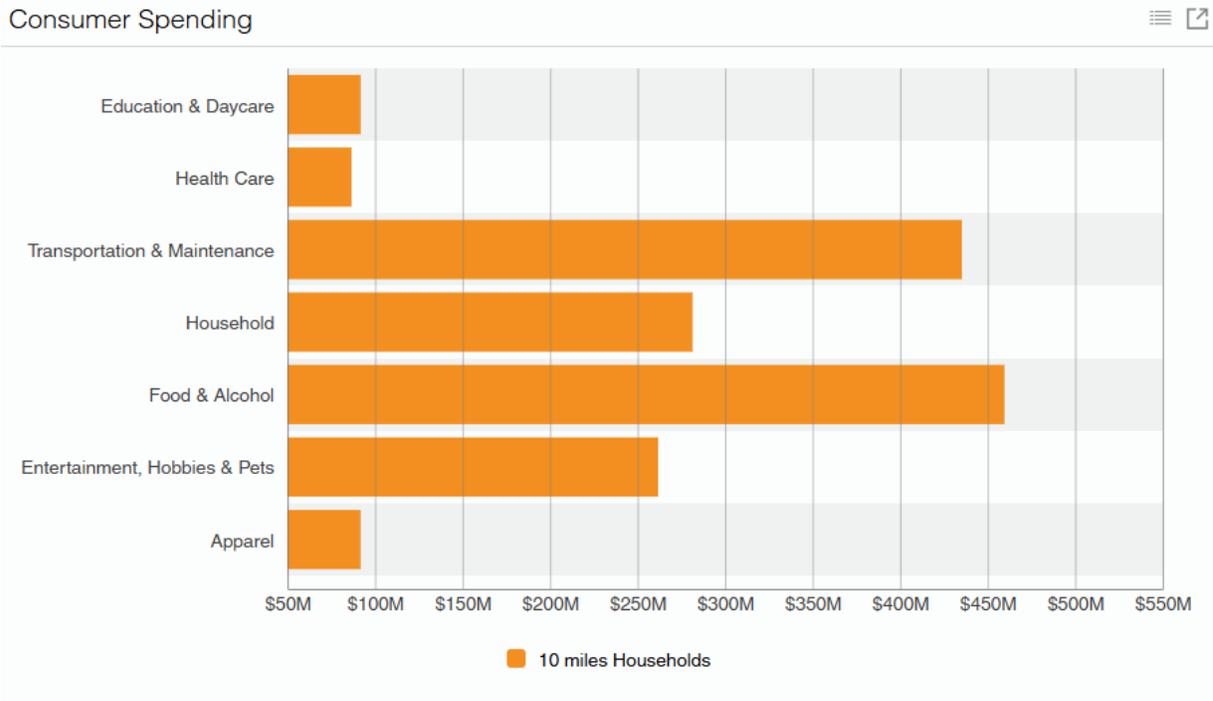
Local businesses understand the need to market to their consumer base, but how far is that reach today? The infographic was developed by BrightLocal as a result of a national study of small businesses and is quite informative as we look at the metrics for Bartow.

Market Analysis



Market Analysis

10-mile Radius Consumer Spending



Source: 2025 CoStar

Details

The following chart compiles the spending data for a 10 mile radii, a reasonable trade area for comparison and planning.

Radius	10 miles	
	Total Spending	Avg Household
Expand All		
Apparel	\$91,814,701	\$1,655
Entertainment, Hobbies & P...	\$261,764,769	\$4,718
Food & Alcohol	\$459,601,257	\$8,283
Household	\$281,428,247	\$5,072
Transportation & Maintenance	\$435,330,530	\$7,846
Health Care	\$86,590,980	\$1,561
Education & Daycare	\$91,843,442	\$1,655
Total Specified Consumer S...	\$1,708,373,926	\$30,790

Market Analysis

Bartow CRA Retail Demand Outlook

Consumer spending and retail demand is household-based and represents the amount spent for a product or service by all households in an area. Please note that this data is derived from consumer expenditure surveys, and is not a comprehensive list of all consumer spending.

	2024 Consumer Spending	2029 Forecasted Demand	Projected Spending Growth
Apparel and Services	\$2,473,794	\$3,049,892	\$576,098
Men's	\$457,625	\$563,957	\$106,332
Women's	\$835,724	\$1,030,810	\$195,086
Children's	\$395,996	\$488,227	\$92,231
Footwear	\$513,443	\$632,806	\$119,363
Watches & Jewelry	\$221,376	\$272,902	\$51,526
Apparel Products and Services (1)	\$49,630	\$61,190	\$11,560
Computer			
Computers and Hardware for Home Use	\$274,954	\$338,752	\$63,798
Portable Memory	\$4,168	\$5,135	\$967
Computer Software	\$16,089	\$19,827	\$3,738
Computer Accessories	\$23,399	\$28,835	\$5,436
Entertainment & Recreation	\$3,964,310	\$4,885,362	\$921,052
Fees and Admissions	\$762,401	\$939,342	\$176,941
Membership Fees for Clubs (2)	\$281,574	\$346,990	\$65,416
Fees for Participant Sports, excl. Trips	\$124,327	\$153,149	\$28,822
Tickets to Theatre/Operas/Concerts	\$70,612	\$86,981	\$16,369
Tickets to Movies	\$24,145	\$29,743	\$5,598
Tickets to Parks or Museums	\$36,353	\$44,780	\$8,427
Admission to Sporting Events, excl. Trips	\$77,218	\$95,258	\$18,040
Fees for Recreational Lessons	\$147,041	\$181,048	\$34,007
Dating Services	\$1,130	\$1,393	\$263
TV/Video/Audio	\$1,367,015	\$1,685,307	\$318,292
Cable and Satellite Television Services	\$779,956	\$961,688	\$181,732
Televisions	\$161,369	\$198,953	\$37,584
Satellite Dishes	\$1,372	\$1,696	\$324
VCRs, Video Cameras, and DVD Players	\$4,814	\$5,933	\$1,119
Miscellaneous Video Equipment	\$20,444	\$25,174	\$4,730
Video Cassettes and DVDs	\$5,876	\$7,239	\$1,363
Video Game Hardware/Accessories	\$50,299	\$62,029	\$11,730
Video Game Software	\$23,102	\$28,479	\$5,377
Rental/Streaming/Downloaded Video	\$175,855	\$216,741	\$40,886
Installation of Televisions	\$1,547	\$1,905	\$358
Audio (3)	\$140,785	\$173,500	\$32,715
Rental and Repair of TV/Radio/Sound Equipment	\$1,596	\$1,969	\$373
Pets	\$967,784	\$1,192,381	\$224,597
Toys/Games/Crafts/Hobbies (4)	\$186,865	\$230,373	\$43,508
Recreational Vehicles and Fees (5)	\$171,833	\$211,700	\$39,867
Sports/Recreation/Exercise Equipment (6)	\$277,316	\$341,583	\$64,267
Photo Equipment and Supplies (7)	\$59,216	\$72,952	\$13,736
Reading (8)	\$132,505	\$163,254	\$30,749
Catered Affairs (9)	\$39,375	\$48,470	\$9,095
Food	\$11,498,495	\$14,171,546	\$2,673,051
Food at Home	\$7,562,008	\$9,320,840	\$1,758,832
Bakery and Cereal Products	\$972,742	\$1,198,998	\$226,256
Meats, Poultry, Fish, and Eggs	\$1,647,431	\$2,030,656	\$383,225
Dairy Products	\$706,851	\$871,131	\$164,280
Fruits and Vegetables	\$1,483,299	\$1,828,035	\$344,736
Snacks and Other Food at Home (10)	\$2,751,684	\$3,392,019	\$640,335
Food Away from Home	\$3,936,487	\$4,850,706	\$914,219
Alcoholic Beverages	\$647,514	\$797,930	\$150,416

Market Analysis

	2024 Consumer Spending	2029 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$41,063,750	\$50,591,743	\$9,527,993
Value of Retirement Plans	\$147,414,036	\$181,641,350	\$34,227,314
Value of Other Financial Assets	\$8,149,000	\$10,042,018	\$1,893,018
Vehicle Loan Amount excluding Interest	\$3,542,970	\$4,366,053	\$823,083
Value of Credit Card Debt	\$2,928,632	\$3,608,683	\$680,051
Health			
Nonprescription Drugs	\$179,420	\$221,160	\$41,740
Prescription Drugs	\$436,499	\$538,658	\$102,159
Eyeglasses and Contact Lenses	\$123,878	\$152,696	\$28,818
Home			
Mortgage Payment and Basics (11)	\$12,008,287	\$14,791,812	\$2,783,525
Maintenance and Remodeling Services	\$3,996,489	\$4,922,011	\$925,522
Maintenance and Remodeling Materials (12)	\$771,763	\$950,994	\$179,231
Utilities, Fuel, and Public Services	\$6,176,602	\$7,615,651	\$1,439,049
Household Furnishings and Equipment			
Household Textiles (13)	\$136,478	\$168,235	\$31,757
Furniture	\$987,919	\$1,217,822	\$229,903
Rugs	\$43,790	\$53,956	\$10,166
Major Appliances (14)	\$575,747	\$709,636	\$133,889
Housewares (15)	\$106,892	\$131,725	\$24,833
Small Appliances	\$84,125	\$103,686	\$19,561
Luggage	\$20,916	\$25,769	\$4,853
Telephones and Accessories	\$106,086	\$130,787	\$24,701
Household Operations			
Child Care	\$529,261	\$651,925	\$122,664
Lawn and Garden (16)	\$648,047	\$798,542	\$150,495
Moving/Storage/Freight Express	\$122,652	\$151,102	\$28,450
Housekeeping Supplies (17)	\$923,920	\$1,138,786	\$214,866
Insurance			
Owners and Renters Insurance	\$797,475	\$982,904	\$185,429
Vehicle Insurance	\$2,212,569	\$2,727,349	\$514,780
Life/Other Insurance	\$635,685	\$783,453	\$147,768
Health Insurance	\$4,997,549	\$6,160,694	\$1,163,145
Personal Care Products (18)	\$564,790	\$696,113	\$131,323
School Books (19)	\$43,886	\$54,097	\$10,211
Smoking Products	\$547,530	\$675,911	\$128,381
Transportation			
Payments on Vehicles excluding Leases	\$3,104,907	\$3,827,625	\$722,718
Gasoline and Motor Oil	\$3,432,512	\$4,231,708	\$799,196
Vehicle Maintenance and Repairs	\$1,497,562	\$1,845,966	\$348,404
Travel			
Airline Fares	\$584,745	\$720,045	\$135,300
Lodging on Trips	\$920,553	\$1,134,152	\$213,599
Auto/Truck Rental on Trips	\$113,467	\$139,835	\$26,368
Food and Drink on Trips	\$711,831	\$877,021	\$165,190

Market Analysis

- (1) **Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) **Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) **Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) **Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) **Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) **Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) **Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) **Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) **Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) **Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) **Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) **Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) **Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) **Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) **Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) **Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) **Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) **Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) **School Books** includes school books for college, elementary school, high school, vocational/technical school, preschool and other schools.

Market Analysis

Bartow Retail Market Potential Forecast

A Market Potential Index (MPI) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. All of the categories referenced in the Bartow CRA ESRI Retail Market Potential exhibit the likelihood of future growth in all categories.

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought Men's Clothing/12 Mo	2,000	57.1%	91
Bought Women's Clothing/12 Mo	1,944	55.5%	106
Bought Shoes/12 Mo	2,613	74.6%	99
Bought Fine Jewelry/12 Mo	867	24.8%	114
Bought Watch/12 Mo	534	15.3%	115
Automobiles (Households)			
HH Owns or Leases Any Vehicle	1,580	85.8%	95
HH Bought or Leased New Vehicle/12 Mo	129	7.0%	76
Automotive Aftermarket (Adults)			
Bought Gasoline/6 Mo	3,039	86.8%	97
Bought or Changed Motor Oil/12 Mo	1,845	52.7%	99
Had Vehicle Tune-Up/12 Mo	761	21.7%	91
Beverages (Adults)			
Drank Non-Diet (Regular) Cola/6 Mo	1,594	45.5%	122
Drank Beer or Ale/6 Mo	1,170	33.4%	87
Cameras (Adults)			
Own Digital Point and Shoot Camera/Camcorder	230	6.6%	67
Own Digital SLR Camera or Camcorder	238	6.8%	65
Printed Digital Photos/12 Mo	790	22.6%	87
Cell Phones (Adults/Households)			
Bought Cell Phone/12 Mo	1,353	38.6%	107
Have a Smartphone	3,291	94.0%	100
Have Android Phone (Any Brand) Smartphone	1,617	46.2%	120
Have Apple iPhone Smartphone	1,771	50.6%	88
HH Owns 1 Cell Phone	630	34.2%	114
HH Owns 2 Cell Phones	652	35.4%	90
HH Owns 3+ Cell Phones	514	27.9%	98
HH Has Cell Phone Only (No Landline Telephone)	1,312	71.3%	99
Computers (Households)			
HH Owns Computer	1,375	74.7%	89
HH Owns Desktop Computer	640	34.8%	90
HH Owns Laptop or Notebook	1,114	60.5%	87
HH Owns Apple/Mac Brand Computer	312	16.9%	69
HH Owns PC/Non-Apple Brand Computer	1,211	65.8%	94
HH Purchased Most Recent Home Computer at Store	606	32.9%	88
HH Purchased Most Recent Home Computer Online	388	21.1%	77
HH Spent \$1-499 on Most Recent Home Computer	256	13.9%	101
HH Spent \$500-999 on Most Recent Home Computer	270	14.7%	77
HH Spent \$1K-1499 on Most Recent Home Computer	152	8.3%	73
HH Spent \$1500-1999 on Most Recent Home Computer	43	2.3%	58
HH Spent \$2K+ on Most Recent Home Computer	77	4.2%	69

Market Analysis

Convenience Stores (Adults)			
Shopped at C-Store/6 Mo	2,384	68.1%	105
Bought Brewed Coffee at C-Store/30 Days	423	12.1%	97
Bought Cigarettes at C-Store/30 Days	289	8.3%	136
Bought Gas at C-Store/30 Days	1,456	41.6%	104
Spent \$1-19 at C-Store/30 Days	232	6.6%	98
Spent \$20-39 at C-Store/30 Days	306	8.7%	105
Spent \$40-50 at C-Store/30 Days	239	6.8%	103
Spent \$51-99 at C-Store/30 Days	237	6.8%	120
Spent \$100+ at C-Store/30 Days	867	24.8%	105
Entertainment (Adults)			
Attended Movie/6 Mo	1,467	41.9%	95
Went to Live Theater/12 Mo	226	6.5%	74
Went to Bar or Night Club/12 Mo	523	14.9%	84
Dined Out/12 Mo	1,670	47.7%	85
Gambled at Casino/12 Mo	370	10.6%	89
Visited Theme Park/12 Mo	501	14.3%	91
Viewed Movie (Video-on-Demand)/30 Days	305	8.7%	93
Viewed TV Show (Video-on-Demand)/30 Days	229	6.5%	99
Used Internet to Download Movie/30 Days	206	5.9%	94
Downloaded Individual Song/6 Mo	703	20.1%	103
Used Internet to Watch Movie/30 Days	1,192	34.0%	100
Used Internet to Watch TV Program/30 Days	725	20.7%	92
Played (Console) Video or Electronic Game/12 Mo	451	12.9%	102
Played (Portable) Video or Electronic Game/12 Mo	247	7.1%	102
Financial (Adults)			
Have 1st Home Mortgage	1,002	28.6%	78
Used ATM or Cash Machine/12 Mo	2,092	59.8%	97
Own Any Stock	322	9.2%	62
Own U.S. Savings Bonds	209	6.0%	81
Own Shares in Mutual Fund (Stocks)	280	8.0%	60
Own Shares in Mutual Fund (Bonds)	191	5.5%	66
Have Interest Checking Account	1,058	30.2%	78
Have Non-Interest Checking Account	1,219	34.8%	94
Have Savings Account	2,284	65.2%	90
Have 401(k) Retirement Savings Plan	627	17.9%	73
Own or Used Any Credit/Debit Card/12 Mo	3,115	89.0%	96
Avg \$1-110 Monthly Credit Card Expenditures	419	12.0%	117
Avg \$111-225 Monthly Credit Card Expenditures	277	7.9%	115
Avg \$226-450 Monthly Credit Card Expenditures	350	10.0%	114
Avg \$451-700 Monthly Credit Card Expenditures	300	8.6%	92
Avg \$701-1000 Monthly Credit Card Expenditures	212	6.1%	78
Avg \$1001-2000 Monthly Credit Card Expenditures	286	8.2%	68
Avg \$2001+ Monthly Credit Card Expenditures	202	5.8%	46
Did Banking Online/12 Mo	1,753	50.1%	88
Did Banking by Mobile Device/12 Mo	1,532	43.8%	91

Market Analysis

Grocery (Adults)			
HH Used Bread/6 Mo	1,749	95.0%	101
HH Used Chicken (Fresh or Frozen)/6 Mo	1,398	75.9%	99
HH Used Turkey (Fresh or Frozen)/6 Mo	364	19.8%	96
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	1,096	59.5%	101
HH Used Fresh Fruit or Vegetables/6 Mo	1,603	87.1%	98
HH Used Fresh Milk/6 Mo	1,508	81.9%	100
HH Used Organic Food/6 Mo	421	22.9%	90
Health (Adults)			
Exercise at Home 2+ Times/Wk	1,464	41.8%	86
Exercise at Club 2+ Times/Wk	371	10.6%	91
Visited Doctor/12 Mo	2,681	76.6%	96
Used Vitamins or Dietary Supplements/6 Mo	2,124	60.7%	92
Home (Households)			
HH Did Home Improvement/12 Mo	542	29.4%	81
HH Used Maid/Prof Cln Svc (+ Furn/Carpet)/12 Mo	497	27.0%	77
HH Purchased Low Ticket HH Furnishing/12 Mo	398	21.6%	96
HH Purchased Big Ticket HH Furnishing/12 Mo	450	24.4%	95
HH Bought Small Kitchen Appliance/12 Mo	458	24.9%	100
HH Bought Large Kitchen Appliance/12 Mo	294	16.0%	99
Insurance (Adults/Households)			
Currently Carry Life Insurance	1,711	48.9%	95
Personally Carry Any Med/Hosp/Accident Insur	2,794	79.8%	94
Homeowner Carries Home/Personal Property Insurance	1,719	49.1%	81
Renter Carries Home/Pers Property Insurance	501	14.3%	112
HH Has 1 Vehicle Covered w/Auto Insurance	670	36.4%	114
HH Has 2 Vehicles Covered w/Auto Insurance	506	27.5%	87
HH Has 3+ Vehicles Covered w/Auto Insurance	351	19.1%	73
Pets (Households)			
HH Owns Any Pet	809	43.9%	87
HH Owns Cat	394	21.4%	91
HH Owns Dog	603	32.8%	85
Psychographics (Adults)			
Represents adults who "completely agree" with the statement:			
Am Interested in How to Help Env: 4-Agr Cmpl	660	18.9%	110
Buying American Is Important: 4-Agr Cmpl	976	27.9%	96
Buy Based on Quality Not Price: 4-Agr Cmpl	524	15.0%	103
Buy on Credit Rather Than Wait: 4-Agr Cmpl	447	12.8%	103
Only Use Coupons Brands Usually Buy: 4-Agr Cmpl	420	12.0%	118
Will Pay More for Env Safe Prods: 4-Agr Cmpl	408	11.7%	104
Buy Based on Price Not Brands: 4-Agr Cmpl	1,013	28.9%	109
Reading (Adults)			
Bought Digital Book/12 Mo	550	15.7%	86
Bought Hardcover Book/12 Mo	836	23.9%	89
Bought Paperback Book/12 Mo	1,091	31.2%	91
Read Daily Newspaper (Paper Version)	351	10.0%	93
Read Digital Newspaper/30 Days	2,005	57.3%	98
Read Magazine (Paper/Electronic Vers)/6 Mo	2,995	85.5%	98

Market Analysis

Restaurants (Adults)			
Went to Family Restrnt/SteakHse/6 Mo	2,431	69.4%	97
Went to Family Restrnt/SteakHse 4+ Times/30 Days	850	24.3%	104
Went to Fast Food/Drive-In Restaurant/6 Mo	3,171	90.6%	99
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	1,518	43.4%	109
Ordered Eat-In Fast Food/6 Mo	866	24.7%	86
Ordered Home Delivery Fast Food/6 Mo	538	15.4%	119
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	1,753	50.1%	95
Ordered Take-Out/Walk-In Fast Food/6 Mo	730	20.9%	92
Television & Electronics (Adults/Households)			
Own Tablet	1,905	54.4%	95
Own E-Reader	434	12.4%	78
Own E-Reader/Tablet: Apple iPad	992	28.3%	77
HH Owns Internet Connectable TV	719	39.1%	95
Own Portable MP3 Player	291	8.3%	93
HH Owns 1 TV	318	17.3%	94
HH Owns 2 TVs	511	27.8%	100
HH Owns 3 TVs	444	24.1%	108
HH Owns 4+ TVs	379	20.6%	93
HH Subscribes to Cable TV	557	30.3%	98
HH Subscribes to Fiber Optic TV	83	4.5%	88
HH Owns Portable GPS Device	293	15.9%	86
HH Purchased Video Game System/12 Mo	160	8.7%	111
HH Owns Internet Video Device for TV	922	50.1%	95
Travel (Adults)			
Took Domestic Trip in Continental U.S./12 Mo	1,754	50.1%	86
Took 3+ Domestic Non-Business Trips/12 Mo	437	12.5%	76
Spent \$1-999 on Domestic Vacations/12 Mo	392	11.2%	92
Spent \$1K-1499 on Domestic Vacations/12 Mo	207	5.9%	86
Spent \$1500-1999 on Domestic Vacations/12 Mo	122	3.5%	78
Spent \$2K-2999 on Domestic Vacations/12 Mo	139	4.0%	76
Spent \$3K+ on Domestic Vacations/12 Mo	191	5.5%	56
Used Intrnt Travel Site for Domestic Trip/12 Mo	179	5.1%	82
Took Foreign Trip (Incl Alaska & Hawaii)/3 Yrs	869	24.8%	82
Took 3+ Foreign Trips by Plane/3 Yrs	137	3.9%	72
Spent \$1-999 on Foreign Vacations/12 Mo	136	3.9%	70
Spent \$1K-2999 on Foreign Vacations/12 Mo	102	2.9%	87
Spent \$3K+ on Foreign Vacations/12 Mo	162	4.6%	78
Used General Travel Site: Foreign Trip/3 Yrs	148	4.2%	75
Spent Night at Hotel or Motel/12 Mo	1,564	44.7%	88
Took Cruise of More Than One Day/3 Yrs	261	7.5%	88
Member of Frequent Flyer Program	679	19.4%	70
Member of Hotel Rewards Program	798	22.8%	78

Market Analysis

Market Analysis Methodology

The Market Analysis report informs the Bartow CRA Community Development Feasibility Study. The research found in the Market Analysis is based on the collection and analysis of the real estate market, economic data, and targeted business interviews. Metrics were obtained from a variety of industry standards, and licensed software subscriptions that provided the data to establish a comparative baseline for the year 2024. The study also relies on client-provided background reports, studies, data, and individual market research interviews.

Geographic Information Systems (GIS)

This analysis is informed by geographic information systems (GIS) data in several ways. Spatial data was collected where available, including Esri Business Analyst and CoStar.

Esri Business Analyst

Esri Business Analysis was used to collect data for several purposes within this analysis. It was primarily used to obtain demographic and economic indicators for the Bartow CRA. The platform aggregates data from a variety of sources, including the U.S. Census' American Community Survey, Bureau of Labor Statistics, Data axle, and other proprietary sources.

CoStar

CoStar is a commercial real estate data aggregator that provides near real-time analytics for retail, multifamily, office, and industrial properties. RMA accessed CoStar on or after May 2024 to identify market indicators. Asking rents, lease rates, sales comparisons, vacancies, and absorption are among the statistics examined.

Other Sources

Other sources include Bartow Economic Development, Florida Department of Economic Opportunity, FloridaCommerce, U.S. Census Bureau, OnTheMap, Bureau of Economic and Business Research, Oxford Economics, Polk County Economic Development Group, Career Source Polk, Career Source Florida Polk County School District, and Florida High Tech Corridor.



Stakeholder Engagement

Stakeholder Engagement

During August 28-29, 2024, the CRA set meetings with ten CRA stakeholders that were interviewed to determine existing attitudes, experiences, perceptions, opportunities, and challenges in the CRA. Subsequently, additional property owners, business owners, developers, and other CRA stakeholders were also interviewed to gain supplemental insights. The following stakeholders were interviewed:

- Dr. Ger Williams, Property Owner, Business Owner
- Linda Holcomb, Main Street Bartow
- Drew Crawford, CRA Attorney
- Billy Grover, Public Works Director
- Elle Whithall, Bartow EDC (Economic Development Council)
- Bob Wieggers, Planning Director
- Trish Pfeiffer, City Mayor
- Gordon Green, CRA Board Member, Business Owner, Property Owner
- Leo Longworth, City Commissioner
- Mike Herr, City Manager
- Tracy Miller, Assistant City Manager
- Shana Previtt, CRA Board Member
- GreenMills Group
- Kincart Family
- Jon Bucklew, The Joinery

Hearing the experiences and ideas of each of these stakeholders was of immense importance and provided context for the current conditions in the CRA. These stakeholders provided valuable insight into the Bartow CRA, and the information provided from these interviews helped inform the recommendations.



Financial Metrics

Financial Metrics

Three catalyst redevelopment sites were analyzed to evaluate their financial feasibility. These sites include:

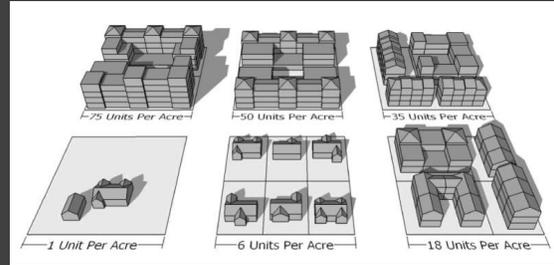
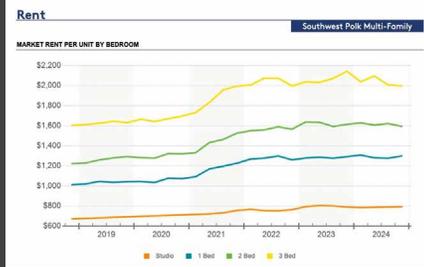
- 255 N. 3rd Avenue (Historic Cigar Factory)
- 495 W. Main Street (Cement Factory)
- 455 Wilson Avenue (Old Civic Center/Oaks School)

Overall, all projects were determined to have positive economic impacts to the CRA, although market conditions may require residential development to occur in phases. A development program was estimated using data from the Market Analysis and assumptions based on experience. The key takeaways include:

- IRR (internal rate of return): Should be no less than 15% for an “average” investment. For IRRs under 12%, most developers will struggle to get funding. 15-25% reflects a good range of IRR returns. The following were the estimated minimum:
 - o 255 N. 3rd Avenue (Historic Cigar Factory): 41.78%
 - o 495 W. Main Street (Cement Factory): 20.71%
 - o 455 Wilson Avenue (Old Civic Center/Oaks School): 20.60%
- NPV (net present value): any positive value represents true net returns over a specified hurdle rate (set in each deal’s inputs area). As an example, if a deal showed a \$1 NPV return over an 18% hurdle rate, it means that the project returned \$1 in value more than that target (so it was a successful investment).
- The Return on Investment is anticipated to be at minimum:
 - o 255 N. 3rd Avenue (Cigar Factory): 50%
 - o 495 W. Main Street (Cement Factory): 76%
 - o 455 Wilson Avenue (Old Civic Center/Oaks School): 76%

Financial Metrics

SCENARIO PLANNING



Lookup values

Scenario
Land area - acres 43,560
Land area - SF

Dwelling units per acre
Max units possible

Unit distribution	Avg size / unit	Avg \$/unit/mc	\$/SF/mo
Studio	550	\$ 1,250	\$ 2.27
1 bed / 1 bath	650	\$ 1,450	\$ 2.23
1 bed / 1.5 baths	700	\$ 1,550	\$ 2.21
2 bed / 1 bath	775	\$ 1,700	\$ 2.19
2 bed / 2 baths	950	\$ 2,050	\$ 2.16
3 bed / 3 baths	1,150	\$ 2,450	\$ 2.13

	Cigar Factory		Cement Factory		Civic Center	
	A	B	A	B	A	B
Total units	0	0	61	122	109	218
Avg size unit	0	0	707	690	679	685
Total residential SF	0	0	43,125	84,225	73,975	149,300
Commercial SF	15,000	20,000	7,500	12,500	15,000	20,000
Parking SF	6,750	9,000	3,375	5,625	6,750	9,000
TOTAL BUILDING SF	15,000	20,000	50,625	96,725	88,975	169,300
TOTAL BUILT UP AREA SF	21,750	29,000	54,000	102,350	95,725	178,300
Building FAR	0.17	0.22	0.29	0.55	0.28	0.54
Lot coverage ratio	0.24	0.32	0.30	0.58	0.30	0.56
Food hall?	Yes	Yes	No	No	No	No

Financial returns

[Click for Notes](#)

	Cigar Factory		Cement Factory		Civic Center	
xIRR	58.77%	41.78%	21.62%	20.71%	20.78%	20.60%
xNPV	\$ 2,166,863	\$ 1,660,129	\$ 1,090,066	\$ 1,641,554	\$ 1,257,803	\$ 2,380,377
CRA equity payback periods (months) - operational revenues only	21	24	80	85		
CRA equity payback periods (months) - stab oper. property tax revenues only	773	981	201	180		

DSCR

	Cigar Factory		Cement Factory		Civic Center	
As underwritten for debt	1.2	1.2	1.2	1.2	1.2	1.2
As of reversion	1.36	1.38	1.37	1.39	1.36	1.38

	Cigar Factory		Cement Factory		Civic Center	
Total investment	\$ 7,255,471	\$ 8,011,271	\$ 16,892,133	\$ 32,368,527	\$ 29,721,918	\$ 56,902,082
Total equity (includes lease up losses + development equity)	\$ 6,603,341	\$ 5,329,917	\$ 7,328,882	\$ 14,092,050	\$ 12,909,219	\$ 24,888,256
Net leveraged CFs	\$ 3,651,538	\$ 4,012,937	\$ 12,815,034	\$ 25,589,519	\$ 22,523,136	\$ 46,450,581

	Cigar Factory		Cement Factory		Civic Center	
ROI	50%	50%	76%	79%	76%	82%
ROE	55%	75%	175%	182%	174%	187%



Risk Assessment

Risk Assessment

Redevelopment is not an exact science, and often it takes many, many years to see meaningful change. However, typically in five-year increments, the community starts to notice progress. To help communities fulfill their redevelopment goals, the principals of RMA wrote the book, *Reinventing Your City*, which provides a step-by-step strategy to assess the threats and opportunities in a city, and then build an action plan based upon the unique strengths and distinct character of a community. The following are a summary of the key eight steps that every community goes through during its transformation, and obstacles to look out for. These steps are not only critical; they make the difference between cities that are successful at transformation and those that languish.

1. The Vision

Redeveloping your community begins with a vision of what you want your community to become. Once your vision is established, don't compromise on the Vision and succumb to negative community pressure, or worse, don't take the easy route as a professional advisor and let the community guide and produce a plan you know is flawed.

2. Leadership

A leader is required to shape the vision, to make sure the right people are in place to implement the vision, and to navigate the politics that are an ever-constant source of distraction from the vision. The CRA must identify its leaders because as Alfonso Martinez, Director Metropoli 30, Bilbao, Spain said "If there is no leadership, there will be anti-leadership." Leaders reject the status quo; they are studious, they are persistent; and most importantly, they stay focused on the vision. The leader of the vision is also the champion of the entire process of reinventing one's city.

3. The Team

Once the vision is clear and the leader is in place, the third step to redeveloping a community is assembling the right team. This should start with a small core team that may include marketing, urban design, finance, project management, legal, and consultants. Although team members may come and go as the plan evolves, the leader must give direction and infuse new energy throughout the redevelopment period.

4. The Plan

Making a plan is the fourth step to redeveloping your community. It may seem obvious, but without a clear direction on how you will spend your day, you will waste time. A plan is a must if you are going to be successful and stay on track. However, one needs to be cognizant of a master plan versus a redevelopment plan. Very few master plans include a meaningful real estate or market perspective, and more importantly, often lack innovation. Joe Reiley, Mayor of Charleston,

Risk Assessment

South Carolina, acted as the leader for over 40 years and had a plan of his vision on his desk that was completed in the early years; he always referred to the plan during his 40 years as mayor.

5. Implementation

You will experience short-term successes along the way, but implementation is a lengthy process that can take as long as twenty-five years for a full cycle. Implementation is the step that has its bright periods, but also the step that can be fraught with events and people that can derail the process. Don't be silent during the implementation start-up; citizen chatter will fill the silence, and critics can sometimes paralyze the initial implementation effort.

6. Private Investment

The public sector cannot redevelop a community on its own. Step Six relates to engaging the private sector- developers, investors, property owners, merchants, and other private sector partners. Governments can't build their way to success; they can only create a platform for the private sector to build upon. A realistic assessment of what a community can expect from private investment and what the private sector is willing to do is required.

7. Financing Redevelopment

There must be some sort of coherent financial strategy in place, because the absence of a workable finance plan will doom any effort no matter how well planned otherwise. There must be a funding source in place. If there is no funding source, then create your own.

8. Reinventing Again

After your redevelopment is declared a success, pause and get a checkup. Take a look at your plan and see what is left to accomplish. You will also want to initiate new ideas as the market and demographics change. One will first need to fix the little things and then look for the unintended consequences of success like traffic problems, competition from other cities, and rising rents. Recognize that every community goes through transitions and keep an eye on potential impacts both positive and negative. Then start the reinvention cycle again!



Financial Analysis

Financial Analysis

As mentioned in the Risk Assessment, it is vital to have a coherent financial strategy and funding sources in place for a plan, because the absence of a workable finance plan will doom any effort no matter how well planned otherwise. This Financial Analysis is intended to provide a structured and proactive approach to guide redevelopment for the Bartow CRA. The goal is to produce a redevelopment implementation strategy that will attract private investment and increase the city's tax base.

This Financial Analysis provides the funding sources and uses for the Recommendations, and also creates a transparent financial document that clearly demonstrates the investments the CRA intends to make year after year. The Plan is divided into distinct redevelopment categories as presented the 2021 Bartow CRA Redevelopment Plan. This analysis provides a roadmap and investment plan that private sector investors, stakeholders, business owners, and residents can review, understand, and support. By defining the investment plan for the district, the CRA is better positioned to market and promote the area, which leads to business attraction and redevelopment. The projects presented in this plan are intended to attract additional investment that will increase funding for the County, City, and CRA.

Conditions Impacting the Financial Analysis

This Financial Analysis was based on a review of the existing CRA activities and budgets that were in place as of October 2024. Some of the current initiatives underway have been retained and are shown in the Approved Fiscal Year(FY) 2025 budget and Operating Expenditures finance pages; however, additional investments are proposed for projects that would begin to lay the foundation for further redevelopment to occur, mainly through capital improvements and public-private partnerships (P3s) that will lead to an increased tax base.

Understanding the Financial Analysis

This Financial Analysis utilizes a "source and use" budget. This allows the reader to clearly see the sources of revenue to the CRA in the top part of the page, and the proposed uses or expenditures underneath. The first six pages of the Financial Analysis contain the entire budget of the Agency, including the current year and the forecasted projections through FY 2050, the end of the CRA term. The next nine pages show the supporting schedule for the projected revenue forecast for FY 2025-2050, while the next four pages provide operating expense details. The subsequent budget pages throughout the document provide expenditure details of the Recommendations. The full budget for the current fiscal year, and the summary of the extended financing plan on the first two pages can be read as follows:

- At the far left of the budget, under "Source (Revenue)," is information about where the CRA funds come from. In this case, the four sources are:
 - Carry-forward Funds from the previous year
 - Tax Increment Revenue from the current year and projected future revenue
 - Miscellaneous Revenue including Investment Earnings
 - CRA Financing
- Below the Sources are the "Uses (Expenditures)" of the funds. This budget has four main expenditure line items:
 - Operations
 - Debt Service
 - Redevelopment Area Investment
 - Reserves
- Finally, the budget columns from left to right include the following:
 - The Current Year budget for Fiscal Year(FY) 2025 in the first column
 - The Forecasted budget from 2026-2050 in the subsequent columns
 - The Total amounts of the entire 25-year financial plan in the last column

Financial Analysis

Financing Redevelopment

The quicker redevelopment can happen, the quicker property values can be enhanced and lead to increased property values for taxing authorities. Attraction of businesses, residents, and investors, can occur more expeditiously as well after public investment, thereby stimulating economic activity. Financing redevelopment projects can bring several benefits, both economic and social as revitalization typically ignites job creation and social equity through improvements in access to housing, amenities, and services for diverse socioeconomic groups, fostering more inclusive communities.

While initial financing may be significant, successful redevelopment can yield long-term financial returns through increased property values and economic growth. Successful redevelopment projects can also serve as catalysts for additional private investment in the area, creating a cycle of continued improvement and growth. Financing redevelopment allows a local government to construct projects more expeditiously that may not occur if they had to wait for funding. Overall, financing redevelopment projects can have far-reaching benefits that extend beyond immediate economic gains, contributing to sustainable development and improved quality of life for communities.

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Summary Statement by Project (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Carryforward											
Carryforward of Project Appropriations	\$ 1,461,980										
Total Estimated Carryforward Balances	\$ 1,461,980										
Revenues											
Tax Increment Revenue (TIR) Allocation											
City of Bartow	\$ 1,242,022	\$ 1,302,892	\$ 1,363,884	\$ 1,424,408	\$ 1,491,159	\$ 1,564,609	\$ 1,637,828	\$ 1,713,566	\$ 1,791,910	\$ 1,830,978	\$ 2,016,840
Polk County	1,358,081	1,412,933	1,478,895	1,544,368	1,616,598	1,696,097	1,775,370	1,857,372	1,942,198	2,092,974	2,185,945
Subtotal - Tax Increment	\$ 2,600,103	\$ 2,715,825	\$ 2,842,779	\$ 2,968,776	\$ 3,107,757	\$ 3,260,706	\$ 3,413,198	\$ 3,570,938	\$ 3,734,108	\$ 4,023,952	\$ 4,202,785
Grant Programs											
Miscellaneous	-	-	50,000	1,000,000	-	-	-	-	-	-	-
Investment Earnings	-	30,000	30,900	31,800	32,800	33,800	34,800	35,800	36,900	36,000	39,100
(2) CRA Financing											
Bank Loan/Tax Increment Revenue Bond, Series 2026	\$ 2,600,103	\$ 22,945,825	\$ 2,923,679	\$ 4,000,576	\$ 3,140,557	\$ 3,294,506	\$ 3,447,998	\$ 3,606,738	\$ 3,771,008	\$ 4,061,952	\$ 4,241,885
Total Forecasted Revenues	\$ 4,062,083	\$ 22,945,825	\$ 2,923,679	\$ 4,000,576	\$ 3,140,557	\$ 3,294,506	\$ 3,447,998	\$ 3,606,738	\$ 3,771,008	\$ 4,061,952	\$ 4,241,885

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Summary Statement by Project (1)



Use (Expenditures)

Expenditures

Operations

	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Personnel Allocation (staffing)	\$ 111,508	\$ 114,850	\$ 118,300	\$ 121,850	\$ 125,510	\$ 129,280	\$ 133,160	\$ 137,150	\$ 141,260	\$ 145,500	\$ 149,870
Community Policing	1,162,975	690,205	663,439	679,606	705,747	733,736	745,158	734,708	789,688	796,162	811,505
Miscellaneous Operating Expense	1,274,483	775,055	781,739	801,456	831,257	895,016	878,318	871,858	930,928	941,662	961,375
Subtotal - Operations	\$ 2,548,966	\$ 1,580,110	\$ 1,563,478	\$ 1,603,106	\$ 1,662,514	\$ 1,727,322	\$ 1,756,636	\$ 1,743,616	\$ 1,841,476	\$ 1,859,324	\$ 1,882,750
(2) Debt Service	\$ -	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000	1,388,000
Closing Costs	-	200,000	-	-	-	-	-	-	-	-	-
Subtotal - Debt Service	\$ -	\$ 1,588,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000

Redevelopment Area Investment

Economic and Cultural Development	\$ 10,600	\$ 6,000,620	\$ 50,640	\$ 1,000,660	\$ 680	\$ 700	\$ 720	\$ 740	\$ 760	\$ 1,275,780	\$ 225,800
Commercial Corridors Revitalization and Gateways	1,530,000	12,175,000	100,000	480,000	640,000	680,000	235,000	965,000	1,100,000	100,000	1,335,000
Housing Diversification Initiative	680,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Infrastructure and Utility Investments	362,000	2,000,000	-	-	-	-	-	-	-	-	-
Marketing Community Assets	205,000	107,150	353,300	80,460	30,620	80,790	395,960	81,140	51,320	56,510	31,710
District-Wide Redevelopment Initiatives	-	100,000	-	-	-	-	250,000	-	-	-	-
Subtotal - Redevelopment Area Investment	\$ 2,787,600	\$ 20,582,770	\$ 703,940	\$ 1,761,120	\$ 871,300	\$ 961,490	\$ 1,081,680	\$ 1,246,880	\$ 1,352,080	\$ 1,632,290	\$ 1,792,510
Total Forecasted Expenditures	\$ 4,062,083	\$ 22,945,825	\$ 2,873,679	\$ 3,950,576	\$ 3,090,557	\$ 3,244,506	\$ 3,347,998	\$ 3,506,738	\$ 3,671,008	\$ 3,961,952	\$ 4,141,885

Reserve (3)

Redevelopment Project Contingency	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000
Total Forecasted Reserves	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
Total Uses	\$ 4,062,083	\$ 22,945,825	\$ 2,923,679	\$ 4,000,576	\$ 3,140,557	\$ 3,294,506	\$ 3,447,998	\$ 3,606,738	\$ 3,771,008	\$ 4,061,952	\$ 4,241,885
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
(1) Readers should refer to the Supporting Schedules for detailed information involving: tax increment revenue forecasts; miscellaneous operating expenditure forecasts; and Source & Use Statements for each Redevelopment Area Investment type that specifies the individual projects and associated funding sources.
(2) Forecasted debt service is based on the following components: Principal Amount = \$20.2 million (\$20 million for redevelopment projects and \$200K (1% of principal amount) for issuance costs); 25-Year Term; Fixed Taxable Interest Rate = 5%. Flexibility will be sought as it relates to the draw-down of proceeds (in the case of a bank loan) or, if needed, multiple series of lower principal bond issues (not to exceed \$20.2 million).
(3) Reserves are included to cover deficiencies in revenue collection/forecasting as well as to provide funding flexibility for redevelopment projects. Any unused funding will carry forward into the next fiscal year.

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Summary Statement by Project (1)

Source (Revenue)	Forecasted											
	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	FY 2044	FY 2045	FY 2046	
Carryforward												
Carryforward of Project Appropriations												
Revenues	Total Estimated Carryforward Balances											
Tax Increment Revenue (TIR) Allocation												
City of Bartow	\$ 2,105,658	\$ 2,204,210	\$ 2,309,606	\$ 2,449,631	\$ 2,553,241	\$ 2,660,417	\$ 2,771,292	\$ 2,886,962	\$ 3,004,591	\$ 3,127,303	\$ 3,254,242	
Polk County	2,282,119	2,388,854	2,503,017	2,654,783	2,766,981	2,883,043	3,003,098	3,127,288	3,255,754	3,388,642	3,526,107	
<i>Subtotal - Tax Increment</i>	\$ 4,387,777	\$ 4,593,064	\$ 4,812,623	\$ 5,104,414	\$ 5,320,222	\$ 5,543,460	\$ 5,774,380	\$ 6,013,250	\$ 6,260,345	\$ 6,515,945	\$ 6,780,349	
Grant Programs												
Miscellaneous												
Investment Earnings	40,300	41,500	42,700	44,000	45,300	46,700	48,100	49,500	51,000	52,500	54,100	
(2) CRA Financing												
Bank Loan/Tax Increment Revenue Bond, Series 2026												
Total Forecasted Revenues	\$ 4,428,077	\$ 4,634,564	\$ 4,855,323	\$ 5,148,414	\$ 5,365,522	\$ 5,590,160	\$ 5,822,480	\$ 6,062,750	\$ 6,311,345	\$ 6,568,445	\$ 6,834,449	
Total Sources	\$ 4,428,077	\$ 4,634,564	\$ 4,855,323	\$ 5,148,414	\$ 5,365,522	\$ 5,590,160	\$ 5,822,480	\$ 6,062,750	\$ 6,311,345	\$ 6,568,445	\$ 6,834,449	

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Summary Statement by Project (1)

Use (Expenditures)

Expenditures

Operations

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Personnel Allocation (staffing)	\$ 154,370	\$ 159,000	\$ 163,770	\$ 168,680	\$ 173,740	\$ 178,950	\$ 184,320	\$ 189,850	\$ 195,550	\$ 201,420	\$ 207,460
Community Policing	832,977	854,604	875,353	888,284	915,072	931,740	953,420	972,880	1,000,485	1,016,425	1,046,089
Miscellaneous Operating Expense	\$ 987,347	\$ 1,013,604	\$ 1,039,123	\$ 1,056,964	\$ 1,088,812	\$ 1,110,690	\$ 1,137,740	\$ 1,162,730	\$ 1,196,035	\$ 1,217,845	\$ 1,253,549
Subtotal - Operations	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000
(2) Debt Service											
Bank Loan/Tax Increment Revenue Bond, Series 2026	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000
Closing Costs	-	-	-	-	-	-	-	-	-	-	-
Subtotal - Debt Service	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000

Redevelopment Area Investment

Economic and Cultural Development	\$ 820	\$ 840	\$ 870	\$ 900	\$ 930	\$ 960	\$ 990	\$ 1,020	\$ 1,050	\$ 1,080	\$ 1,110
Commercial Corridors Revitalization and Gateways	1,720,000	1,800,000	1,705,000	560,000	2,280,000	2,720,000	2,725,000	2,940,000	3,155,000	3,390,000	1,870,000
Housing Diversification Initiative	200,000	200,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure and Utility Investments	-	-	290,000	1,710,000	-	-	-	-	-	-	1,750,000
Marketing Community Assets	31,910	32,120	32,330	32,550	207,780	20,510	20,750	21,000	21,260	21,520	21,790
District-Wide Redevelopment Initiatives	-	-	-	-	-	-	-	-	-	-	-
Subtotal - Redevelopment Area Investment	\$ 1,992,730	\$ 2,032,960	\$ 2,228,200	\$ 2,503,450	\$ 2,688,710	\$ 2,891,470	\$ 2,896,740	\$ 3,112,020	\$ 3,327,310	\$ 3,562,600	\$ 3,792,900
Total Forecasted Expenditures	\$ 4,328,077	\$ 4,434,564	\$ 4,655,323	\$ 4,948,414	\$ 5,165,522	\$ 5,390,160	\$ 5,422,480	\$ 5,662,750	\$ 5,911,345	\$ 6,168,445	\$ 6,434,449
Reserve (3)											
Redevelopment Project Contingency	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Total Forecasted Reserves	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Total Uses	\$ 4,428,077	\$ 4,634,564	\$ 4,855,323	\$ 5,148,414	\$ 5,365,522	\$ 5,590,160	\$ 5,822,480	\$ 6,062,750	\$ 6,311,345	\$ 6,568,445	\$ 6,834,449
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Summary Statement by Project (1)



	Forecasted	Forecasted	Forecasted	Forecasted	Total
	FY 2047	FY 2048	FY 2049	FY 2050	
Source (Revenue)				Sunset	
Carryforward					
Carryforward of Project Appropriations					\$ 1,461,980
Total Estimated Carryforward Balances					\$ 1,461,980
Revenues					
Tax Increment Revenue (TIR) Allocation					
City of Bartow	\$ 3,385,550	\$ 3,521,381	\$ 3,661,888	\$ 3,807,234	\$ 61,182,292
Polk County	3,668,305	3,815,401	3,967,563	4,124,965	\$ 66,316,751
<i>Subtotal - Tax Increment</i>	\$ 7,053,855	\$ 7,336,782	\$ 7,629,451	\$ 7,932,199	\$ 127,499,043
Grant Programs	-	-	-	-	\$ 1,050,000
Miscellaneous					
Investment Earnings	55,700	57,400	59,100	60,900	\$ 1,092,700
(2) CRA Financing					
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	\$ 20,200,000
Total Forecasted Revenues	\$ 7,109,555	\$ 7,394,182	\$ 7,688,551	\$ 7,993,099	\$ 149,841,743
Total Sources	\$ 7,109,555	\$ 7,394,182	\$ 7,688,551	\$ 7,993,099	\$ 151,303,723

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Summary Statement by Project ⁽¹⁾



	Sunset				Total (2025-2050)
	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	
Use (Expenditures)					
Expenditures					
Operations					
Personnel Allocation (staffing)	\$ -	\$ -	\$ -	\$ -	\$ -
Community Policing	213,680	220,090	226,690	233,490	\$ 4,299,298
Miscellaneous Operating Expense	1,069,665	1,087,562	1,119,991	1,147,399	\$ 23,226,855
Subtotal - Operations	\$ 1,283,345	\$ 1,307,652	\$ 1,346,681	\$ 1,380,889	\$ 27,526,153
(2) Debt Service					
Bank Loan/Tax Increment Revenue Bond, Series 2026	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 34,700,000
Closing Costs	-	-	-	-	\$ 200,000
Subtotal - Debt Service	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 1,388,000	\$ 34,900,000
Redevelopment Area Investment					
Economic and Cultural Development	\$ 1,140	\$ 1,170	\$ 1,210	\$ 1,250	\$ 8,583,040
Commercial Corridors Revitalization and Gateways	100,000	100,000	100,000	100,000	\$ 44,605,000
Housing Diversification Initiative	150,000	150,000	150,000	150,000	\$ 5,180,000
Infrastructure and Utility Investments	3,250,000	-	-	-	\$ 9,362,000
Marketing Community Assets	22,070	22,360	22,660	22,960	\$ 2,027,530
District-Wide Redevelopment Initiatives	-	-	-	-	\$ 350,000
Subtotal - Redevelopment Area Investment	\$ 3,523,210	\$ 273,530	\$ 273,870	\$ 274,210	\$ 70,107,570
Total Forecasted Expenditures	\$ 6,194,555	\$ 2,969,182	\$ 3,008,551	\$ 3,043,099	\$ 132,533,723
Reserve ⁽³⁾					
Redevelopment Project Contingency	\$ 915,000	\$ 4,425,000	\$ 4,680,000	\$ 4,950,000	\$ 18,770,000
Total Forecasted Reserves	\$ 915,000	\$ 4,425,000	\$ 4,680,000	\$ 4,950,000	\$ 18,770,000
Total Uses	\$ 7,109,555	\$ 7,394,182	\$ 7,688,551	\$ 7,993,099	\$ 151,303,723
Surplus/(Deficit)	\$ -				

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Economic & Cultural
Development Project Listing (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 10,600	\$ 620	\$ 640	\$ 660	\$ 680	\$ 700	\$ 720	\$ 740	\$ 760	\$ 780	\$ 800
Grant Programs											
Matching Grant Program	-	-	50,000	-	-	-	-	-	-	-	-
Historic Preservation Grant	-	-	-	1,000,000	-	-	-	-	-	-	-
CRA Financing											
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	6,000,000	-	-	-	-	-	-	-	-	-
Total Sources	\$ 10,600	\$ 6,000,620	\$ 50,640	\$ 1,000,660	\$ 680	\$ 700	\$ 720	\$ 740	\$ 760	\$ 780	\$ 800
Use (Expenses)											
Economic and Cultural Development											
W-FI Initiative	\$ 600	\$ 620	\$ 640	\$ 660	\$ 680	\$ 700	\$ 720	\$ 740	\$ 760	\$ 780	\$ 800
Quality Life & Community	10,000	-	-	-	-	-	-	-	-	-	-
Cigar Factory (Renovation: CRA financing)	-	5,000,000	50,000	1,000,000	-	-	-	-	-	-	-
335 E. Main St. (Theater) Renovation (CRA financing)	-	1,000,000	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	1,275,000
Total Uses	\$ 10,600	\$ 6,000,620	\$ 50,640	\$ 1,000,660	\$ 680	\$ 700	\$ 720	\$ 740	\$ 760	\$ 780	\$ 1,275,000
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	\$ 225,800

Notes:
 (1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Economic & Cultural
Development Project Listing (1)

Source (Revenue)	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 820	\$ 840	\$ 870	\$ 900	\$ 930	\$ 960	\$ 990	\$ 1,020	\$ 1,050	\$ 1,080	\$ 1,110
Grant Programs											
Matching Grant Program	-	-	-	-	-	-	-	-	-	-	-
Historic Preservation Grant	-	-	-	-	-	-	-	-	-	-	-
CRA Financing											
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	-	-	-	-	-	-	-
Total Sources	\$ 820	\$ 840	\$ 870	\$ 900	\$ 930	\$ 960	\$ 990	\$ 1,020	\$ 1,050	\$ 1,080	\$ 1,110
Use (Expenses)											
Economic and Cultural Development											
WLF Initiative	\$ 820	\$ 840	\$ 870	\$ 900	\$ 930	\$ 960	\$ 990	\$ 1,020	\$ 1,050	\$ 1,080	\$ 1,110
Quality Life & Community	-	-	-	-	-	-	-	-	-	-	-
Cigar Factory (Renovation, CRA financing)	-	-	-	-	-	-	-	-	-	-	-
335 E. Main St. (Theater) Renovation (CRA financing)	-	-	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ 820	\$ 840	\$ 870	\$ 900	\$ 930	\$ 960	\$ 990	\$ 1,020	\$ 1,050	\$ 1,080	\$ 1,110
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Economic & Cultural
Development Project Listing (1)



	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	Total (2025-2050)
Sunset					
Source (Revenue)					
Tax Increment Revenue (TIR) Allocation	\$ 1,140	\$ 1,170	\$ 1,210	\$ 1,250	\$ 1,533,040
Grant Programs					
Matching Grant Program	-	-	-	-	\$ 50,000
Historic Preservation Grant	-	-	-	-	\$ 1,000,000
CRA Financing					
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	\$ 6,000,000
Total Sources	\$ 1,140	\$ 1,170	\$ 1,210	\$ 1,250	\$ 8,583,040
Use (Expenses)					
Economic and Cultural Development					
W-Fi Initiative	\$ 1,140	\$ 1,170	\$ 1,210	\$ 1,250	\$ 23,040
Quality Life & Community	-	-	-	-	\$ 10,000
Cigar Factory (Renovation; CRA financing)	-	-	-	-	\$ 6,050,000
335 E. Main St. (Theater) Renovation (CRA financing)	-	-	-	-	\$ 1,000,000
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	\$ 1,500,000
Total Uses	\$ 1,140	\$ 1,170	\$ 1,210	\$ 1,250	\$ 8,583,040
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
 Community Redevelopment Agency
 Financing and Implementation Plan
 Supporting Schedule - Commercial
 Corridors Revitalization and Gateways
 Project Listing (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 68,020	\$ 175,000	\$ 100,000	\$ 480,000	\$ 640,000	\$ 680,000	\$ 235,000	\$ 965,000	\$ 1,100,000	\$ 100,000	\$ 1,335,000
CRA Financing	-	12,000,000	-	-	-	-	-	-	-	-	-
Bank Loan/Tax Increment Revenue Bond, Series 2026	1,461,980	-	-	-	-	-	-	-	-	-	-
Carryforward Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Total Sources	\$ 1,530,000	\$ 12,175,000	\$ 100,000	\$ 480,000	\$ 640,000	\$ 680,000	\$ 235,000	\$ 965,000	\$ 1,100,000	\$ 100,000	\$ 1,335,000
Use (Expenses)											
Commercial Corridors Revitalization and Gateways											
Acquisition											
West End Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Main St. Property Acquisition	-	-	-	-	-	-	-	-	-	-	-
Development											
Commercial Enhancement Grant Program	200,000	-	-	-	-	-	-	-	-	-	-
Facade Grant Program	100,000	-	-	-	-	-	-	-	-	-	-
Owner Occupied Rehab	330,000	-	-	-	-	-	-	-	-	-	-
Incentive/Capital Improvement	500,000	-	-	-	-	-	-	-	-	-	-
Past Incentives/Grants	400,000	-	-	-	-	-	-	-	-	-	-
Incentive Programs	-	125,000	-	-	-	-	-	-	-	-	-
970 Main St. Redevelopment	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
0 US Hwy. 17 Redevelopment	-	-	-	380,000	-	-	-	-	-	-	-
MLK Development Incentives	-	-	-	-	540,000	580,000	-	-	-	-	-
West End Redevelopment	-	-	-	-	-	-	135,000	865,000	-	-	-
Main St. Property Redevelopment	-	-	-	-	-	-	-	-	-	-	-
Public Spaces and Connectivity											
Main St. Parklets Regulations	-	50,000	-	-	-	-	-	-	-	-	-
330 E. Main St. Improvements (CRA financing)	-	1,500,000	-	-	-	-	-	-	-	-	-
Main Street Roundabout (CRA financing)	-	500,000	-	-	-	-	-	-	-	-	-
MLK Streetscape (CRA financing)	-	5,000,000	-	-	-	-	-	-	-	-	-
Main St. Streetscape (CRA financing)	-	5,000,000	-	-	-	-	-	-	-	-	-
East-West Connectivity	-	-	-	-	-	-	-	-	-	-	-
US Hwy. 17 Complete Streets	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ 1,530,000	\$ 12,175,000	\$ 100,000	\$ 480,000	\$ 640,000	\$ 680,000	\$ 235,000	\$ 965,000	\$ 1,100,000	\$ 100,000	\$ 1,335,000
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Commercial
Corridors Revitalization and Gateways
Project Listing (1)

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 1,720,000	\$ 1,800,000	\$ 1,705,000	\$ 560,000	\$ 2,280,000	\$ 2,720,000	\$ 2,725,000	\$ 2,940,000	\$ 3,155,000	\$ 3,390,000	\$ 1,870,000
CRA Financing	-	-	-	-	-	-	-	-	-	-	-
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	-	-	-	-	-	-	-
Carryforward Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Total Sources	\$ 1,720,000	\$ 1,800,000	\$ 1,705,000	\$ 560,000	\$ 2,280,000	\$ 2,720,000	\$ 2,725,000	\$ 2,940,000	\$ 3,155,000	\$ 3,390,000	\$ 1,870,000
Use (Expenses)											
Commercial Corridors Revitalization and Gateways											
Acquisition											
West End Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Main St. Property Acquisition	1,355,000	1,700,000	1,605,000	340,000	-	-	-	-	-	-	-
Development											
Commercial Enhancement Grant Program	-	-	-	-	-	-	-	-	-	-	-
Facade Grant Program	-	-	-	-	-	-	-	-	-	-	-
Owner Occupied Rehab	-	-	-	-	-	-	-	-	-	-	-
Incentive/Capital Improvement	-	-	-	-	-	-	-	-	-	-	-
Past Incentives/Grants	-	-	-	-	-	-	-	-	-	-	-
Incentive Programs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
970 Main St. Redevelopment	-	-	-	-	-	-	-	-	-	-	-
0 US Hwy. 17 Redevelopment	265,000	-	-	-	-	-	-	-	-	-	-
MLK Development Incentives	-	-	-	800,000	-	-	-	-	-	-	-
West End Redevelopment	-	-	-	120,000	1,360,000	-	-	-	-	-	-
Main St. Property Redevelopment	-	-	-	-	-	1,420,000	2,625,000	955,000	-	-	-
Public Spaces and Connectivity											
Main St. Parklets Regulations	-	-	-	-	-	-	-	-	-	-	-
330 E. Main St. Improvements (CRA financing)	-	-	-	-	-	-	-	-	-	-	-
Main Street Roundabout (CRA financing)	-	-	-	-	-	-	-	-	-	-	-
MLK Streetscape (CRA financing)	-	-	-	-	-	-	-	-	-	-	-
Main St. Streetscape (CRA financing)	-	-	-	-	-	-	-	-	-	-	-
East-West Connectivity	-	-	-	-	-	-	-	1,885,000	2,555,000	560,000	560,000
US Hwy. 17 Complete Streets	-	-	-	-	-	-	-	-	-	500,000	2,730,000
Total Uses	\$ 1,720,000	\$ 1,800,000	\$ 1,705,000	\$ 560,000	\$ 2,280,000	\$ 2,720,000	\$ 2,725,000	\$ 2,940,000	\$ 3,155,000	\$ 3,390,000	\$ 1,870,000
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Commercial

Corridors Revitalization and Gateways

Project Listing (1)



Sunset

	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	Total (2025-2050)
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<u>Source (Revenue)</u>					
Tax Increment Revenue (TIR) Allocation	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 31,143,020
CRA Financing	-	-	-	-	\$ 12,000,000
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	\$ 1,461,980
Carryforward Fund Balance	-	-	-	-	-
Total Sources	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 44,605,000

Use (Expenses)

Commercial Corridors Revitalization and Gateways

Acquisition

West End Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Main St. Property Acquisition	-	-	-	-	\$ 5,000,000

Development

Commercial Enhancement Grant Program	-	-	-	-	200,000
Facade Grant Program	-	-	-	-	\$ 100,000
Owner Occupied Rehab	-	-	-	-	\$ 330,000
Incentive/Capital Improvement	-	-	-	-	\$ 500,000
Past Incentives/Grants	-	-	-	-	\$ 400,000
Incentive Programs	100,000	100,000	100,000	100,000	\$ 2,525,000
970 Main St. Redevelopment	-	-	-	-	\$ 1,500,000
0 US Hwy. 17 Redevelopment	-	-	-	-	\$ 1,500,000
MLK Development Incentives	-	-	-	-	\$ 3,000,000
West End Redevelopment	-	-	-	-	\$ 1,500,000
Main St. Property Redevelopment	-	-	-	-	\$ 5,000,000
Public Spaces and Connectivity	-	-	-	-	\$ 50,000
Main St. Parklets Regulations	-	-	-	-	\$ 1,500,000
330 E. Main St. Improvements (CRA financing)	-	-	-	-	\$ 500,000
Main Street Roundabout (CRA financing)	-	-	-	-	\$ 5,000,000
MLK Streetscape (CRA financing)	-	-	-	-	\$ 5,000,000
Main St. Streetscape (CRA financing)	-	-	-	-	\$ 5,000,000
East-West Connectivity	-	-	-	-	\$ 5,000,000
US Hwy. 17 Complete Streets	-	-	-	-	\$ 5,000,000

Total Uses	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 44,605,000
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Housing
Diversification Initiative Project Listing (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 680,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Total Sources	\$ 680,000	\$ 200,000									
Use (Expenses)											
Housing Diversification Initiative	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Affordable Housing	80,000	-	-	-	-	-	-	-	-	-	-
Demolition/Code Enforcement	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Property Acquisition/Demolition	\$ 680,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Total Uses	\$ 680,000	\$ 200,000									
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-

Notes:
 (1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Housing

Diversification Initiative Project Listing (1)

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Sources	\$ 200,000	\$ 150,000									
Use (Expenses)											
Housing Diversification Initiative	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Affordable Housing	-	-	-	-	-	-	-	-	-	-	-
Demolition/Code Enforcement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Property Acquisition/Demolition	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Uses	\$ 200,000	\$ 150,000									
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Housing

Diversification Initiative Project Listing (1)



	Sunset				Total (2025-2050)
	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	
Source (Revenue)					
Tax Increment Revenue (TIR) Allocation	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 5,180,000
Total Sources	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 5,180,000
Use (Expenses)					
Housing Diversification Initiative					
Affordable Housing	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 2,400,000
Demolition/Code Enforcement	-	-	-	-	\$ 80,000
Property Acquisition/Demolition	100,000	100,000	100,000	100,000	\$ 2,700,000
Total Uses	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 5,180,000
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
 Community Redevelopment Agency
 Financing and Implementation Plan
 Supporting Schedule - Infrastructure and
 Utility Investments Project Listing ⁽¹⁾



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 362,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CRA Financing											
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	2,000,000	-	-	-	-	-	-	-	-	-
Total Sources	\$ 362,000	\$ 2,000,000	\$ -								
Use (Expenses)											
Infrastructure and Utility Investments											
Future Initiatives/Projects	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Banner Pole Project	12,000	-	-	-	-	-	-	-	-	-	-
Bike/Fort Fraser Trail Extension (CRA financing)	-	2,000,000	-	-	-	-	-	-	-	-	-
MLK Park	-	-	-	-	-	-	-	-	-	-	-
Parking Garage	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ 362,000	\$ 2,000,000	\$ -								
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-

Notes:

(1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Infrastructure and

Utility Investments Project Listing ⁽¹⁾

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ 290,000	\$ 1,710,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000
CRA Financing											
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	-	-	-	-	-	-	-
Total Sources	\$ -	\$ -	\$ 290,000	\$ 1,710,000	\$ -	\$ 1,750,000					
Use (Expenses)											
Infrastructure and Utility Investments											
Future Initiatives/Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Banner Pole Project	-	-	-	-	-	-	-	-	-	-	-
Bike/Fort Fraser Trail Extension (CRA financing)	-	-	290,000	1,710,000	-	-	-	-	-	-	-
MLK Park	-	-	-	-	-	-	-	-	-	-	1,750,000
Parking Garage	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ 290,000	\$ 1,710,000	\$ -	\$ 1,750,000					
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Infrastructure and

Utility Investments Project Listing (1)



Sunset

	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	Total (2025-2050)
Source (Revenue)					
Tax Increment Revenue (TIR) Allocation	\$ 3,250,000	\$ -	\$ -	\$ -	\$ 7,362,000
CRA Financing					
Bank Loan/Tax Increment Revenue Bond, Series 2026	-	-	-	-	\$ 2,000,000
Total Sources	\$ 3,250,000	\$ -	\$ -	\$ -	\$ 9,362,000
Use (Expenses)					
Infrastructure and Utility Investments					
Future Initiatives/Projects	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Banner Pole Project	-	-	-	-	\$ 12,000
Bike/Fort Fraser Trail Extension (CRA financing)	-	-	-	-	\$ 2,000,000
MLK Park	-	-	-	-	\$ 2,000,000
Parking Garage	3,250,000	-	-	-	\$ 5,000,000
Total Uses	\$ 3,250,000	\$ -	\$ -	\$ -	\$ 9,362,000
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
 Financing and Implementation Plan
 Supporting Schedule - *Marketing*
 Community Assets Project Listing (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 206,000	\$ 107,150	\$ 353,300	\$ 80,460	\$ 30,620	\$ 80,790	\$ 395,960	\$ 81,140	\$ 51,320	\$ 56,510	\$ 31,710
Total Sources	\$ 206,000	\$ 107,150	\$ 353,300	\$ 80,460	\$ 30,620	\$ 80,790	\$ 395,960	\$ 81,140	\$ 51,320	\$ 56,510	\$ 31,710
Use (Expenses)											
Marketing Community Assets											
Promotional Activities and Sponsorships	\$ 5,000	\$ 5,150	\$ 5,300	\$ 5,460	\$ 5,620	\$ 5,790	\$ 5,960	\$ 6,140	\$ 6,320	\$ 6,510	\$ 6,710
Marketing and Communications	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Arts and Entertainment Branding	-	77,000	73,000	-	-	-	-	-	-	-	-
Wayfinding and Gateway Signage	-	-	150,000	-	-	-	225,000	-	-	-	-
Art in Public Places	200,000	-	100,000	50,000	-	50,000	140,000	50,000	20,000	25,000	-
Total Uses	\$ 206,000	\$ 107,150	\$ 353,300	\$ 80,460	\$ 30,620	\$ 80,790	\$ 395,960	\$ 81,140	\$ 51,320	\$ 56,510	\$ 31,710
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-	-

Notes:

(1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Marketing
Community Assets Project Listing (1)

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ 31,910	\$ 32,120	\$ 32,330	\$ 32,550	\$ 207,780	\$ 20,510	\$ 20,750	\$ 21,000	\$ 21,260	\$ 21,520	\$ 21,790
Total Sources	\$ 31,910	\$ 32,120	\$ 32,330	\$ 32,550	\$ 207,780	\$ 20,510	\$ 20,750	\$ 21,000	\$ 21,260	\$ 21,520	\$ 21,790
Use (Expenses)											
Marketing Community Assets											
Promotional Activities and Sponsorships	\$ 6,910	\$ 7,120	\$ 7,330	\$ 7,550	\$ 7,780	\$ 8,010	\$ 8,250	\$ 8,500	\$ 8,760	\$ 9,020	\$ 9,290
Marketing and Communications	25,000	25,000	25,000	25,000	25,000	12,500	12,500	12,500	12,500	12,500	12,500
Arts and Entertainment Branding	-	-	-	-	-	-	-	-	-	-	-
Wayfinding and Gateway Signage	-	-	-	-	-	-	-	-	-	-	-
Art in Public Places	-	-	-	-	175,000	-	-	-	-	-	-
Total Uses	\$ 31,910	\$ 32,120	\$ 32,330	\$ 32,550	\$ 207,780	\$ 20,510	\$ 20,750	\$ 21,000	\$ 21,260	\$ 21,520	\$ 21,790
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan Supporting Schedule - *Marketing* Community Assets Project Listing (1)



	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	Total (2025-2050)
Source (Revenue)					
Tax Increment Revenue (TIR) Allocation	\$ 22,070	\$ 22,360	\$ 22,660	\$ 22,960	\$ 2,027,530
Total Sources	\$ 22,070	\$ 22,360	\$ 22,660	\$ 22,960	\$ 2,027,530
Use (Expenses)					
Marketing Community Assets					
Promotional Activities and Sponsorships	\$ 9,570	\$ 9,860	\$ 10,160	\$ 10,460	\$ 192,530
Marketing and Communications	12,500	12,500	12,500	12,500	\$ 500,000
Arts and Entertainment Branding	-	-	-	-	\$ 150,000
Wayfinding and Gateway Signage	-	-	-	-	\$ 375,000
Art in Public Places	-	-	-	-	\$ 810,000
Total Uses	\$ 22,070	\$ 22,360	\$ 22,660	\$ 22,960	\$ 2,027,530
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
 Financing and Implementation Plan
 Supporting Schedule - *District-Wide*
Redevelopment Initiatives Project Listing (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Use (Expenses)											
District-Wide Redevelopment Initiatives	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Zoning Code Revision											
CRA Expansion							250,000				
Total Uses	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:
 (1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - District-Wide Redevelopment Initiatives Project Listing (1)

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Source (Revenue)											
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ -										
Use (Expenses)											
District-Wide Redevelopment Initiatives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Zoning Code Revision	-	-	-	-	-	-	-	-	-	-	-
CRA Expansion	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ -										
Surplus/(Deficit)	-										

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan Supporting Schedule - *District-Wide* *Redevelopment Initiatives* Project Listing (1)



	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050	Total (2025-2050)
Source (Revenue)					
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Total Sources	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Use (Expenses)					
District-Wide Redevelopment Initiatives	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Zoning Code Revision	-	-	-	-	\$ 250,000
CRA Expansion	-	-	-	-	\$ 350,000
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Surplus/(Deficit)	-	-	-	-	-

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Miscellaneous
Operating Expenditures (1)



	Approved FY 2025	Forecasted FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030	Forecasted FY 2031	Forecasted FY 2032	Forecasted FY 2033	Forecasted FY 2034	Forecasted FY 2035
Professional Legal Services	\$ 40,000	\$ 40,800	\$ 41,620	\$ 42,450	\$ 43,300	\$ 44,170	\$ 45,050	\$ 45,950	\$ 46,870	\$ 47,810	\$ 48,770
Consulting Services	400,000	200,000	204,000	208,080	212,240	216,480	220,810	225,230	229,730	234,320	239,010
Accounting & Auditing	7,000	7,140	7,280	7,430	7,580	7,730	7,880	8,040	8,200	8,360	8,530
Contract Services	441,500	200,000	206,000	212,180	218,550	225,110	231,860	238,820	245,980	253,360	260,960
Travel, Training, Seminars (Staff)	12,000	12,240	12,480	12,730	12,980	13,240	13,500	13,770	14,050	14,330	14,620
Travel, Training, Seminars (Board)	10,000	10,200	10,400	10,610	10,820	11,040	11,260	11,490	11,720	11,950	12,190
Telephone	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430
Postage	500	510	520	530	540	550	560	570	580	590	600
Utilities	5,000	5,100	5,200	5,300	5,410	5,520	5,630	5,740	5,850	5,970	6,090
Office Lease	27,000	27,540	28,370	29,220	30,100	31,000	31,930	32,890	33,880	34,900	35,950
Insurance (Property & Casual)	25,000	25,500	26,270	27,060	27,870	28,710	29,570	30,460	31,370	32,310	33,280
Maintenance (Office Furniture and Equipment)	60,000	1,000	1,020	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,180
Property Maintenance	80,000	80,000	80,000	80,000	80,000	81,600	81,600	81,600	81,600	81,600	83,230
Printing and Binding	3,000	3,060	3,120	3,180	3,240	3,300	3,370	3,440	3,510	3,580	3,650
Miscellaneous Expenses	30,000	24,705	14,309	16,496	28,297	71,966	36,318	10,378	49,468	39,692	36,685
Office Supplies	6,000	6,120	6,240	6,360	6,490	6,620	6,750	6,890	7,030	7,170	7,310
Dues and Subscriptions	4,000	4,080	4,160	4,240	4,320	4,410	4,500	4,590	4,680	4,770	4,870
City Cost Allocation (IT Systems)	9,975	10,170	10,370	10,580	10,790	11,010	11,230	11,450	11,680	11,910	12,150
Total	\$ 1,162,975	\$ 660,205	\$ 663,439	\$ 679,606	\$ 705,747	\$ 765,736	\$ 745,158	\$ 734,708	\$ 789,668	\$ 796,162	\$ 811,505

Notes:
 (1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Miscellaneous
Operating Expenditures (1)

	Forecasted FY 2036	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
Professional Legal Services	\$ 49,750	\$ 50,750	\$ 51,770	\$ 52,810	\$ 53,870	\$ 54,950	\$ 56,050	\$ 57,170	\$ 58,310	\$ 59,480	\$ 60,670
Consulting Services	243,790	246,670	253,640	256,710	263,890	269,160	274,540	280,030	286,630	291,340	297,170
Accounting & Auditing	8,700	8,870	9,050	9,230	9,410	9,600	9,790	9,990	10,190	10,390	10,600
Contract Services	268,790	276,850	285,160	293,710	302,520	311,600	320,950	330,580	340,500	350,720	361,240
Travel, Training, Seminars (Staff)	14,910	15,210	15,510	15,820	16,140	16,460	16,790	17,130	17,470	17,820	18,180
Travel, Training, Seminars (Board)	12,430	12,680	12,930	13,190	13,450	13,720	13,990	14,270	14,560	14,850	15,150
Telephone	2,480	2,530	2,580	2,630	2,680	2,730	2,780	2,840	2,900	2,960	3,020
Postage	610	620	630	640	650	660	670	680	690	700	710
Utilities	6,210	6,330	6,460	6,590	6,720	6,850	6,990	7,130	7,270	7,420	7,570
Office Lease	37,030	38,140	39,280	40,460	41,670	42,920	44,210	45,540	46,910	48,320	49,770
Insurance (Property & Casual)	34,280	35,310	36,370	37,460	38,580	39,740	40,930	42,160	43,420	44,720	46,060
Maintenance (Office Furniture and Equipment)	1,200	1,220	1,240	1,260	1,290	1,320	1,350	1,380	1,410	1,440	1,470
Property Maintenance	83,230	83,230	83,230	83,230	84,890	84,890	84,890	84,890	84,890	86,590	86,590
Printing and Binding	3,720	3,790	3,870	3,950	4,030	4,110	4,190	4,270	4,360	4,450	4,540
Miscellaneous Expenses	41,027	45,084	47,813	42,254	48,422	45,620	47,350	46,310	52,905	45,575	53,099
Office Supplies	7,460	7,610	7,760	7,920	8,080	8,240	8,400	8,570	8,740	8,910	9,090
Dues and Subscriptions	4,970	5,070	5,170	5,270	5,380	5,490	5,600	5,710	5,820	5,940	6,060
City Cost Allocation (IT Systems)	12,390	12,640	12,890	13,150	13,410	13,680	13,950	14,230	14,510	14,800	15,100
Total	\$ 832,977	\$ 854,604	\$ 875,353	\$ 886,284	\$ 915,072	\$ 931,740	\$ 953,420	\$ 972,880	\$ 1,000,485	\$ 1,016,425	\$ 1,046,089

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan

Supporting Schedule - Miscellaneous

Operating Expenditures ⁽¹⁾



	Sunset					Total (2025-2050)
	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050		
Professional Legal Services	\$ 61,880	\$ 63,120	\$ 64,380	\$ 65,670	\$ 1,347,420	
Consulting Services	303,110	309,170	315,350	321,660	\$ 6,805,750	
Accounting & Auditing	10,810	11,030	11,250	11,480	\$ 235,560	
Contract Services	372,080	383,240	394,740	406,580	\$ 7,733,580	
Travel, Training, Seminars (Staff)	18,540	18,910	19,290	19,680	\$ 403,800	
Travel, Training, Seminars (Board)	15,450	15,760	16,080	16,400	\$ 336,590	
Telephone	3,080	3,140	3,200	3,260	\$ 67,070	
Postage	720	730	740	750	\$ 16,250	
Utilities	7,720	7,870	8,030	8,190	\$ 168,160	
Office Lease	51,260	52,800	54,380	56,010	\$ 1,031,480	
Insurance (Property & Casual)	47,440	48,860	50,330	51,840	\$ 954,900	
Maintenance (Office Furniture and Equipment)	1,500	1,530	1,560	1,590	\$ 91,660	
Property Maintenance	86,590	86,590	86,590	88,320	\$ 2,169,870	
Printing and Binding	4,630	4,720	4,810	4,910	\$ 100,800	
Miscellaneous Expenses	54,005	48,622	57,161	58,319	\$ 1,091,880	
Office Supplies	9,270	9,460	9,650	9,840	\$ 201,980	
Dues and Subscriptions	6,180	6,300	6,430	6,560	\$ 134,570	
City Cost Allocation (IT Systems)	15,400	15,710	16,020	16,340	\$ 335,535	
Total	\$ 1,069,665	\$ 1,087,562	\$ 1,119,991	\$ 1,147,399	\$ 23,226,855	

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Supporting Schedule - Tax Increment Revenue Forecast (1)



Final	Certified	Forecasted									
FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035

CRA Boundaries (Original/2000 Expansion)

City of Bartow, FL (Contributing Authority)	9.14%	4.26%	3.00%	3.00%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Actual Growth/Assumed Growth	\$260,774,471	\$271,878,007	\$280,034,347	\$288,438,378	\$297,114,189	\$306,796,213	\$317,559,955	\$328,700,428	\$340,230,818	\$352,164,772	\$364,516,414	\$387,650,364
Existing Value	-	-	-	-	-	-	-	-	-	-	-	-
New Construction	-	-	-	-	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-
West End Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	25,000	-	-	-	-	-	-	-	-
Taxable Value	\$260,774,471	\$271,878,007	\$280,034,347	\$288,463,378	\$297,139,189	\$306,821,213	\$317,584,955	\$328,725,428	\$340,255,818	\$352,189,772	\$374,541,414	\$387,675,364
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$177,211,416	\$188,314,952	\$196,471,292	\$204,897,323	\$213,576,134	\$223,258,158	\$234,021,900	\$245,162,373	\$256,692,763	\$268,628,717	\$290,978,359	\$304,112,309
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 1,082,407	\$ 1,150,228	\$ 1,200,047	\$ 1,251,513	\$ 1,304,523	\$ 1,363,661	\$ 1,428,406	\$ 1,497,452	\$ 1,567,879	\$ 1,640,772	\$ 1,777,296	\$ 1,857,518
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 1,028,287	\$ 1,092,716	\$ 1,140,044	\$ 1,188,937	\$ 1,239,297	\$ 1,295,478	\$ 1,357,935	\$ 1,422,579	\$ 1,489,485	\$ 1,568,733	\$ 1,689,431	\$ 1,764,642
Polk County, FL (Contributing Authority)	9.17%	4.28%	3.00%	3.00%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Actual Growth/Assumed Growth	\$260,860,616	\$272,016,309	\$280,176,798	\$288,582,102	\$297,239,565	\$306,899,851	\$317,641,346	\$328,758,793	\$340,265,351	\$352,174,638	\$364,500,750	\$387,608,277
Existing Value	-	-	-	-	-	-	-	-	-	-	-	-
New Construction	-	-	-	-	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-
West End Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	25,000	-	-	-	-	-	-	-	-
Taxable Value	\$260,860,616	\$272,016,309	\$280,176,798	\$288,582,102	\$297,239,565	\$306,899,851	\$317,641,346	\$328,758,793	\$340,265,351	\$352,174,638	\$374,500,750	\$387,608,277
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$177,297,561	\$188,453,254	\$196,613,743	\$205,019,047	\$213,676,510	\$223,336,796	\$234,078,291	\$245,195,738	\$256,702,286	\$268,611,583	\$290,937,695	\$304,045,222
(2) Millage Rate	6.6952	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 1,185,270	\$ 1,250,350	\$ 1,304,493	\$ 1,360,260	\$ 1,417,704	\$ 1,481,795	\$ 1,555,063	\$ 1,628,825	\$ 1,703,188	\$ 1,782,194	\$ 1,930,313	\$ 2,017,279
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 1,126,008	\$ 1,187,832	\$ 1,239,268	\$ 1,292,247	\$ 1,346,816	\$ 1,407,705	\$ 1,475,410	\$ 1,545,483	\$ 1,618,010	\$ 1,693,075	\$ 1,833,798	\$ 1,916,415
Total Incremental Revenue	\$ 2,154,293	\$ 2,280,548	\$ 2,379,312	\$ 2,481,184	\$ 2,590,413	\$ 2,703,183	\$ 2,833,345	\$ 2,968,022	\$ 3,107,495	\$ 3,251,808	\$ 3,522,229	\$ 3,681,097

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Tax Increment
Revenue Forecast (1)



Final	Certified	Forecasted										
FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	Forecasted

CRA II Boundaries (2005 Expansion)

City of Bartow, FL (Contributing Authority)	14.94%	17.15%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Actual Growth/Assumed Growth	\$ 9,514,117	\$ 11,145,957	\$ 11,703,255	\$ 12,286,418	\$ 12,779,954	\$ 13,291,152	\$ 13,822,799	\$ 14,237,483	\$ 14,664,607	\$ 15,104,545	\$ 15,557,682	\$ 16,024,412				
Existing Value																
New Construction																
Financing and Implementation Plan Projects																
MLK Development Incentives																
Taxable Value	\$ 9,514,117	\$ 11,145,957	\$ 11,703,255	\$ 12,286,418	\$ 12,779,954	\$ 13,291,152	\$ 13,822,799	\$ 14,237,483	\$ 14,664,607	\$ 15,104,545	\$ 15,557,682	\$ 16,024,412				
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554				
Tax Increment	\$ 5,567,563	\$ 7,199,403	\$ 7,756,701	\$ 8,341,864	\$ 8,833,400	\$ 9,344,598	\$ 9,876,245	\$ 10,290,929	\$ 10,718,053	\$ 11,157,991	\$ 11,611,128	\$ 12,077,858				
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080				
Gross Incremental Revenue	\$ 34,007	\$ 43,974	\$ 47,378	\$ 50,952	\$ 53,954	\$ 57,077	\$ 60,324	\$ 62,857	\$ 65,466	\$ 68,153	\$ 70,921	\$ 73,772				
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95				
Budgetable Incremental Revenue	\$ 32,308	\$ 41,775	\$ 45,009	\$ 48,404	\$ 51,257	\$ 54,223	\$ 57,308	\$ 59,714	\$ 62,193	\$ 64,745	\$ 67,375	\$ 70,083				

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	14.33%	17.19%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
New Construction																
Financing and Implementation Plan Projects																
MLK Development Incentives																
Taxable Value	\$ 9,463,995	\$ 11,091,182	\$ 11,645,741	\$ 12,228,028	\$ 12,717,149	\$ 13,225,835	\$ 13,754,869	\$ 14,167,515	\$ 14,592,540	\$ 15,030,316	\$ 15,481,226	\$ 15,945,663				
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554				
Tax Increment	\$ 5,517,441	\$ 7,144,628	\$ 7,699,187	\$ 8,281,474	\$ 8,770,595	\$ 9,279,281	\$ 9,800,315	\$ 10,220,961	\$ 10,645,986	\$ 11,083,762	\$ 11,534,672	\$ 11,999,109				
(2) Millage Rate	6.6952	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348				
Gross Incremental Revenue	\$ 36,885	\$ 47,403	\$ 51,063	\$ 54,946	\$ 58,191	\$ 61,566	\$ 65,076	\$ 67,814	\$ 70,634	\$ 73,539	\$ 76,530	\$ 79,612				
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95				
Budgetable Incremental Revenue	\$ 35,041	\$ 45,033	\$ 48,528	\$ 52,199	\$ 55,282	\$ 58,488	\$ 61,822	\$ 64,423	\$ 67,102	\$ 69,862	\$ 72,704	\$ 75,631				
Total Incremental Revenue	\$ 67,347	\$ 86,808	\$ 93,537	\$ 100,603	\$ 106,539	\$ 112,711	\$ 118,130	\$ 124,137	\$ 129,295	\$ 134,607	\$ 140,079	\$ 145,714				

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Supporting Schedule - Tax Increment
Revenue Forecast (1)



Final	Certified	Forecasted									
FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035

CRA III Boundaries (2007 Expansion)

City of Bartow, FL (Contributing Authority)											
Actual Growth/Assumed Growth											
Taxable Value	23.47%	20.75%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%
Base Year 2011 Value	\$ 23,661,451	\$ 28,572,164	\$ 30,000,772	\$ 31,500,811	\$ 32,760,943	\$ 34,071,277	\$ 35,434,128	\$ 36,497,152	\$ 37,592,066	\$ 38,719,828	\$ 41,077,866
Tax Increment	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 13,969,580	\$ 18,879,293	\$ 20,307,901	\$ 21,807,940	\$ 23,067,972	\$ 24,378,406	\$ 25,741,257	\$ 26,804,281	\$ 27,899,195	\$ 29,026,957	\$ 30,188,552
Statutory Reduction	85.320	115.315	124.041	133.203	140.899	148.903	157.228	163.721	170.408	177.297	184.392
Budgetable Incremental Revenue	\$ 81,054	\$ 109,549	\$ 117,839	\$ 126,543	\$ 133,854	\$ 141,458	\$ 149,366	\$ 155,535	\$ 161,888	\$ 168,432	\$ 175,172

Polk County, FL (Contributing Authority)											
Actual Growth/Assumed Growth											
Taxable Value	21.53%	20.82%	5.00%	5.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
Base Year 2011 Value	\$ 23,289,812	\$ 28,139,280	\$ 29,546,244	\$ 31,023,556	\$ 32,264,498	\$ 33,555,078	\$ 34,897,282	\$ 36,944,200	\$ 37,022,526	\$ 38,133,202	\$ 39,277,198
Tax Increment	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871
(2) Millage Rate	6.6852	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 90,898	\$ 122,388	\$ 131,723	\$ 141,525	\$ 149,758	\$ 158,321	\$ 167,228	\$ 174,172	\$ 181,327	\$ 188,698	\$ 196,286
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 86,353	\$ 116,269	\$ 125,137	\$ 134,449	\$ 142,270	\$ 150,405	\$ 158,865	\$ 165,464	\$ 172,260	\$ 179,261	\$ 186,472
Total Incremental Revenue	\$ 167,407	\$ 225,818	\$ 242,976	\$ 260,992	\$ 276,124	\$ 291,863	\$ 308,231	\$ 320,999	\$ 334,148	\$ 347,693	\$ 361,644

Total Incremental Revenue (all CRA Boundaries)											
City of Bartow, FL (Contributing Authority)	\$ 1,141,647	\$ 1,244,040	\$ 1,302,892	\$ 1,363,894	\$ 1,424,408	\$ 1,491,159	\$ 1,564,609	\$ 1,637,828	\$ 1,713,566	\$ 1,791,910	\$ 1,930,978
Polk County, FL (Contributing Authority)	1,247,400	1,349,134	1,412,933	1,478,895	1,544,398	1,616,598	1,686,097	1,775,370	1,857,372	1,942,138	2,092,974
City of Bartow, FL (adj. to actual/budget)	(4,028)	(2,018)	-	-	-	-	-	-	-	-	-
Polk County, FL (adj. to actual/budget)	8,947	-	-	-	-	-	-	-	-	-	-
Total Incremental Revenue	\$ 2,385,019	\$ 2,600,103	\$ 2,715,825	\$ 2,842,779	\$ 2,968,776	\$ 3,107,757	\$ 3,250,706	\$ 3,413,198	\$ 3,570,938	\$ 3,734,108	\$ 4,023,952

Notes:
 (1) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.
 (2) Tax increment calculations are based on the adopted millage rates for the City of Bartow and Polk County and is assumed to remain at these levels throughout the forecast period.

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Supporting Schedule - Tax Increment Revenue Forecast (1)

	Forecasted FY 2038	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
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CRA Boundaries (Original/2000 Expansion)

City of Bartow, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Existing Value	\$401,244,001	\$415,313,416	\$429,875,261	\$444,946,770	\$465,720,782	\$482,046,894	\$498,944,400	\$516,433,329	\$534,534,371	\$553,286,949	\$572,659,237
New Construction	-	-	-	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-	-	-	-	-	-	-	-
West End Redevelopment	-	-	-	5,000,000	-	-	-	-	-	-	-
Miscellaneous	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Taxable Value	\$401,269,001	\$415,338,416	\$429,900,261	\$449,971,770	\$465,745,782	\$482,071,894	\$498,969,400	\$516,458,329	\$534,559,371	\$553,293,949	\$572,684,237
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$317,205,946	\$331,775,361	\$346,337,206	\$366,408,715	\$382,182,727	\$398,508,839	\$415,406,345	\$432,895,274	\$450,996,316	\$469,730,894	\$489,121,182
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 1,940,548	\$ 2,026,484	\$ 2,115,428	\$ 2,208,024	\$ 2,304,372	\$ 2,404,092	\$ 2,507,302	\$ 2,614,124	\$ 2,724,685	\$ 2,839,116	\$ 2,957,552
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 1,843,521	\$ 1,925,160	\$ 2,009,656	\$ 2,126,123	\$ 2,217,653	\$ 2,312,397	\$ 2,410,437	\$ 2,511,918	\$ 2,616,951	\$ 2,726,660	\$ 2,839,175

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Existing Value	\$401,174,566	\$415,215,676	\$429,748,225	\$444,789,413	\$465,532,042	\$481,825,664	\$498,689,562	\$516,143,697	\$534,208,726	\$552,906,031	\$572,257,742
New Construction	-	-	-	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-	-	-	-	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-	-	-	-	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-	-	-	-	-	-	-	-
West End Redevelopment	-	-	-	5,000,000	-	-	-	-	-	-	-
Miscellaneous	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Taxable Value	\$401,174,566	\$415,215,676	\$429,748,225	\$449,789,413	\$465,532,042	\$481,825,664	\$498,689,562	\$516,143,697	\$534,208,726	\$552,906,031	\$572,257,742
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$317,611,511	\$331,652,621	\$346,185,170	\$366,226,358	\$381,968,987	\$398,262,609	\$415,126,507	\$432,580,642	\$450,645,671	\$469,342,976	\$488,694,687
(2) Millage Rate	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 2,107,289	\$ 2,200,449	\$ 2,296,869	\$ 2,429,839	\$ 2,534,288	\$ 2,642,393	\$ 2,754,281	\$ 2,870,086	\$ 2,989,944	\$ 3,113,997	\$ 3,242,392
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 2,001,924	\$ 2,090,426	\$ 2,182,026	\$ 2,308,347	\$ 2,407,673	\$ 2,510,273	\$ 2,616,667	\$ 2,726,582	\$ 2,840,447	\$ 2,958,297	\$ 3,080,272
Total Incremental Revenue	\$ 3,845,445	\$ 4,015,686	\$ 4,191,682	\$ 4,434,474	\$ 4,629,226	\$ 4,822,680	\$ 5,027,004	\$ 5,238,600	\$ 5,457,398	\$ 5,685,957	\$ 5,918,447

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Supporting Schedule - Tax Increment Revenue Forecast ⁽¹⁾

	Forecasted FY 2038	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
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CRA II Boundaries (2005 Expansion)

City of Bartow, FL (Contributing Authority)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Actual Growth/Assumed Growth	\$ 16,505,144	\$ 17,000,299	\$ 18,694,808	\$ 21,058,152	\$ 23,852,896	\$ 24,568,483	\$ 25,305,538	\$ 26,064,704	\$ 26,846,645	\$ 27,652,044	\$ 28,481,606
Existing Value	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
New Construction	1,150,000	1,750,000	2,100,000	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	1,150,000	1,750,000	2,100,000	-	-	-	-	-	-	-	-
MLK Development Incentives	-	-	-	-	-	-	-	-	-	-	-
Taxable Value	\$ 16,505,144	\$ 18,150,299	\$ 20,444,808	\$ 23,158,152	\$ 23,852,896	\$ 24,568,483	\$ 25,305,538	\$ 26,064,704	\$ 26,846,645	\$ 27,652,044	\$ 28,481,606
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554
Tax Increment	\$ 12,558,590	\$ 14,203,745	\$ 16,498,254	\$ 19,211,598	\$ 19,906,342	\$ 20,621,929	\$ 21,358,984	\$ 22,118,150	\$ 22,900,091	\$ 23,705,490	\$ 24,535,052
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 76,708	\$ 86,756	\$ 100,771	\$ 117,344	\$ 121,568	\$ 125,959	\$ 130,461	\$ 135,098	\$ 139,874	\$ 144,793	\$ 149,860
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 72,872	\$ 82,419	\$ 95,733	\$ 111,477	\$ 115,509	\$ 119,661	\$ 123,938	\$ 128,343	\$ 132,880	\$ 137,553	\$ 142,367

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Existing Value	\$ 16,424,033	\$ 16,916,753	\$ 18,608,756	\$ 20,969,519	\$ 23,761,604	\$ 24,474,452	\$ 25,208,686	\$ 25,964,947	\$ 26,743,895	\$ 27,546,212	\$ 28,372,598
New Construction	-	-	-	-	-	-	-	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-	-	-	-	-	-	-	-
MLK Development Incentives	-	-	-	-	-	-	-	-	-	-	-
Taxable Value	\$ 16,424,033	\$ 18,066,753	\$ 20,358,756	\$ 23,069,519	\$ 23,761,604	\$ 24,474,452	\$ 25,208,686	\$ 25,964,947	\$ 26,743,895	\$ 27,546,212	\$ 28,372,598
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554	3,946,554
Tax Increment	\$ 12,477,479	\$ 14,120,199	\$ 16,412,202	\$ 19,122,965	\$ 19,815,050	\$ 20,527,898	\$ 21,262,132	\$ 22,018,393	\$ 22,797,341	\$ 23,599,658	\$ 24,426,044
(2) Millage Rate	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 82,788	\$ 93,685	\$ 108,892	\$ 126,877	\$ 131,469	\$ 136,199	\$ 141,070	\$ 146,088	\$ 151,256	\$ 156,579	\$ 162,062
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 78,646	\$ 89,000	\$ 103,447	\$ 120,533	\$ 124,895	\$ 129,389	\$ 134,016	\$ 138,783	\$ 143,693	\$ 148,750	\$ 153,959
Total Incremental Revenue	\$ 151,518	\$ 171,419	\$ 199,180	\$ 232,010	\$ 240,404	\$ 249,050	\$ 257,954	\$ 267,126	\$ 276,573	\$ 286,303	\$ 296,826

Financial Analysis

City of Bartow, Florida Community Redevelopment Agency Financing and Implementation Plan Supporting Schedule - Tax Increment Revenue Forecast (1)

	Forecasted FY 2038	Forecasted FY 2037	Forecasted FY 2038	Forecasted FY 2039	Forecasted FY 2040	Forecasted FY 2041	Forecasted FY 2042	Forecasted FY 2043	Forecasted FY 2044	Forecasted FY 2045	Forecasted FY 2046
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CRA III Boundaries (2007 Expansion)

City of Bartow, FL (Contributing Authority)											
Actual Growth/Assumed Growth											
Taxable Value	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Base Year 2011 Value	\$ 42,310,202	\$ 43,579,508	\$ 44,888,893	\$ 46,233,500	\$ 47,620,505	\$ 49,049,120	\$ 50,520,594	\$ 52,036,212	\$ 53,597,298	\$ 55,205,217	\$ 56,861,373
Tax Increment	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 32,617,331	\$ 33,886,637	\$ 35,194,022	\$ 36,540,629	\$ 37,927,634	\$ 39,356,249	\$ 40,827,723	\$ 42,343,341	\$ 43,904,427	\$ 45,512,346	\$ 47,168,502
Statutory Reduction	190,227	206,980	214,965	223,190	231,662	240,388	249,376	258,633	268,168	277,989	288,105
Budgetable Incremental Revenue	\$ 189,265	\$ 196,631	\$ 204,217	\$ 212,031	\$ 220,079	\$ 228,369	\$ 236,907	\$ 245,701	\$ 254,760	\$ 264,090	\$ 273,700

Polk County, FL (Contributing Authority)											
Actual Growth/Assumed Growth											
Taxable Value	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Base Year 2011 Value	\$ 41,669,179	\$ 42,919,255	\$ 44,206,832	\$ 45,533,037	\$ 46,899,028	\$ 48,305,999	\$ 49,755,179	\$ 51,247,834	\$ 52,785,289	\$ 54,368,828	\$ 55,999,892
Tax Increment	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871	9,692,871
(2) Millage Rate	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348	6.5348
Gross Incremental Revenue	\$ 212,156	\$ 220,450	\$ 228,993	\$ 237,792	\$ 246,865	\$ 256,190	\$ 266,805	\$ 275,709	\$ 285,909	\$ 296,416	\$ 307,238
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 201,549	\$ 209,428	\$ 217,544	\$ 225,903	\$ 234,513	\$ 243,381	\$ 252,515	\$ 261,923	\$ 271,614	\$ 281,595	\$ 291,876
Total Incremental Revenue	\$ 390,814	\$ 406,059	\$ 421,761	\$ 437,934	\$ 454,592	\$ 471,750	\$ 489,422	\$ 507,624	\$ 526,374	\$ 545,685	\$ 565,576

Total Incremental Revenue (all CRA Boundari											
City of Bartow, FL (Contributing Authority)	\$ 2,105,658	\$ 2,204,210	\$ 2,309,606	\$ 2,449,631	\$ 2,553,241	\$ 2,660,417	\$ 2,771,282	\$ 2,885,962	\$ 3,004,591	\$ 3,127,303	\$ 3,254,242
Polk County, FL (Contributing Authority)	2,282,119	2,388,654	2,503,017	2,654,783	2,766,981	2,883,043	3,003,098	3,127,288	3,255,754	3,388,642	3,526,107
City of Bartow, FL (adj. to actual/budget)	-	-	-	-	-	-	-	-	-	-	-
Polk County, FL (adj. to actual/budget)	-	-	-	-	-	-	-	-	-	-	-
Total Incremental Revenue	\$ 4,387,777	\$ 4,593,064	\$ 4,812,623	\$ 5,104,414	\$ 5,320,222	\$ 5,543,460	\$ 5,774,380	\$ 6,013,250	\$ 6,260,345	\$ 6,515,945	\$ 6,780,349

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan Supporting Schedule - Tax Incremental Revenue Forecast (1)



	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050
				Sunset

CRA Boundaries (Original/2000 Expansion)

City of Bartow, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.50%	3.50%	3.50%	3.50%
Existing Value	\$592,728,185	\$613,499,547	\$634,997,906	\$657,248,708
New Construction	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-
West End Redevelopment	-	-	-	-
Miscellaneous	25,000	25,000	25,000	25,000
Taxable Value	\$592,753,185	\$613,524,547	\$635,022,906	\$657,273,708
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$509,190,130	\$529,961,492	\$551,459,851	\$573,710,653
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 3,110,133	\$ 3,237,005	\$ 3,368,317	\$ 3,504,225
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 2,954,627	\$ 3,075,155	\$ 3,199,901	\$ 3,329,013

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.50%	3.50%	3.50%	3.50%
Existing Value	\$592,286,763	\$613,016,800	\$634,472,388	\$656,678,922
New Construction	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-
455 Wilson Ave. (Old Civic Center/Oaks School)	-	-	-	-
0 US Hwy 17 Redevelopment	-	-	-	-
West End Redevelopment	-	-	-	-
Miscellaneous	25,000	25,000	25,000	25,000
Taxable Value	\$592,286,763	\$613,016,800	\$634,472,388	\$656,678,922
Base Year 1999 Value	83,563,055	83,563,055	83,563,055	83,563,055
Tax Increment	\$508,723,708	\$529,453,745	\$550,909,333	\$573,115,867
(2) Millage Rate	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 3,375,280	\$ 3,512,820	\$ 3,655,173	\$ 3,802,509
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 3,206,516	\$ 3,337,179	\$ 3,472,415	\$ 3,612,384
Total Incremental Revenue	\$ 6,161,143	\$ 6,412,334	\$ 6,672,316	\$ 6,941,397

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan Supporting Schedule - Tax Increment Revenue Forecast (1)



	Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050
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CRA II Boundaries (2005 Expansion)

City of Bartow, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.00%	3.00%	3.00%	3.00%
Existing Value	\$ 29,336,054	\$ 30,216,136	\$ 31,122,620	\$ 32,056,298
New Construction	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-
MLK Development Incentives	-	-	-	-
Taxable Value	\$ 29,336,054	\$ 30,216,136	\$ 31,122,620	\$ 32,056,298
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554
Tax Increment	\$ 25,389,500	\$ 26,269,582	\$ 27,176,066	\$ 28,109,744
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 155,079	\$ 160,455	\$ 165,991	\$ 171,694
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 147,325	\$ 152,432	\$ 157,692	\$ 163,110

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.00%	3.00%	3.00%	3.00%
Existing Value	\$ 29,223,776	\$ 30,100,489	\$ 31,003,504	\$ 31,933,609
New Construction	-	-	-	-
Financing and Implementation Plan Projects	-	-	-	-
MLK Development Incentives	-	-	-	-
Taxable Value	\$ 29,223,776	\$ 30,100,489	\$ 31,003,504	\$ 31,933,609
Base Year 2011 Value	3,946,554	3,946,554	3,946,554	3,946,554
Tax Increment	\$ 25,277,222	\$ 26,153,935	\$ 27,056,950	\$ 27,987,055
(2) Millage Rate	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 167,709	\$ 173,526	\$ 179,517	\$ 185,689
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 159,324	\$ 164,850	\$ 170,542	\$ 176,404
Total Incremental Revenue	\$ 306,649	\$ 317,282	\$ 328,234	\$ 339,514

Financial Analysis

City of Bartow, Florida

Community Redevelopment Agency

Financing and Implementation Plan Supporting Schedule - Tax Incremental Revenue Forecast (1)



Sunset

Forecasted FY 2047	Forecasted FY 2048	Forecasted FY 2049	Forecasted FY 2050
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CRA III Boundaries (2007 Expansion)

City of Bartow, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.00%	3.00%	3.00%	3.00%
Taxable Value	\$ 58,567,215	\$ 60,324,231	\$ 62,133,958	\$ 63,997,977
Base Year 2011 Value	9,692,871	9,692,871	9,692,871	9,692,871
Tax Increment	\$ 48,874,344	\$ 50,631,360	\$ 52,441,087	\$ 54,305,106
(2) Millage Rate	6.1080	6.1080	6.1080	6.1080
Gross Incremental Revenue	\$ 298,524	\$ 309,256	\$ 320,310	\$ 331,696
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 283,598	\$ 293,794	\$ 304,295	\$ 315,111

Polk County, FL (Contributing Authority)

Actual Growth/Assumed Growth	3.00%	3.00%	3.00%	3.00%
Taxable Value	\$ 57,679,889	\$ 59,410,286	\$ 61,192,594	\$ 63,028,372
Base Year 2011 Value	9,692,871	9,692,871	9,692,871	9,692,871
Tax Increment	\$ 47,987,018	\$ 49,717,415	\$ 51,499,723	\$ 53,335,501
(2) Millage Rate	6.6348	6.6348	6.6348	6.6348
Gross Incremental Revenue	\$ 318,384	\$ 329,865	\$ 341,690	\$ 353,870
Statutory Reduction	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 302,465	\$ 313,372	\$ 324,606	\$ 336,177
Total Incremental Revenue	\$ 586,063	\$ 607,166	\$ 628,901	\$ 651,288

Total Incremental Revenue (all CRA Boundari

City of Bartow, FL (Contributing Authority)	\$ 3,385,560	\$ 3,521,381	\$ 3,661,888	\$ 3,807,234
Polk County, FL (Contributing Authority)	3,668,305	3,815,401	3,967,563	4,124,965
City of Bartow, FL (adj. to actual/budget)	-	-	-	-
Polk County, FL (adj. to actual/budget)	-	-	-	-
Total Incremental Revenue	\$ 7,053,855	\$ 7,336,782	\$ 7,629,451	\$ 7,932,199

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Fiscal Notes



1. Redevelopment Area Initiatives funded through Tax Increment Revenue Allocations are subject to variances in the actual tax increment values (i.e. vis-à-vis the forecasted tax increment values set forth herein) as well as budgetary constraints (i.e. essential items such as debt service have legal priority in tax increment funding).
2. Redevelopment Area Initiative funding sources may change based on market conditions and CRA priorities.
3. The Redevelopment Area Initiatives included in the Financing and Implementation Plan are funded through tax increment generated from the current tax base and forecasted new construction as well as from other revenue sources. Tax increment from development not contemplated herein will be available to supplement any deficiencies in the forecast and/or provide additional funding for redevelopment initiatives.
4. The following section provides a brief description of the Redevelopment Area Initiatives included in the Financing and Implementation Plan.

0 US Hwy. 17 Redevelopment	Contribution towards infrastructure improvements needed to redevelop the site through a P3.
330 E. Main St. Improvements	Creating a gathering space for this site in the near-term or contribution towards infrastructure improvements.
335 E. Main St. (Theater) Renovation	Improvement of 335 E. Main St. to house a new theater; anticipate applying for a grant as well.
455 Wilson Ave. (Old Civic Center/Oaks School)	Contribution towards infrastructure improvements needed to redevelop the site through a P3.
970 Main St. Redevelopment	Contribution towards infrastructure improvements needed to redevelop the site through a P3.
Affordable Housing	Facilitation of programs, policies, or initiatives designed to increase the availability of affordable housing (such as infill housing, housing renovation program, etc.).
Art in Public Places	Facilitation of public art (permanent or semi-permanent installations) that celebrate the unique features of the Downtown community and CRA District.
Arts and Entertainment Branding	Efforts to brand the Main St. area as an arts & entertainment destination.
Bike/Fort Fraser Trail Extension	Efforts to extend the existing bike trail from North St. to Main St. to complete the connection between the Fort Fraser Trail and Main St., including acquisition.
Cigar Factory (Renovation)	Rehabilitation of the historic Cigar Factory at 255 N. 3rd Avenue; anticipate applying for \$1-million grant.
CRA Expansion	Activities to potentially expand the CRA boundary including a Finding of Necessity and CRA Plan update.
East-West Connectivity	Improvement of the public right-of-way to include components such as wider sidewalks, shade trees, protected bike lanes, crosswalks, and other complete street elements from Highway 50 to Highway 17.
Incentive Programs	Grant programs provided by the CRA to increase redevelopment activity and property enhancements including renovations, improvements, new construction, etc.
Main St. Parklets Regulations	Development of regulations to allow for parklets along Main Street between Broadway Ave. and N. 1st Ave.
Main St. Property Acquisition	Acquisition of targeted sites along Main St. to enable highest and best uses for properties.
Main St. Property Redevelopment	Contribution towards infrastructure improvements needed to redevelop sites through a P3.
Main St. Roundabout	CRA contribution towards intersection improvement at Main St. and L.B. Brown Ave. with installation of a new roundabout.

Financial Analysis

City of Bartow, Florida
Community Redevelopment Agency
Financing and Implementation Plan
Fiscal Notes



Main St. Streetscape	Improvement of the public right-of-way to include components such as wider sidewalks, shade trees, protected bike lanes, crosswalks, on-street parking, and other complete street elements along Main St. between Broadway Ave. and 1st Ave.
MLK Development Incentives	Grant programs provided by the CRA to increase redevelopment activity and property enhancements including renovations, improvements, new construction, etc. targeted to MLK Blvd.
MLK Park	Improvement of the existing MLK Gazebo Park or construction of new park on MLK Boulevard between L.B. Brown Avenue and Highway 17.
MLK Streetscape	Improvement of the public right-of-way to include components such as wider sidewalks, shade trees, protected bike lanes, on-street parking, crosswalks, and other complete street elements along MLK Blvd. between L.B. Brown Ave. and Highway 17.
Parking Garage	Contribution towards construction of a multi-level parking garage in the Main St. area.
Property Acquisition/Demolition	Acquisition of sites within the CRA that become available for purchase or key sites, as well as demolition for structures that are unsafe or pose a safety hazard.
US Hwy. 17 Complete Streets	Improvement of the public right-of-way to include components such as wider sidewalks, shade trees, protected bike lanes, crosswalks, and other complete street elements along US Hwy. 17 between Main St. and MLK Blvd.
Wayfinding and Gateway Signage	Creation and installation of signage to provide direction and CRA information, as well indicate areas through placemaking.
West End Property Acquisition	Acquisition of targeted sites in the West End to enable highest and best uses for properties.
West End Redevelopment	Contribution towards infrastructure improvements needed to redevelop sites in the West End through a P3.
Zoning Code Revision	Contribution towards updating the zoning code to include elements such as additional density and mixed-use designations.



Recommendations

Recommendations

The 2021 Bartow CRA Redevelopment Plan and Redevelopment Opportunities Outline provide great summaries of redevelopment projects needed in the Bartow CRA (see below for the Conceptual Master Plan from the 2021 Bartow CRA Redevelopment Plan), however a step-by-step guide on how to accomplish projects and programs was needed. In addition to the aforementioned documents, the Recommendations were crafted based on the previous tasks of the Preliminary Site Analysis, Market Analysis, Stakeholder Engagement, and Financial Metrics. These Recommendations work in collaboration with the Financial Analysis to provide a detailed plan and proactive approach to guide redevelopment for the Bartow CRA's next phase of redevelopment. The goal again is to produce a redevelopment implementation strategy that will attract private investment and increase the city's tax base.

The Recommendations along with the Financial Analysis serve as a strategic finance action plan. The Recommendations portion outlines specific redevelopment projects and programs, and the Financial Analysis provides the associated funding sources and uses. These recommendations:

1. Prioritize initiatives based on revenue and expense projections.
2. Apply short- and long-range project projections.
3. Ensure resources are available for implementation or identify gaps if they are not.
4. Identify the types of incentives or public-sector support needed for implementation.
5. Provide steps to set projects in motion with identified expenditures.
6. Measure, evaluate and reset over the short-, mid-, and long-term.

Together the Recommendations and Financial Analysis acting as the strategic finance action plan can help guide redevelopment over an extended period of time as well as produce a flexible annual approach that can be responsive to current market conditions. The Recommendations integrated with the Financial Analysis address investment properties, and potential redevelopment strategies.

2021 Bartow CRA Conceptual Master Plan



Source: 2021 Bartow CRA Redevelopment Plan

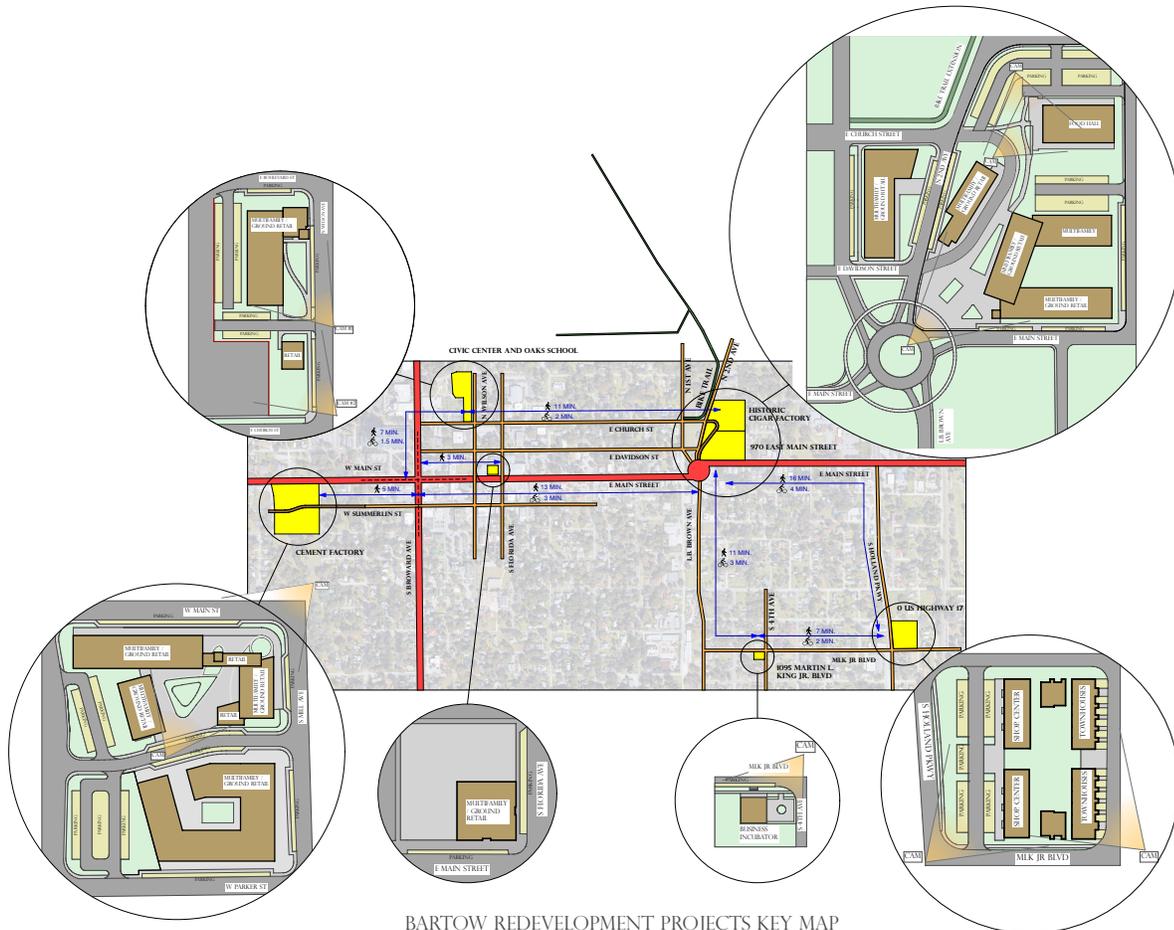


Bartow Community Redevelopment Agency Recommendations

Projects

- Historic Cigar Factory Renovation
- Bike/Fort Fraser Trail Extension
- 970 E. Main Street P3 Redevelopment (Old Winn Dixie)
- East Main Street Roundabout
- Main Street Parklets Regulations
- Arts & Entertainment Branding
- Comprehensive Plan & Zoning Code Amendment
- 330 E. Main Street Improvements/P3 Redevelopment
- 335 E. Main Street (Theater) Renovation
- Wayfinding & Gateway Signage
- MLK Streetscape Improvements
- Main Street Streetscape Improvements
- CRA Mini Expansions

- 455 Wilson Avenue P3 Redevelopment (Civic Center)
- 0 US Highway 17 P3 Redevelopment
- 495 W. Main Street (Cement Factory) Acquisition & P3 Redevelopment
- Main Street Property Acquisition & P3 Redevelopment
- MLK Park
- MLK Development Incentives
- East-West Connectivity Improvements
- US Hwy. 17 Complete Street Improvements
- Parking Garage



BARTOW REDEVELOPMENT PROJECTS KEY MAP



Bartow Community Redevelopment Agency Recommendations

Projects	Short-term						Mid-term						Long-term												
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	FY 2044	FY 2045	FY 2046	FY 2047	FY 2048	FY 2049	FY 2050
Historic Cigar Factory Renovation*																									
Bike/Fort Fraser Trail Extension*																									
970 E. Main Street P3 Redevelopment (Old Winn Dixie)																									
East Main Street Roundabout*																									
Main Street Parklets Regulations																									
Arts & Entertainment Branding																									
Comprehensive Plan & Zoning Code Amendment																									
330 E. Main Street Improvements/P3 Redevelopment*																									
335 E. Main Street (Theater) Renovation*																									
Wayfinding & Gateway Signage																									
CRA Mini Expansions																									
MLK Development Incentives																									
0 US Hwy. 17 P3 Redevelopment																									
455 Wilson Avenue Redevelopment (Civic Center)																									
495 W. Main Street (Cement Factory) Acquisition & P3 Redevelopment																									
MLK Streetscape Improvements*																									
Main Street Streetscape Improvements*																									
Main Street Property Acquisition & Redevelopment																									
MLK Park																									
East-West Connectivity Improvements																									
US Highway 17 Complete Street Improvements																									
Parking Garage																									
*Financing Projects																									
Planning																									
Design/Permitting/Procurement																									
Construction/Development																									
Completion																									



Bartow Community Redevelopment Agency Recommendations

Historic Cigar Factory Renovation

Location: 255 & 285 N. 3rd Avenue

Overview: This former Thompson and Company Cigar Factory listed on the National Register of Historical Places was built in 1925 in the highly unique Mission Revival architectural style. The restoration of this historic structure has been discussed over the past ten or more years in Bartow without reaching a resolution regarding its future. The building has deteriorated substantially over the past ten years, including the invasion of termites and the loss of some of the roof cladding from rotting. It has become a very divisive issue that needs to be resolved. The cost of rehabilitation is estimated by the CRA to be in the range of \$4-5 million dollars, not including any tenant improvements, which may cost an additional \$1,000,000.

The CRA has recently contracted with a multi-family builder to sell property across the street, which was the old Winn Dixie grocery store as well as the vacant lots to the west. Although the developer's purchase and sale agreement does not include the Cigar Factory site, the Cigar Factory site was included in the Request for Letters of Interest that the developer responded to for redevelopment.

The Cigar Factory could feasibly be restored with a use that attracts residents and visitors, making the facility a major attraction for the city, especially for those interested in the architecture and the history of the building. There have been various uses explored for the building and creating a food hall has been a top contender (see below for Examples of Food Hall Reuse Projects). A preliminary financial analysis has been conducted to determine if a food hall would be financially viable for the space, and the results are positive. The following tasks are recommended to first assess and secure the building, then renovate the property to ultimately operate a food hall.



EXISTING

The tasks presented are divided into phases such that if items in one phase cannot be accomplished, then the subsequent phase may not be able to be initiated.

Phase 1 Tasks: Assessment

1. Immediately have the building professionally inspected for termites and pigeons, and based on the discovery proceed with termite tenting and pigeon removal if needed. The Public Works department could assist the CRA with this task, utilizing one of its vendors. The City should apply for a small matching grant offered by the State of Florida for planning services.
2. The Public Works Department or a city approved contractor/inspector should enter the interior of the building and assess the condition of the ground floor and the building, such as the rafters, columns, beams, and roof, to determine if any repairs can proceed at a reasonable cost. The selected contractor should prepare an estimate of repair costs.
3. The CRA should work with an approved architect or engineer and a contractor to prepare repair plans for permitting and then proceed to fully enclose and secure the building.
4. The City should transfer ownership of the site to the Bartow CRA.
5. The CRA should pursue a grant for design through the State of Florida, which could pay upwards of \$50,000 towards the design costs. An experienced grant writer has been identified. There may be a financial match required by the State.
6. The CRA should interview qualified architects to obtain a proposal for a preliminary design for the building's restoration, irrespective of being able to identify the future use of the building. The architect should prepare a conceptual site plan of not only the building but also of the several blocks surrounding the structure to determine how the proposed multi-family project and the Cigar Factory could be integrated into one cohesive design, together with open space to be used for events. Consideration should be made to potentially close the street (Davidson Street) separating the Cigar Factory and the proposed multi-family project to create a larger campus for the project, which also provides for ample parking for customers. It is also highly recommended that the space include meeting and event space, along with an outdoor space, and potentially a smokehouse, located on the side of the Cigar Factory for a BBQ tenant use.
7. After the preliminary design is completed, the CRA Director should apply for a grant from the State of Florida Bureau of Historic Resources for construction improvements. In addition to the Bureau, the CRA Director and the CRA Board Chairperson should visit with the State Senator from the Bartow region to determine if a special State grant or appropriation is possible. The special appropriation would be in a amount greater than the State of Florida's Bureau of Historic Resources is permitted.
8. During the preliminary design task described above, the CRA should issue a Request for Qualifications to find qualified general contractors that have had experience with restoring historic structures. The City may also determine if the city has a qualified contractor on its continuing services list of approved vendors.



Bartow Community Redevelopment Agency Recommendations

Historic Cigar Factory Renovation

Great Southern Box Co, Orlando, FL

This food hall presents a transformation of an historic Dr. Phillips' citrus warehouse into a bustling culinary hub focused on immigrant cuisine with 12 vendors, a central bar, event space, and a spacious outdoor patio area. This 13,000-square-foot food & beverage destination opened in May 2024, and offers a shining example of an adaptive reuse of a factory building into a food hall venue.



Photo credit: Great Southern Box Co.

The Joinery, Lakeland, FL

The Joinery is a modern food hall and craft brewery on the banks of Lake Mirror in downtown Lakeland, Florida. This project is another great example of an adaptive reuse from a brewery into a 12,000sf food hall with 7 vendors, an outdoor patio, event space, plus a bar that serves craft brews and cocktails. It opened in January 2020, and recently celebrated its 5th anniversary. This accomplishment is a testament to the popularity of food halls in Polk County, and how they can become a catalyst for redevelopment.



Photo credit: The Ledger



Photo credit: Google/J G

FOOD HALL REUSE PROJECTS

AFTER

BEFORE

- In anticipation of securing an operator for the Cigar Factory food hall and event facility, the CRA should retain the services of a food hall vendor, such as the one that is operating one in Lakeland and in Mulberry, to participate with the architect and its engineers in the design of the facility.

Phase 2 Tasks: Protection & Design

- If during the inspection of the flooring and roof rafters of the facility it is determined that this task should be moved to the second phase to keep the structural integrity of the building, then the CRA should move forward to the second phase once the architect and general contractor have determined the method or replacing the flooring, roof rafters, or other structural members with new wood members.
- The current zoning for the site is PI- Public Institution. The City/CRA should change the zoning and land use so it is more compatible with a commercial or mixed-use category.
- Find an operator for the food hall. RMA has interviewed the operator of the 303 Depot in Mulberry, FL and The Joinery in Lakeland, FL, and they have expressed interest in operating a food hall in Bartow. The chosen operator should be responsible for:
 - Tenant recruitment
 - Tenant improvements
 - Operations
 - Obtaining business and food & beverage licenses
 - Design consultation
 - Booking events for the facility, both indoor and outdoor
- Issue a Request for Qualifications to contract with an architect to prepare construction drawings. Once an architect is selected, negotiate a contract for services.
- Issue a Request for Proposal to find a qualified general contractor to renovate the building and potentially tenant improvements.

Phase 3 Tasks: Permitting and Construction

Phase 4 Tasks: Opening & Operation

Phase 5 Tasks: Sale or Long-Term Lease of the Property

The property should be sold or leased to the private sector operator. It is recommended the Operator be given the first right of refusal to purchase the facility. The CRA would oversee the operator of the facility on a periodic basis. The CRA lease should contain operating provisions that specifically dictate the level of service and the provisions for reimbursing the CRA for their payment of ad valorem taxes, maintenance and insurance.

Other Enhancements of the Cigar Factory Operations

Consideration should be given to the programming of the events at the Cigar Factory including coordination with the Main Street Director, the L.B. Brown foundation, the Bartow Historical Society, the City and County events respective directors.

Resources: \$5 million plus a \$1-million grant, totaling \$6.0 million.



Bartow Community Redevelopment Agency Recommendations

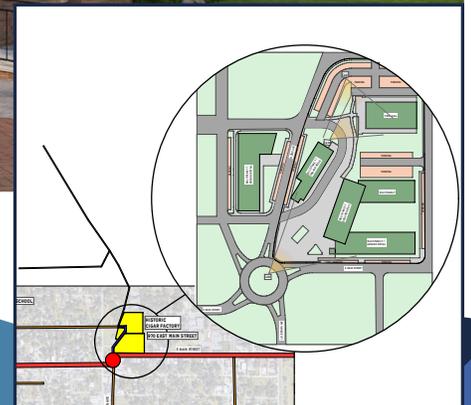
Historic Cigar Factory Preliminary Concept Renderings



Food Hall



Cigar Factory



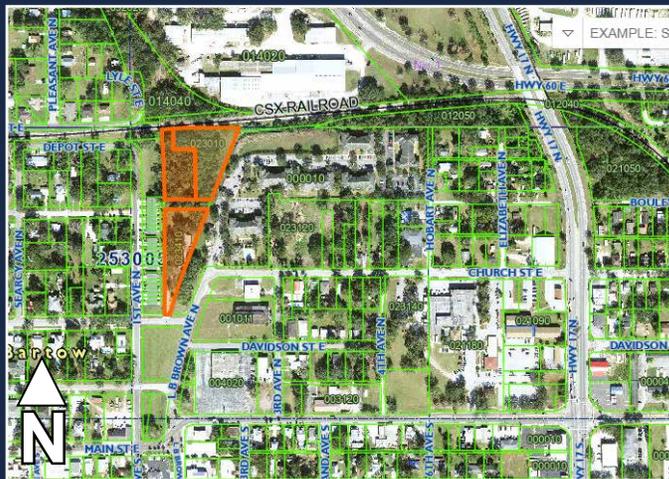


Bartow Community Redevelopment Agency Recommendations

Bike/Fort Fraser Trail Extension

Location: East-west streets such as Main Street, Church Street, etc.

Overview: The Fort Fraser Trail is a multi-use 7.75-mile trail that runs parallel to U.S. Highway 98 between State Road 540/ Winter Lake Road in Lakeland and State Road 60 in Bartow. Just south of State Road 60 in Bartow starts a bike trail that runs south to North Street just north of the railroad tracks. Continuation of this bike trail to the downtown was presented in the 2021 CRA Plan, along with constructing a bridge to connect the existing bike trail to the Fort Fraser Trail. The extension should lead into the Cigar Factory though so that there is a destination point at the end of the trail that can then continue into the downtown, because as the 2021 CRA Plan noted, Fort Fraser Trail is useful for recreation purposes, north of SR 60; however, its utility for mobility is limited as it does not connect to a wide range of destinations. The extension of the Fort Fraser Trail would make the Cigar Factory an alluring trailhead and Downtown Bartow an attractive termination point.



POTENTIAL LEASE/ACQUISITION MAP

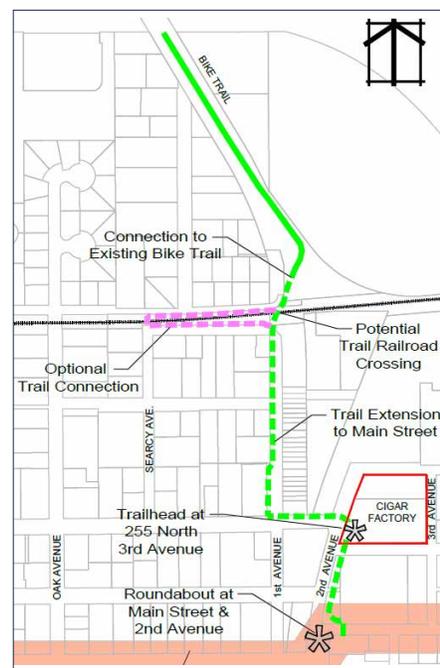
Phase One Tasks: Conceptual Plan

1. The CRA and City should discuss connection of the Fort Fraser Trail to the Cigar Factory and Downtown with Polk County to gauge interest and funding opportunities.
2. The CRA may need to acquire property or work with the property owners north of the Cigar Factory to extend the bike trail in a linear trajectory. The properties with parcel IDs 253005000000023010, 253005000000023190, 253005000000023410 are owned by the same entity (see map below). An alternative option would be to create a bike path that runs from the existing bike trail southern boundary to west along E. North Street, then south along N. Searcy Avenue, east along Depot Street, south along N. 1st Avenue, and east along Church Street with a trailhead at the Cigar Factory, and then south along L.B. Brown Avenue, terminating in the Downtown at Main Street. (see below and Appendix A)
3. The CRA should then procure a designer to develop a conceptual plan for the trail extension that ties into the planned pedestrian bridge over Highway 60 and offers connection to the Fort Fraser Trail and a path to the Cigar Factory leading into downtown.

Phase Two Tasks: Design & Construction

4. After CRA staff is satisfied with the conceptual design, the CRA should work procure a firm to produce construction drawings.
5. When the construction drawings are completed, the CRA should issue an RFP (Request for Proposal) to find a contractor that can construct the pedestrian bridge over Highway 60 and extension of the trail from North Street to the Cigar Factory and downtown.

Resources: \$2,000,000; any additional funding needs should be explored with the City and County.



POTENTIAL TRAIL EXTENSION OPTIONS



Bartow Community Redevelopment Agency Recommendations

970 E. Main Street P3 Redevelopment (Old Winn Dixie)

Location: 970 E. Main Street; 255 L B Brown Ave N; L B Brown Ave; L B Brown Ave

Overview: In 2022, the CRA and City issued a Request for Letters of Interest for the property located at 970 E. Main Street and adjacent sites as well as for the Cigar Factory site. An offer from Green Mills Group, a multi-family housing developer based in Fort Lauderdale and specializing in tax credit financed affordable housing, was selected. The proposal is for the construction of approximately 170 residential housing units in two 5-story buildings along with a surface parking lot. The project utilizes the Live Local Act, which authorizes multi-family as an allowable use in any area zoned for commercial use if at least 40 percent of the residential units are considered affordable.

The building of multi-family affordable housing is an excellent addition to the Bartow housing stock, which is impacted by a lack of affordable housing, particularly for the downtown workforce. It is recommended that the CRA provide a financial contribution towards constructing infrastructure for the project, acquire additional nearby sites identified in the Preliminary Site Analysis, and reconfigure the site plan to feature the Cigar Factory more prominently. The Cigar Factory, if converted to a food hall with meeting rooms could serve as the social center of a multi-family residential project. If the Green Mills project does not come to fruition, then the CRA should reissue an RFQ or RFP to find another developer to build a residential mixed-use development.



EXISTING



PROPOSED

The following tasks are described for the CRA and City if they were to reissue an RFP or RFQ.

Phase One Tasks: Additional Acquisition and Preliminary Concepts

1. The CRA should work on acquiring the adjacent sites owned by private sector property owner and CSX identified in the Preliminary Site Analysis. The acquisition is important for the site to be enlarged to provide a residential amenity and to open the site so that travelers on East Main Street can see the open space as well as the Cigar Factory.
2. The CRA should then have an architect provide preliminary concepts of the development and prepare design criteria.

Phase Two Tasks: Request for Proposal

3. Although the properties along Main Street are mostly zoned C-2 Community Commercial, which allows for special exceptions uses for residential development, a zoning amendment to a mixed-use category may be more advantageous.
4. The CRA should issue a Request for Proposal (RFP) for a multi-use, residential development. The CRA should have the following documents for the RFP:
 - a. Survey
 - b. Appraisal
 - c. Environmental Assessment Phase I
5. The terms of the RFP should also include:
 - a. Sale or Long-Term Lease
 - b. CRA contribution towards infrastructure or TIF reimbursement if the property is sold
 - c. Identification of the party who would be responsible for the demolition of a selection of exiting buildings. Indication that the State of Florida Live Local Statute would be considered.

Resources: \$1,500,000 contribution towards infrastructure or potential TIF reimbursement if the property is sold



Bartow Community Redevelopment Agency Recommendations

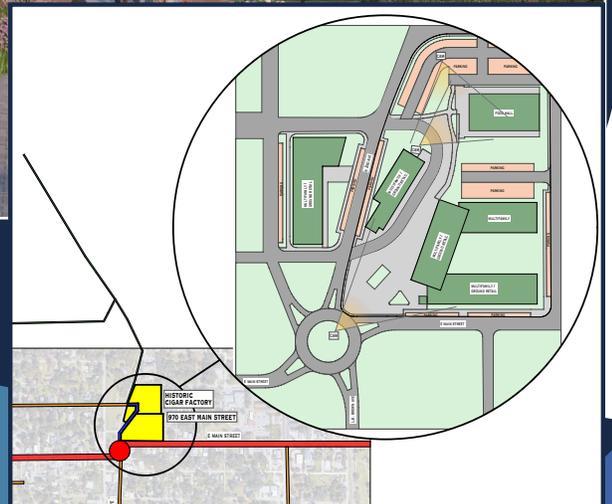
970 E. Main Street Development Concept Renderings



Northeast View from Roundabout



Southwest view from Cigar Factory





Bartow Community Redevelopment Agency Recommendations

East Main Street Roundabout

Location: Intersection of Main Street and L.B. Brown Avenue

Overview: The intersection of Main Street and L.B. Brown Avenue in the CRA is quite precarious since the southside of L.B. Brown Avenue splits into two separate entrances in the approach to Main Street. To remedy this issue, the Bartow CRA and City are working together to have a roundabout installed at the intersection and applying for a FDOT (Florida Department of Transportation) grant for the project. Roundabouts have become popular in recent years and the FDOT says it sees about a 90% reduction in fatalities, about a 75% reduction in injuries with severe injuries, and 10% to 40% fewer pedestrian and bicycle crashes with roundabouts.



Main Street Roundabout Conceptual Plan

Tasks:

1. A conceptual plan has been developed to install a roundabout at the intersection of Main Street and L.B. Brown Avenue (see adjacent image) and the CRA and City are working on a grant application to the FDOT. It is estimated the project will cost approximately \$1.1 million including engineering design services.
2. After the grant has been applied for, the CRA should encourage the City to secure an engineering firm to provide the construction drawings.
3. Once the construction drawings are completed, the City and CRA should issue an RFP (Request for Proposal) to find a road work contractor that can install the roundabout.

Resources: \$500,00 (CRA Contribution)



Roundabout Conceptual Rendering



Bartow Community Redevelopment Agency Recommendations

Main Street Parklet Regulations

Location: Main Street from Broadway Avenue to Jackson Avenue

Overview: Downtown Main Street in Bartow is the premier pedestrian commercial street in the City with some of the city's best restaurants and shops. Dynamic commercial streets in downtowns are vital to creating a positive quality of life and showcasing the economic health of cities. A major way to activate downtown streets is to have outdoor dining. Although Downtown Bartow does have a few areas with outdoor dining, Main Street itself does not have enough space in many areas to include sidewalk cafes, which require a minimum 5 ft. aisle for pedestrian traffic. Parklets, public seating platforms that convert parking spaces into vibrant community spaces according to the National Association of City Transportation Officials, are a way to achieve outdoor dining.

Parklets have become readily used applications of urban street design guides to create active street life. Although parklets exploded in popularity during the reopening phases of the COVID-19 pandemic, cities have utilized these public spaces as part of creating exciting neighborhoods even before 2020. Through their wide use during the pandemic, parklets have illustrated their place in creating vibrant streets. Parklets that are appealing aesthetically, colorful, environmentally conscious, and well designed, can boost sales of nearby retailers including food and beverage establishments. Although typically food and beverage establishments benefit most directly from parklets, it has been found in other parklet studies that all types of neighboring businesses benefit from parklet patrons and those that stop by to view the parklets. According to the National Association of City Transportation Officials, the presence of parklets has been shown to increase foot traffic and in some cases revenues for adjacent businesses.

Parklets are one tool the City and CRA have to attract new residents to the city. The County employs over 2,000 people, and many of those employees, particularly those that are between the ages of 20 and 30, may prefer to live downtown, which offers many benefits including food and entertainment. Downtown residents will support the unique and emerging restaurant and retail establishments, particularly if food and entertainment offering are enticing through an active street. Employees cooped up in the county buildings may be the most important customers for eating lunch or early dinner in the open air in lieu of sitting at their desk with a bag lunch. They could take the bag lunch to the parklet.

Implementation Tasks:

1. The CRA Board should formally request that the city consider amending its zoning code to allow parklets in the CRA. If the city desires to support the CRA in this initiative, then they can proceed with step two.
2. Once the City and CRA agree they both would like to pursue amending the zoning code to allow parklets, then the City should proceed with procuring a consultant whose expertise includes developing or studying parklet regulations.

Resources: CRA contribution of \$50,000



EXISTING



PROPOSED



Bartow Community Redevelopment Agency Recommendations

Comprehensive Plan & Zoning Code Amendment

Location: Bartow CRA

Overview: The Bartow CRA has acquired downtown property within its CRA for several purposes, one of which is to promote new downtown housing. The purpose of providing a supply of new housing in the CRA is first an economic development initiative whereby new businesses desiring to locate to Bartow can be assured that affordable housing is available for its employees. Secondly, downtown housing provides an alternative to suburban housing, which may require long commutes in comparison to being able to walk or bike to work. For example, the County employs over 2,000 people in the downtown, and many of those employees, particularly those that are between the ages of 20 and 30, may prefer to live downtown, which offers many benefits including specialty dining and entertainment options. And thirdly, downtown residents will support the unique and emerging restaurant and retail establishments, particularly if dining, shopping, and entertainment are a convenient walk or bicycle trip.

Implementation Tasks: the following tasks are recommended, noting that they are divided into phases such that if items in one phase cannot be accomplished, then the sequential second phase may not be able to commence.

Phase One Tasks:

1. The CRA Board should formally request that the city consider amending its comprehensive plan and zoning code to promote downtown housing and mixed-uses in the CRA. The new codes can be very specific to the CRA boundary area only, unless the city also would modernize its codes to include the areas outside of the CRA for the same purpose. A joint meeting of the City and CRA may be a useful forum for discussion, or a meeting of the City Manager and CRA Director may be equally effective as well. If the city desires to support the CRA in this initiative, then each can proceed with Phase Two below.
2. One issue with the CRA downtown housing priority is that the city's current maximum housing density is 20 units per acre, which is a holdover from the past. Most densities in cities such as Bartow are at least 40 units per acre or more, given the modern drive to have affordable multi-family residential units, including micro-units (small affordable units measuring 400-500 square feet in size) in the mix of housing would be beneficial. Some cities are regulating density not by units per acre but by other methods such as height, encouraging retail on the ground floor, which is not counted in a density calculation, and discounting micro-units as half units of density. Some towns eliminate all together the density regulation standard, if the housing project is within a walk or bike ride to a major employer, such as the city, county, school board, or FDOT (Florida Department of Transportation), for example.

Phase Two Tasks:

3. The City should also consider a more lenient parking code in which small buildings in Downtown, like 330 E. Main Street, would have any use above the first floor be waived from parking requirements and substituted with parking leases with the either the CRA, City, County, or third parties for spaces in their garages or lots Downtown.
4. Once the City and CRA agree to the general terms of the code amendments stated above, then the City should proceed with procuring a consultant whose expertise includes comprehensive plan amendments as well as zoning code amendments, particularly those in urban redevelopment areas and those utilizing a form-based code approach.

Resources: CRA contribution \$100,000



Bartow Community Redevelopment Agency Recommendations

330 E. Main Street Improvements/P3 Redevelopment

Location: 330 E. Main Street

Overview: The Bartow CRA acquired 330 East Main Street in July 2023, since it was a vacant site prominently facing Bartow's magnificent main street, the heart and soul of the city. The long-term opportunity for the 0.26-acre site is to find a developer interested in building a three-story building, providing ground floor retail and upper floor residential and parking. The challenge for a developer will be to balance the cost of the project with the rental income stream derived from the retail and housing to be able to earn a profit with a modest return on investment, as well as the small size of the site. The CRA will probably be in the position to enter into a public-private partnership (P3) with the developer in which the CRA would contribute the land and the developer in turn would contribute the building.

Additionally, the CRA could assist new retailers with grants for renovation and/or build-out. Other incentives may also be required for attracting the retailers for the ground floor. Since the downtown has basically run out of vacant inventory of older restaurants, there may be a need to incentivize restaurants with additional funds. A favorable point to redeveloping a new building is that the ground floor restaurant will be built to modern standards such high ceiling heights, handicap accessible bathrooms, and other features. However, the development of small buildings poses a problem for parking, which likes to be on a ground floor level and not be located on an upper floor, where a reinforced concrete parking structure would be required. Bartow should consider a more lenient parking code in which small buildings could utilize the ground floor and any use of the second floor would be waived and substituted with parking leases with either the CRA, city, county or third parties for spaces in their garages or lots.

In the more near-term though, the CRA could provide an event space on the site. Improvements to the site to create an event space could be implemented to make this a gathering space in the downtown. The 2021 CRA Plan expressed the objective to find new opportunities to create new places for people to gather for food, civic activities, and everyday life. Improvements to the site may include hardscape, interactive art or furniture, and shade trees and/or structures. This may bring about another option for the site to make it a public urban plaza.

Implementation Tasks: The following tasks are recommended, noting that they are divided into phases such that if items in one phase cannot be accomplished, then the sequential second phase may not be able to commence.

Phase One Tasks:

1. The CRA may wish to engage an architect to illustrate the CRA's concept of a three-story building with ground floor retail, restaurant, parking, an additional floor of parking, and multi-family on the second and third floors. Some units, as suggested by the CRA, could be two-story lofts incorporating a mezzanine for the bedroom and bath. Once the CRA has a sketch plan of a building layout, then they should use the sketch plan to attract a developer. There are of course several design solutions for the lofts, but it will be the option of the chosen developer to develop its own scheme.
2. One issue with the CRA downtown housing priority is that the city's current maximum density is 20 units per acre, which is a holdover from the past. Most densities in cities such as Bartow are at least 40 to 50 units per acre, given the modern goal to have affordable multi-family residential units, including micro-units (small affordable units measuring 400-500 square feet in size) in the mix of housing. Some cities are regulating density not by units per acre but by other methods such as height, encouraging retail on the ground floor, which is never counted in a density calculation, and discounting micro-units as half units of density. Some towns eliminate the density regulation entirely, if the housing project is within a walk or bike ride to a major employer, such as the city, county, school board or FDOT (Florida Department of Transportation).
3. Another issue that the site will have to contend with is parking requirements. The CRA should work with the City to consider a more lenient parking code in which small buildings would have any use above the first floor be waived from parking requirements and substituted with parking leases with the either the CRA, City, County, or third parties for spaces in their garages or lots.



Bartow Community Redevelopment Agency Recommendations

330 E. Main Street Improvements



EXISTING



EXAMPLE OF EVENT/SPACE URBAN PARK

Photo credit: City of Pompano Beach, FL

Phase Two Tasks:

- Once the CRA has a sketch plan illustrating one solution to developing on a small site, then the agency should proceed with issuing an RFP (Request for Proposal) to developers for the sale of the property to a qualified developer. The RFP should contain a recent survey, a title report, an environmental Phase One study, and other supporting documents, such as a marketing brochure, to make the process flow more easily.
- If there is not a positive response from developers, then the CRA should proceed with creating an interim use for the site with creation of a gathering space. In the near-term, until a developer is found for the small site, the vacant lot could be used temporarily as an event area for the main street organization and gathering space for the City. The CRA should have a conceptual plan developed for improvements that may include hardscape, interactive art and/or furniture, and shade trees or structures.

Resources: \$1,500,000 for gathering/event space or P3 infrastructure, however TIF reimbursement may be pursued if property is sold.



Development Design Concept



Bartow Community Redevelopment Agency Recommendations

335 E. Main Street (Theater) Renovation

Location: 335 E. Main Street

Overview: The CRA has concluded that developing cultural facilities Downtown leads to a diverse and more complete community. Cultural facilities are a major part of the concept for the Downtown to become an Arts and Entertainment District, and that no city is complete without cultural facilities for its residents and visitors. Cultural facilities not only provide entertainment, but also education and inspiration. A city with cultural facilities attracts new residents to its area who need cultural facilities for the lives of themselves and their children. The CRA has identified a building located at 335 East Main Street that historically served as a performance venue and therefore concluded that the theatre concept could be revived and provide an additional cultural amenity to residents and visitors of Bartow.

According to the newspaper, the *Lakeland Ledger*, this two-story brick building built in 1910, at 335 E. Main St. replaced the community's original wood-frame opera house, which dated to the 1880s. In 2015, plans were announced to renovate the building and create a performing arts center venue combined with educational arts programs called the Orpheum Theatre. The façade was modestly renovated and the interior of the building remains a shell. The CRA recently acquired this property in 2023.

Phase One Tasks: Preliminary Design & Partnerships

1. Since the property has recently been purchased by the CRA, the next step is to analyze the existing space to determine if the building can be converted into a theatre containing a meaningful number of seats or if one or more additional adjacent structures will need to be added to create a theater with a sufficient number of seats. The CRA should apply for a small matching grant offered by the State of Florida for planning services.
2. The CRA should consider hiring an architect that has experience designing theaters to create a preliminary layout to use in evaluating the feasibility of the building for a theatre use. This may require issuing a Request for Qualifications (RFQ), or the CRA can see if any of its CCNA firms have experience designing theaters. An exterior and interior dimensional survey of the property would be needed as well.
3. The CRA should try to reengage the Orpheum Theatre or joint venture with another theater performing arts organization that could assist the CRA in developing programming for the building and advise on design. The CRA might even consider collaborating with another theatre in a city, like Sarasota, to immediately gain the prestige of another theatre brand name.
4. If the CRA cannot find a performing arts partner, the CRA should partner with the City to find a creative director for operating the theatre. This position should be funded by the City, however.
5. The CRA, City, and their arts partner or the Creative Director, will need to take the lead in determining the kind of theatre it wishes to create and establish a list of the type of performances that could take place in the theatre. Another consideration will be the option of providing food and beverage, in the theatre during the performances or only during the intermissions. It is recommended to allow food and beverages in the theatre.
6. The CRA and its designer should check the capacity of the building to house a restaurant, café, or a small food and beverage counter.
7. The CRA should seek additional sources of funding for rebuilding the facility, potentially through a cultural facilities grant offered by the State of Florida.
8. An initial Board of Directors and a nonprofit entity should be created, and such entity could contain at least one member of the CRA Board and one member from the city commission.



Bartow Community Redevelopment Agency Recommendations

335 E. Main Street (Theater) Renovation



EXISTING



EXAMPLE OF PERFORMANCE VENUE

Photo credit: City of Pompano Beach, FL

Phase Two Tasks: Design & Construction

9. Once Task One is completed, the CRA, together with its professional theatre architects and advisors, should prepare construction drawings, subject to funding success.
10. The CRA should then seek a qualified general contractor for the re-construction either through its CCNA firms or issue an RFQ. Major fundraising should be a community effort and led by the City, and potentially its theater partner or Creative Director. The theater brand should be established in the beginning of the process to present a clear idea of its purpose, that is defining what kind of theater should be presented.
11. A theatre board of directors consisting of local Bartow residents and businesses would be important to encourage a variety of ideas for the theatre concept.
12. After completion of construction, the CRA should transfer ownership to the City or the theater organization partner.

Resources: \$1,000,000, however it is recommended a matching cultural facilities grant is applied for.



Bartow Community Redevelopment Agency Recommendations

Wayfinding & Gateway Signage

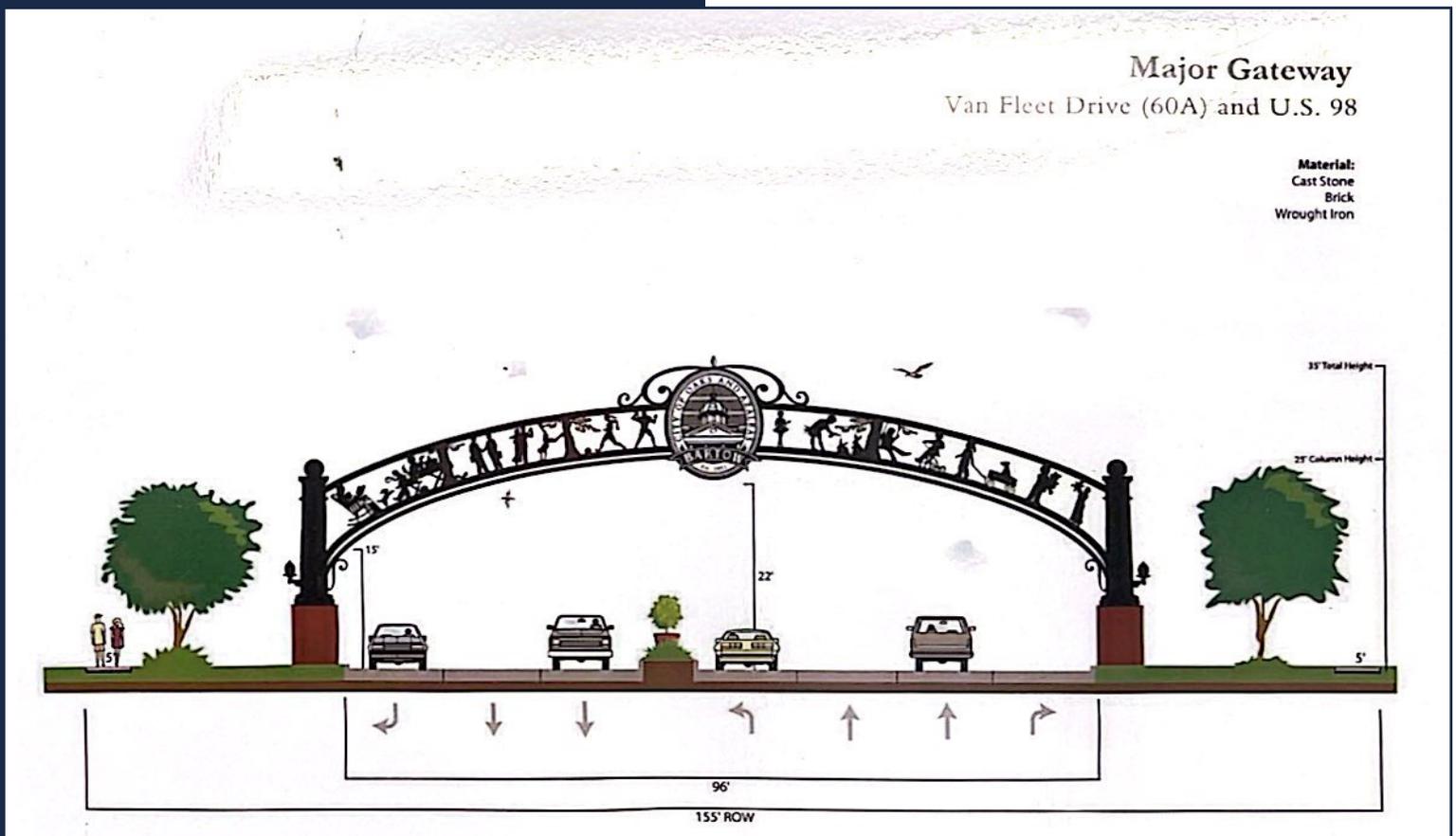
Location: TBD

Overview: The City has existing wayfinding and gateway signage at major entrances to the city, however more artistic and significantly visible gateway signage that indicates arrival to the downtown from the east and from the west, as well as additional wayfinding signage along Main Street would greatly benefit the CRA. This effort should be undertaken after the Art & Entertainment Branding project for the downtown is completed, as the CRA may want to incorporate this new brand in any signage.

Tasks:

1. The CRA should hire a firm to help determine locations for signage and develop design concepts.
2. After design is completed, the CRA will need to find a contractor to install the new signage.

Resources: \$375,000



Example of Gateway Signage



Bartow Community Redevelopment Agency Recommendations

CRA Mini Expansion

Location: TBD

Overview: As redevelopment occurs, there may be sites adjacent to the existing CRA boundary that potentially need to be included in redevelopment activities. The CRA should consider expanding the CRA boundary for these types of sites even if it entails only one important property. In the event of small additions to the CRA, the agency would procure a professional firm to develop a Finding of Necessity and write a condensed CRA Redevelopment Plan.

Resources: \$250,000



EXISTING



PROPOSED DESIGN CONCEPT

320 Florida Avenue



Bartow Community Redevelopment Agency Recommendations

MLK Development Incentives

Location: MLK Jr. Corridor (Dr. Martin Luther King Jr. Boulevard between L.B. Brown Avenue and Highway 17)

Overview: As stated in the 2023 Redevelopment Project Outline, the MLK (Martin Luther King) Jr. Corridor was once the heart of Bartow's African-American community, but has experienced a significant decline over several decades, resulting in economic challenges and a decrease in community vitality. Preserving the cultural identity and heritage of the MLK Jr. Corridor is essential to avoid erasing the neighborhood's history and displacing long-time residents.

The corridor and the surrounding neighborhood are important historic areas of the city that include historic commercial structures and residences, some of which have been preserved as important landmarks for the city as well as for region, such as the restored L. B. Brown House and Museum. One city commissioner remembers the days when the Burnett's Blue Room was operating in the neighborhood and rhythm and blues could be heard at the venue. The Blue Room was once so famous that it was on the "Chitlin Circuit" of blues clubs around the state. However, since its heyday, several properties on the MLK Jr. Corridor are either vacant buildings or vacant lots.

Since the MLK Jr. Corridor needs redevelopment, the priority is immediate, but the effort will take years to accomplish. As outlined in the task phases, land acquisition will commence immediately. Since most of the historic structures are one and two stories in height, it is assumed that no large multi-family structures will be built in the area, which would change the character of the neighborhoods. However, new housing and mixed-use developments should be comprised of two and three-story buildings. The result of redeveloping the area will create new housing, retail, professional offices, and educational facilities, which will support a corridor of entertainment, art, food, and unique retailing filled with artistic products made locally by the residents.

Redevelopment in this area will require a multifaceted approach to ignite meaningful implementation. The tasks for development incentives along with a street beautification project for the roadway that includes on-street parking, street lighting, landscaping and historical signage markers, will work synergistically to incorporate all elements that support the success of retail and professional businesses.

Phase One Task: Acquisition

1. In some cases, there may be key sites along the corridor that require the CRA to purchase property in order for redevelopment to occur. The CRA has already purchased 1095 MLK Boulevard, to be used as a business incubator to empower local entrepreneurs, and may need to acquire additional properties that become available to create an assemblage for redevelopment or to redevelop the property.

Phase Two Task: Public Investment

2. In the short-term, the CRA may need to create economic activity along the corridor in order to attract private investment in the long-term. Projects like the conversion of 1095 MLK Boulevard into an incubator, cultural and historic preservation, or even the construction of a small commercial development may need to be undertaken by the CRA along the corridor.
3. The CRA should research qualified non-profit and for-profit organizations who might be interested in assisting in renovating buildings, or at least begin to prepare an operational plan once the CRA has accomplished renovations and to lease or acquire the building(s) from the CRA.
4. The city's Main Street Director and the EDC (Economic Development Council) Director should team up with the CRA Director and determine the feasibility of ground floor commercial uses, such as a small grocery store, BBQ pitmasters, bakeries, restaurant uses, clothing stores, and others. The redevelopment of the MLK Jr. Corridor is a chance for retailers to lease space whose height and store front are built to modern specifications and equipped with fire sprinklers, if the latter is required by the building code.
5. The CRA should also hire a preservationist to conduct a survey of historic buildings and people that participated in the life of the community.

Phase Three Task: Public-Private Partnerships (P3s)

6. Once an assemblage is created, the CRA should engage the private sector to bring properties along the corridor to their highest and best use and increase the tax base. These projects should have a focus of creating workforce housing and may want to cater to first responders and those in the arts.
7. Although many properties along the corridor are zoned C2-Commercial, which allow for special exception for residential, it would be advantageous to amend the zoning to allow mixed-use projects and more density.
8. The CRA can then prepare a Request for Qualification (RFQ) or Request for Proposal (RFP). In any RFQ or RFP issued, the CRA should include funding towards infrastructure improvements to the site.
9. A marketing brochure should be prepared to entice developers and creative entrepreneurs to the opportunity.
10. The CRA may also want to reach out to the local Housing Authority or other housing organizations like Habitat for Humanity to see if a multi-family housing development could be produced through a P3.



Bartow Community Redevelopment Agency Recommendations

MLK Development Incentives



EXISTING



PROPOSED

1095 MLK Boulevard

Phase Four Task: New Incentive Programs

11. For properties owned by the private sector, the CRA could benefit from a Real Estate Development Accelerator Program that assists major development projects (\$5+ million) experiencing a financial gap between their projected income and the construction and development costs. This program is funded by the incremental new taxes generated from the project's development, whereby the developer receives a portion of the taxes generated by the completed project for a time certain. For the MLK target area, it is recommended that a developer receive up to 100% reimbursement for a time certain.
12. Another program that could potentially help the CRA is a Capital Investment Grant Program. This program works in conjunction with the lenders and provides grant funds towards interest only on loans amortized over a five-year period. The interest payment amount is intended to reduce the upfront costs of renovation to buildings.

Phase Five Task: Marketing & Promotion

13. Consideration should be given to establish a main street program for the MLK Jr. Corridor and incorporate the most prominent building in the area, the L.B. Brown Historic House and Museum.
14. Once the historic neighborhood establishes new buildings with new uses, historic markers should be installed at each location, exemplifying the importance of the historic area.
15. As the progress of redeveloping the MLK Jr. Corridor progresses, the CRA can turn its attention to the marketing of the corridor and area. A historic brochure should be published and used to attract tourists to the area and should include a walking tour map describing the important buildings on the tour, their history and the famous characters involved. This combined with the creation of a main street, would give new attention to the area that it needs.

Resources: \$3,000,000



Bartow Community Redevelopment Agency Recommendations

0 Highway 17 P3 Redevelopment

Location: 0 Highway 17, 1590 Martin Luther King Jr Blvd; 1561 Laurel St E; 1565 Laurel St; 0 Laurel St E; 9th S.; 0 9th Ave S

Overview: The CRA purchased the properties in the block bounded by MLK Boulevard, Highway 17, Laurel Street, and 9th Avenue during 2017-2019. These key sites in the MLK Jr. Corridor that face Highway 17 can help attract retail to the corridor that addresses the street as proposed in the 2021 Bartow CRA Redevelopment Plan. Currently there is little retail along Highway 17 between Main Street and MLK Boulevard, and the road serves as a major thoroughfare to move cars as quickly as possible, rather than a destination. For retail to be successful on Highway 17, there would need to be lane size reductions, wider sidewalks, on-street parking, and safe parking in a lot on the highway. Constructing improvements on Highway 17 that reflect complete street concepts will work synergistically with the redevelopment of the 0 Highway 17 assemblage to alert motorists that this is an area to slow down and stop at to enjoy the commercial offerings. Furthermore, provisions should be made to create easily accessible parking for customers on both sides of the corridor.



MLK Corridor Concept Plan from 2021 CRA Plan



CURRENT SITE

Phase One Tasks: Assemblage & Preliminary Concept

1. The CRA should continue to pursue full assemblage of the site and acquire the 0.08-acre property located at 0 US Highway 17 S and owned by the Estate of Dixon Elmer, which would increase the assemblage to 1.52 acres (see map in the Preliminary Site Analysis). Although the CRA Plan identifies this site as an opportunity for retail addressing the street with parking behind, this assemblage could also serve as the new location of the Police and Fire Department Headquarters; however, it would need to contain more density as the current headquarters site is approximately 2.89 acres or acquisition of additional land would need to occur. Another option would be to use the site for a park and townhomes.
2. The CRA should then have an architect to provide a preliminary concept of the development and prepare design criteria.

Phase Two Tasks: Request for Proposal

3. The properties along Highway 17 are mostly zoned C-3-Highway Commercial, however a zoning amendment to a mixed-use category may be more advantageous.
4. The CRA should issue a Request for Proposal (RFP) for a commercial development fronting Highway 17, parking, and/or residential townhomes potentially facing 9th Avenue. The CRA should have the following documents for the RFP:
 - a. Survey
 - b. Appraisal
 - c. Environmental Assessment Phase I

The terms of the RFP should also include:

- Sale or Long-Term Lease
- CRA contribution towards infrastructure TIF reimbursement if the property is sold

Resources: \$1.5 million contribution towards infrastructure or TIF reimbursement



Bartow Community Redevelopment Agency Recommendations

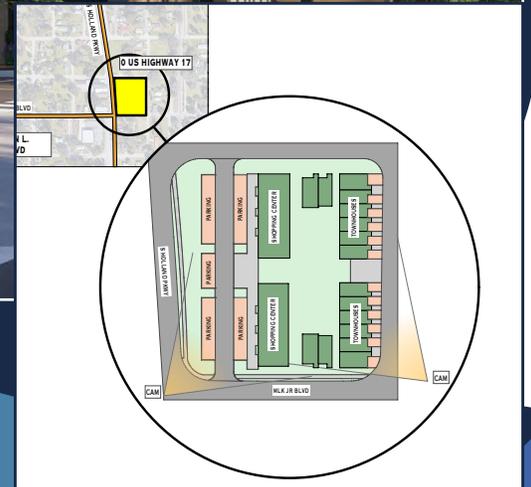
0 Highway 17 Redevelopment Conceptual Renderings



Townhomes facing 9th Avenue



Shopping Center facing Highway 17





Bartow Community Redevelopment Agency Recommendations

455 Wilson Avenue P3 Redevelopment (Old Civic Center & Oaks School)

Location: 455 Wilson Ave; 0 Wilson Ave; 290 Church S; 0 Broadway Ave; 0 E Blvd St.

Overview: The former City Civic Center and Oaks School was built in 1920 according to property appraiser records. The site was formerly a recreation center and public swimming pool in the 1930s before it became a school in 1969. A school operated in the 455 N. Wilson Avenue location until 2005.

The Bartow CRA understands the necessity of building downtown housing for two key purposes: support the unique retailing already established in the downtown, particularly restaurants, and to attract local employees of the County and City administration as well as other local employees of industries to live downtown, thereby reducing the employees' commute distance from housing located further away, including commutes outside of the Bartow city limits. The redevelopment of the old Civic Center and Oaks School along with the adjacent properties into a multi-family mixed-use development would contribute greatly to establishing additional downtown housing and retail, which could be easily seen from the Broadway corridor.



EXISTING

The following tasks are recommended, noting that they are divided into phases such that if items in one phase cannot be accomplished, then the sequential second phase may not be able to commence.

Phase One Tasks: Consensus

1. Although most of the properties are owned by the City, it is recommended that the CRA and City boards have a joint meeting to agree to the full assemblage concept (see the Preliminary Site Analysis) and agree to the funding sources, especially if any relocation of departments or services are required. The City may want to consider transferring ownership of the property to the CRA as well.
2. The CRA should seek a consensus of the CRA Board to move forward to issue an RFP to developers for the development of the Wilson Ave. assemblage property.
3. As part of the feasibility phase, the City, County and CRA should determine what funds could be contributed to the project to close the gap between the cost of the project and the rental rates established in the Bartow market. Note that 9-percent Low Income Housing Tax Credit (LIHTC) financing may be an option, but in reality is very difficult to obtain because of the allocation established by the Florida Housing Agency. An additional financial support option is to have the CRA commit its future Tax Increment to the project for a period of 8 to 10 years or provide a contribution towards infrastructure.

Phase Two Tasks: Request for Proposal

4. The CRA should then have an architect provide preliminary concepts of the development and prepare design criteria.
5. The site is currently zoned as PI- Public Institutional, so the zoning should be amended as well to include more commercial and residential uses. Since density is very low in Bartow, the project may need to be one filed under the State of Florida "Live Local" statute, which bypasses the local zoning codes.
6. The CRA should then issue a Request for Proposal (RFP) to developers or builders for a multi-family, multi-use development. The CRA should have the following documents for the RFP:
 - a. Survey
 - b. Appraisal
 - c. Environmental Assessment Phase I
 - d. Zoning regulations updates or the Live Local option
6. The terms of the RFP should also include:
 - a. Sale or Long-Term Lease of the land and the RFP should indicate which party is responsible for demolition.
 - b. CRA contribution towards land and potentially infrastructure, qualifying the project as a public-private partnership (P3). If the property is sold, then a TIF reimbursement may be warranted.

Resources: \$1,500,000 towards infrastructure or TIF reimbursement



Bartow Community Redevelopment Agency Recommendations

455 Wilson Avenue Redevelopment Preliminary Concept Renderings



Northwest View from Wilson Avenue



Northwest view from intersection of Wilson Avenue & Church Street





Bartow Community Redevelopment Agency Recommendations

495 W. Main Street (Cement Factory) Acquisition & P3 Redevelopment

Location: 495 W. Main Street

Overview: The West End of the CRA is the gateway between Highway 60 and the Downtown. There are a number of potential redevelopment properties in the area, including the property known as the Cement Factory at 495 W. Main Street. This property has been derelict for years and is in desperate need of redevelopment. This key site along Main Street, could serve as visual marker for the CRA's progress along this gateway to the CRA from Highway 60. The area is appropriate for workforce housing since Polk County, the City of Bartow and other large employers, are within walking or biking distance from a future housing project. A housing development also would have a strong impact on the retailing along Main Street and its side streets.



EXISTING

The following tasks are divided into phases such that if items in one phase cannot be accomplished then the sequential phase may not be able to be initiated.

Phase One Tasks: Acquisition & Conceptual Design

1. The first task is for the CRA to acquire the property. There have been various discussions with the property owner regarding acquisition with the CRA and other interested parties, but a deal has not been reached yet. Additionally, it would be advantageous to add the adjacent properties owned by the CSX Corporation to the assemblage, although not all sites are in the CRA (see Preliminary Site Analysis).
2. As part of the acquisition, the CRA would normally perform soil tests of the site and an environmental Phase 1 and 2 studies prior to closing. In addition, a survey would be very useful for the CRA prior to closing, which could be used to depict the preliminary development potential of the site.
3. The CRA should hire an architect to develop a preliminary site plan for the site along with a development program.

Phase Two Tasks: Feasibility & Public-Private Partnership (P3)

4. The Bartow EDC (Economic Development Council) should team up with the CRA to determine the best user types for the ground floor area, such as a home accessory shop, kitchen retailers, bakeries, restaurant uses, and other retailers. The redevelopment of the Cement Factory is a chance for retailers to lease space whose height and storefront are built to modern specifications and equipped with fire sprinklers and visibility with modern glass storefronts.
5. Once the property is acquired and once the CRA has had an opportunity to have an architect provide preliminary ideas of the development, the CRA should proceed to present ideas for to its Board to seek a consensus of the plan to move forward to issue an RFP (Request for Proposal) to developers for the development of a housing site, potentially with mixed-use.
6. Although the property is currently zoned C-2 Community Commercial, which allows for special exceptions uses for residential development, a zoning amendment to a mixed-use category may be more advantageous.
7. The CRA should then issue an RFP for a public-private partnership development. It is strongly recommended that the RFP contain CRA financial contribution towards infrastructure improvements for the site or TIF reimbursement if the property is sold.
8. Along with developing a RFP, a marketing brochure should be prepared to entice developers to the opportunity site.
9. The CRA should research qualified multi-family developers who might be interested in developing the site, contacting local developers as well as those as from Orlando area.

Resources: Acquisition \$1,000,000; P3 Contribution for Infrastructure \$1,500,000 or TIF Reimbursement



Bartow Community Redevelopment Agency Recommendations

495 W. Main Street (Cement Factory) Acquisition & P3 Redevelopment Conceptual Renderings



Southwest view from Main Street & Mill Avenue



Northeast view from new Summerlin St. continuation





Bartow Community Redevelopment Agency Recommendations

MLK Streetscape Improvements

Location: Martin Luther King Jr. (MLK) Boulevard between L.B. Brown Avenue and Highway 17

Overview: As stated in the 2021 Bartow CRA Plan, Martin Luther King Jr. (MLK) Boulevard served as the traditional main street for Bartow's African American community for decades. The City has made efforts to improve the streetscape of MLK Boulevard by installing decorative sidewalks, on-street parking, streetlights, and street trees. Although these improvements have created an attractive environment, streetscapes need updates after a substantial period of time. Additional streetscape improvements to MLK Boulevard can also help entice developers to build again along this corridor. In addition the CRA should look for a lot along the corridor that could be an area for social gathering as well as for dining, if a restaurant were situated next door to the outdoor space.



EXAMPLE OF STREETScape IMPROVEMENTS

Photo credit: West Palm Beach CRA

Phase One Tasks: Design Concept & Consensus

1. The CRA should procure a streetscape designer to develop a conceptual plan as well as provide an estimate for improvements to MLK Boulevard from L. B. Brown Avenue to Highway 17. Suggested improvements include wider sidewalks, shade trees, streetlights if required, protected bike lanes or multi-use paths, on-street parking, crosswalks, and other complete street elements. CCTV cameras also should be installed (see Appendix A).
2. After the conceptual plan is developed, the CRA then would present the design concept to the CRA Board and MLK Main Street organization if one is created, to obtain approval for the project.

Phase Two Tasks: Design & Construction

3. Once consensus for the project is reached, the CRA should procure a firm to design the streetscape improvements.
4. After the construction drawings are completed, the CRA should issue an RFP (Request for Proposal) to find a road work contractor that can install the streetscape improvements.

Resources: \$5,000,000



Bartow Community Redevelopment Agency Recommendations

Main Street Streetscape Improvements

Location:Main Street between Broadway Avenue and NE 1st Avenue

Overview: As stated in the 2021 Bartow CRA Plan, Main Street is the principal retail corridor in downtown featuring many local businesses and restaurants within historic buildings. Much effort has been made over recent years to improve the pedestrian experience, which includes the street trees, sidewalks, brick planters, landscaping, and on-street parking. Although these improvements have created an attractive environment, streetscapes need to be updated after a substantial period of time. Therefore, it is recommended that streetscape improvements to Main Street be made that would act as an enticement for new businesses to open, customers to shop, and developers to invest downtown. Simply stated Main Street needs to be spruced up and improved.



Photo credit: West Palm Beach CRA

EXAMPLE OF STREETScape IMPROVEMENTS

Phase One Tasks: Design Concept & Consensus

1. The CRA should procure a streetscape designer to develop a conceptual plan as well as provide an estimate for improvements to Main Street from Broadway Avenue to NE 1st Avenue. Suggested improvements include wider sidewalks, shade trees, room for sidewalk cafes, curbside streets where possible, on-street parking (particularly on the side streets to Main Street), crosswalk paving, retractable bollards for use during closed street events, decorative lighting, adding blade signs for key businesses, and other complete street elements.
2. After the conceptual plan is developed, the CRA should then present the design concept to the CRA Board and the Bartow Main Street organization, to obtain buy-in for the project.

Phase Two Tasks: Design & Construction

3. Once consensus for the project is reached, the CRA should procure a firm to design the construction drawings.
4. After the construction drawings are completed, the CRA should issue an RFP (Request for Proposal) to find a road work contractor that can install the streetscape improvements.

Resources: \$5,000,000; may need to apply for grant for additional funds.



Bartow Community Redevelopment Agency Recommendations

Main Street Property Acquisition & Redevelopment

Location: Downtown Main Street

Overview: As noted in the 2021 CRA Plan, Main Street is the principal retail corridor in downtown featuring many local businesses and restaurants within historic buildings. There are also a number of buildings and properties owned by the County along Main Street. These types of governmental uses do not tend to drive foot traffic to commercial businesses nearby. It would be beneficial for the CRA in the long-term to acquire the county-owned sites along Main Street in the Downtown or have a land swap to move these county uses potentially to the West End. These sites downtown can then be redeveloped by the private sector through public-private partnerships (P3s) and ultimately become part of the tax roll.



Example of Downtown Redevelopment

Phase One Tasks: Reconnaissance

1. Although the CRA may not be able to acquire the properties in the short-term, it should communicate with the County its long-term vision for their acquisition.
2. Once the CRA has the funding available, it should acquire the properties. This may be one property at a time, or one transaction for all properties.
3. As part of the acquisition, the CRA would normally perform soil tests of the site and environmental Phase 1 and 2 studies prior to closing. In addition, a survey would be very useful for the CRA prior to closing, which could be used to depict the preliminary development potential of the site.
4. The CRA should hire an architect to develop a preliminary site plan for the sites along with a development program.

Phase Two Tasks: Feasibility & Public-Private Partnership (P3)

5. The Bartow EDC (Economic Development Council) should team up with the CRA to determine the best user types for the ground floor area, such as a home accessory shop, kitchen retailers, bakeries, restaurant uses, and other retailers. The redevelopment of the county properties is a chance for retailers to lease space whose height and storefront are built to modern specifications and equipped with fire sprinklers and elevators.
6. Once the property is acquired and once the CRA has had an opportunity to have an architect provide preliminary ideas of the development, the CRA should proceed to present ideas to its Board to seek a consensus of the plan to move forward to issue an RFP (Request for Proposal) to developers for the development of a housing site or an institutional use, potentially with mixed-use residential.
7. Although the properties along Main Street are mostly zoned C-2 Community Commercial, which allows for special exceptions uses for residential development, a zoning amendment to a mixed-use category may be more advantageous.
8. The CRA should then issue an RFP for a public-private partnership (P3) development. It is strongly recommended that the RFP contain CRA financial contribution towards infrastructure improvements for the site(s) or TIF reimbursement if the property is sold.
9. Along with developing an RFP, a marketing brochure should be prepared to entice developers to the opportunity site.
10. The CRA should research qualified multi-family developers who might be interested in developing the site, contacting local developers as well as those as from Orlando area.

Resources: Acquisition \$5 million; P3 Contribution for Infrastructure \$5 million or TIF reimbursement if the property is sold



Bartow Community Redevelopment Agency Recommendations

MLK Park

Location: 1555 MLK Jr. Boulevard or other MLK Boulevard property

Overview: The 2021 CRA Plan noted there are no intentionally designed green spaces or parks within the center of the East End and additionally that culturally sensitive parks, gathering places, and art should be introduced into the Martin Luther King (MLK) Jr. Boulevard Corridor. Although the MLK Gazebo Park offers an attractive passive park, a more active park for gathering space is needed in the area. It is recommended that the CRA choose a property along MLK Blvd. to provide more of an active park that could serve its residents. This additional greenspace can help revive the vibrancy of the MLK corridor.

Phase One Tasks: Site Selection, Conceptual Plan, and Community Engagement

1. The CRA should select the site that would best serve as an urban park for the MLK Corridor. Potential sites include MLK Gazebo Park, property near 1095 MLK Boulevard that the CRA already owns, or the intersection of MLK Blvd. and L. B. Brown Avenue as depicted in the 2021 CRA Plan, or another appropriate property along MLK. The CRA should make an assessment of the benefits of each location, then present the findings to the community in a public forum, and have the community weigh in on the best location for an activated park. Additional acquisition may be needed.
2. Once the site is chosen, then one of the City or CRA approved CCNA landscape architects could be hired to create a preliminary site plan or the CRA could contract with RMA to provide its own designer for the park. It may be feasible to provide preliminary sketches for alternative locations and present to the residents for their approval. It is recommended to include a gathering space, and features that will activate the park for all ages. The CRA or Main Street organization could consider activating the proposed park by having a food truck event on the first Friday of every month to showcase the projects and programs the CRA has, for example. MLK Boulevard could be closed and vendors and music could be added to the affair. This park would not be meant to compete with the L.B. Brown annual event, but is proposed to activate the MLK Corridor. The L.B. Brown annual festival proves that the area is a successful venue for events.
3. After the preliminary design is developed, then the CRA should hold another public meeting for the community to gain consensus and support for the project.
4. The CRA should then present the preliminary design to the CRA Board for approval and to move to the next phase.

Phase Two Tasks: Design & Construction

5. The CRA should have construction drawings prepared after the preliminary design has been chosen mutually by the residents and the CRA Board.
6. Once the design has been completed, then the CRA should engage a CCNA contractor or issue a Request for Proposal to procure a contractor to build the park.

Resources: \$2,000,000



EXAMPLE URBAN PARK

Photo credit: City of Pompano Beach, FL



Bartow Community Redevelopment Agency Recommendations

East-West Connectivity Improvements

Location: Highway 17 between Main Street and MLK Boulevard

East-west streets such as Main Street and Parker Street between Highway 60 and Highway 17

Overview: The 2021 Bartow CRA Plan states the need to provide a positive entrance experience into downtown from both the east and west as well bringing bike connections and a connection to the Fort Fraser Trail to make opportunity sites uniquely accessible within the City. Constructing improvements to improve the multi-modal experience between Highway 60 in the west and Highway 17 in the east, predominantly along Main Street will serve this goal.

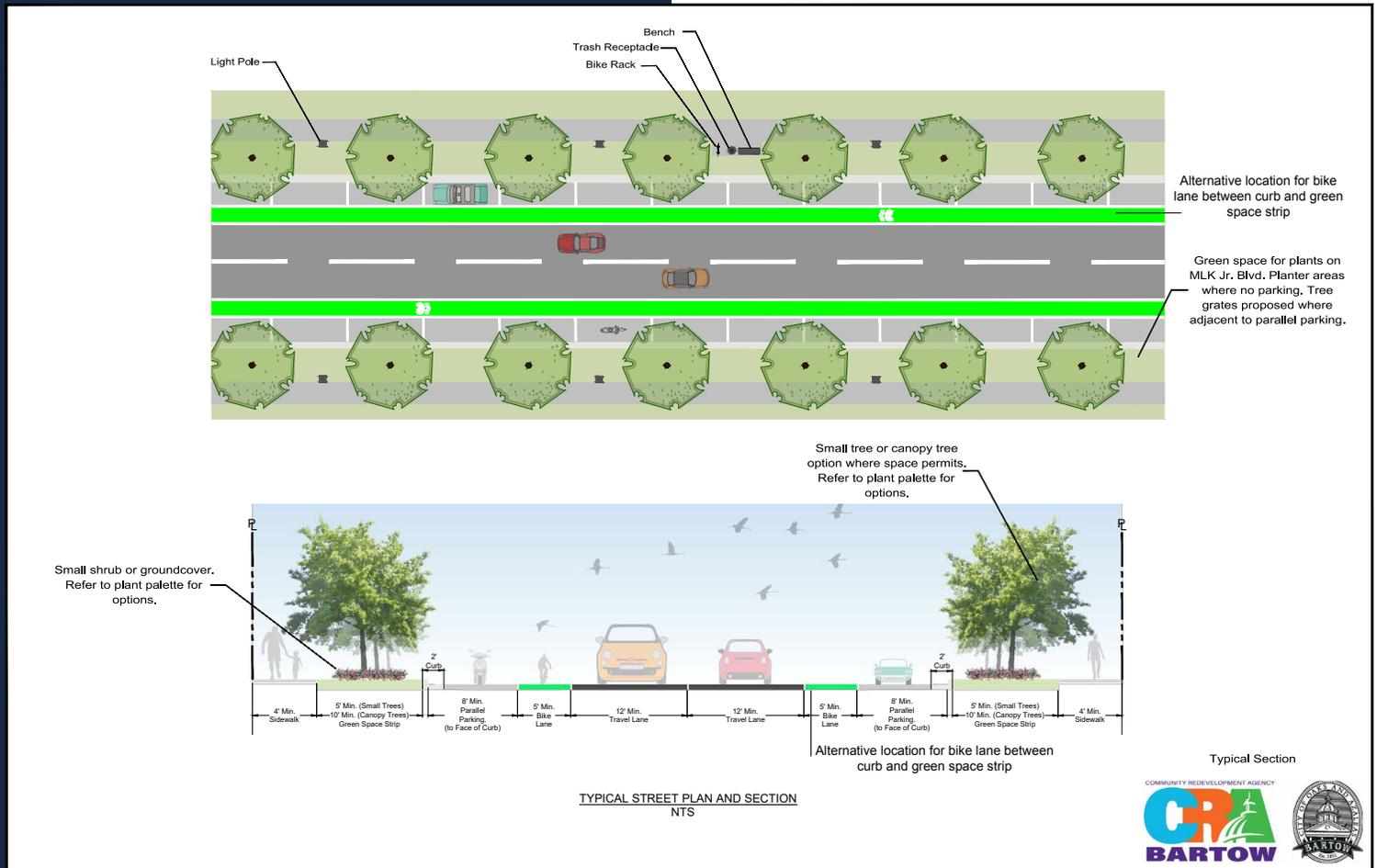
Phase One Tasks: Design Concept & Consensus

1. The CRA should procure a streetscape designer to develop a conceptual plan as well as an estimate for improvements to West Main Street from Broadway Avenue to Highway 60 and East Main Street from L. B. Brown Avenue to Highway 17, as well as creating bike connections potentially on Parker Street through downtown. Suggested improvements include wider sidewalks, shade trees, protected bike lanes or multi-use paths, on-street parking, crosswalks, and other complete street elements (see Appendix A).
2. After the conceptual plan is developed, the CRA should then present the design concept to the CRA Board to get buy-in for the project.

Phase Two Tasks: Design & Construction

3. Once consensus for the project is reached, the CRA should procure a firm to design the streetscape improvements.
4. After the construction drawings are completed, the CRA should issue an RFP (Request for Proposal) to find a road work contractor that can install the streetscape improvements.

Resources: \$5,000,000



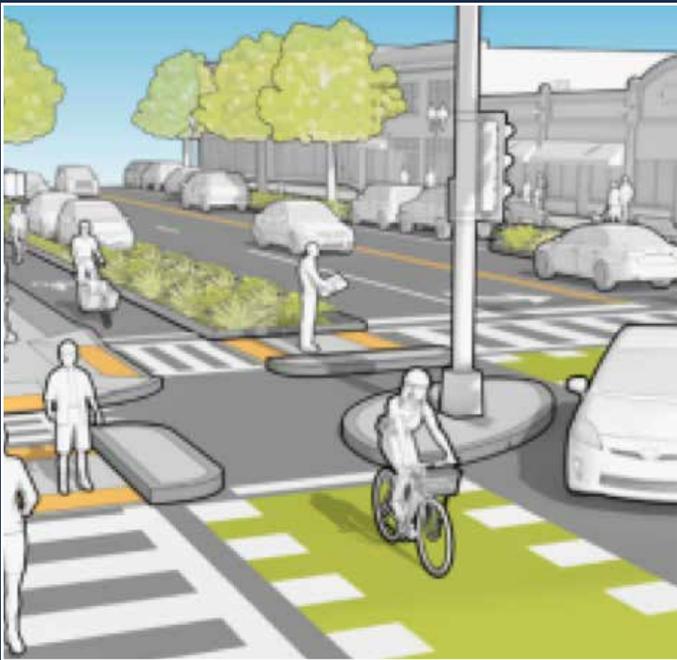


Bartow Community Redevelopment Agency Recommendations

U.S. Highway 17 Complete Streets Improvement

Location: Highway 17 between Main Street and MLK Boulevard

Overview: The 2021 Bartow CRA Plan depicted enhanced pedestrian improvements along Highway 17, while also acknowledging the need to bring retail along the corridor that addresses the street. Currently there is little retail along Highway 17 between Main Street and MLK Boulevard, and the road serves as a major thoroughfare to move cars as quickly as possible, rather than a destination. For retail to be successful on Highway 17, there would need to be a lane size reductions, wider sidewalks, safe on-street parking, and off-street parking in a lot on the highway. Constructing improvements that reflect complete street concepts like on-street parking, protected bike paths, wide sidewalks, shade trees, and other elements will alert motorists this is an area to slow down and stop at to enjoy the commercial offerings. The public investment in complete street improvements will also attract private investment to redevelopment sites along Highway 17.



EXAMPLE OF COMPLETE STREET IMPROVEMENTS

Photo credit: Massachusetts Department of Transportation



EXISTING

Photo credit: Google

Phase One Tasks: Design Concept & Consensus

1. The CRA should procure a streetscape designer to develop a conceptual plan as well as an estimate for improvements to Highway 17 from Main Street to MLK Boulevard. Suggested improvements include wider sidewalks, shade trees, protected bike lanes or multi-use paths, on-street parking, crosswalks, and other complete street elements (see Appendix A).
2. After the conceptual plan is developed, the CRA then present the design concept to the CRA Board to get buy-in for the project.

Phase Two Tasks: Design & Construction

3. Once consensus for the project is reached, the CRA should procure a firm to design the streetscape improvements.
4. Once local consensus for the project is reached, the CRA/City should work with FDOT (Florida Department of Transportation) and the county MPO (Metropolitan Planning Organization) to secure approval and enhancement funds.

Resources: \$5,000,000 plus potential for MPO grant match



Bartow Community Redevelopment Agency Recommendations

Parking Garage

Location: Downtown

Overview: Downtown Main Street is the commercial heart of Bartow with several boutique shops and exciting culinary experiences. Currently there are many surface parking lots along the street, but it is best for the vitality of the downtown if eventually these sites are redeveloped to include multi-story mixed-used buildings. However, the parking from surface lots can be moved into a parking garage structure. It is highly recommended that any garage structure includes a commercial use on the ground floor.



Photo credit: HSI Engineering

EXAMPLES OF PARKING GARAGES IN COMMERCIAL AREAS

Phase One Tasks: Studies

1. The CRA should first select a professional services firm to conduct a parking study to determine the number of spaces needed in the parking garage to satisfy the demand for parking for the next ten years.
2. The CRA should determine the most appropriate location for the parking garage. Acquisition may be necessary or the CRA may want to utilize a parcel they already own.
3. After a site is selected, then the CRA should procure a designer to develop a conceptual plan for the parking garage.

Phase Two Tasks: Design & Construction

4. After CRA staff is satisfied with the conceptual design, the CRA should procure a firm to produce construction drawings.
5. When the construction drawings are completed, the CRA should issue an RFP (Request for Proposal) to find a contractor that can construct the parking garage.

Resources: \$2,000,000; any additional funding needed should be provided by the City or County.



Bartow Community Redevelopment Agency Recommendations

Incentive Programs for Redevelopment

Location: Bartow CRA

Overview: The Bartow CRA has a number of incentive programs that enhance both commercial and residential properties within the CRA District area. Programs for commercial property improvements include the following:

Commercial Enhancement Grant Program: The CRA provides a 50% matching grant for interior and exterior improvements to commercial properties, however interior improvements to the ground-level must be included. Maximum grant award \$200,000 to property owners or tenants.

Commercial Facade Grant Program For small-scale exterior facade renovations and/or repairs, the CRA funds 100% of the cost of eligible improvements and/or repairs up to a grant award of \$5,000. For larger exterior building enhancements and site improvement projects, the CRA will fund a 50% matching grant toward the total cost of the project up to a maximum grant award of \$50,000.

However, there are a few other programs that may help the CRA ignite large-scale redevelopment projects.



Avenue Lofts, Ft. Lauderdale, FL

EXAMPLE OF REDA PROJECT

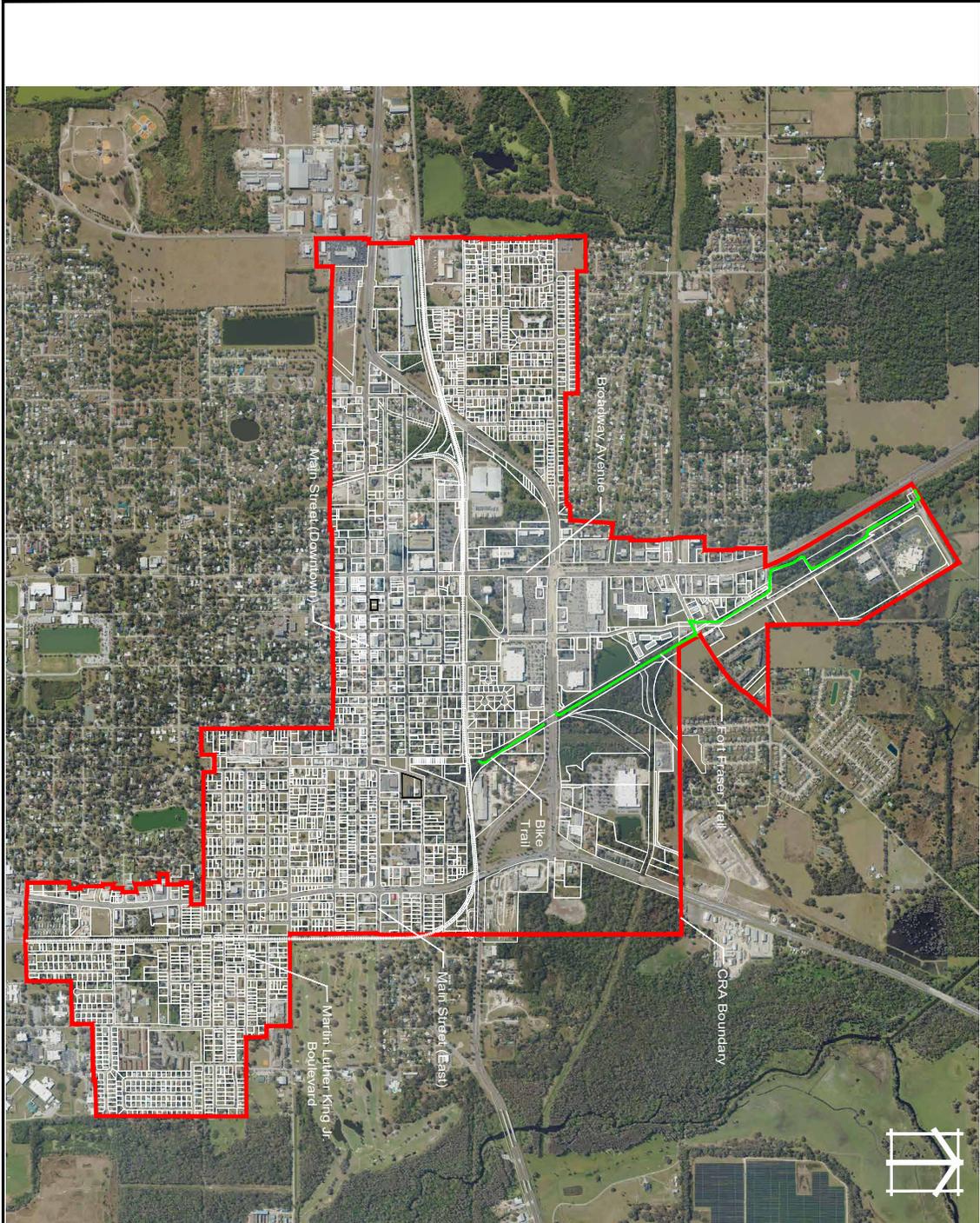
Task: New Incentive Programs

The CRA could benefit from a Real Estate Development Accelerator Program (“REDA”) that assist major development projects (\$5+ million) experiencing a financial gap between their projected income and the construction and development costs. This program is funded by the incremental new taxes generated from the project’s development, whereby the developer receives a portion of the taxes generated by the completed project for a time certain, typically between 3 years and 10 years. Another program that could potentially help the CRA is a Capital Investment Grant Program. This program works in conjunction with the lenders and provides grant funds towards interest only on loans amortized over a five-year period. The interest payment amount is intended to reduce the upfront costs of renovation to buildings.

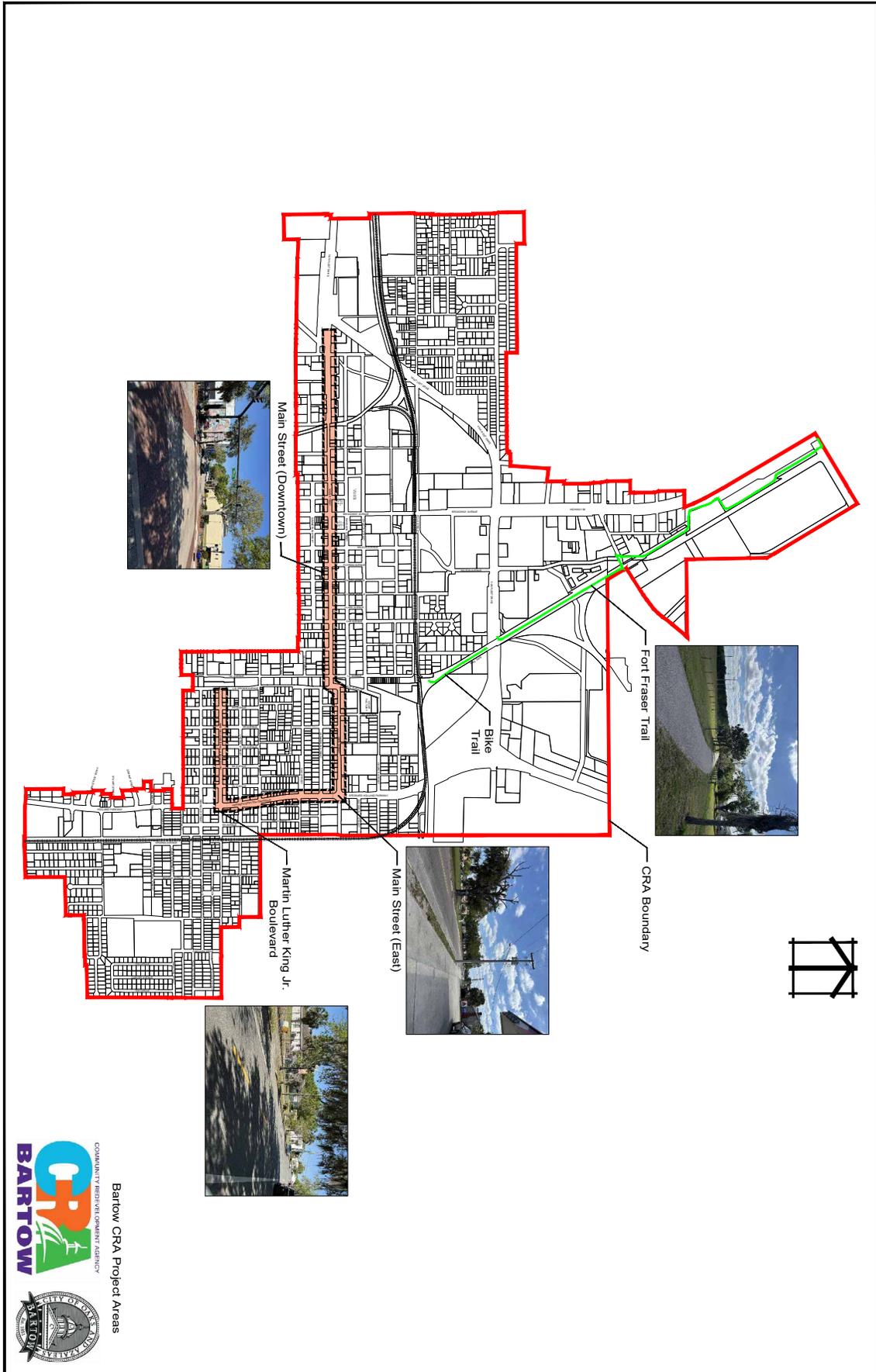
Resources: For REDA, a reimbursement for a portion of taxes created is provided; all other incentive programs \$100,000 annually.

APPENDIX A

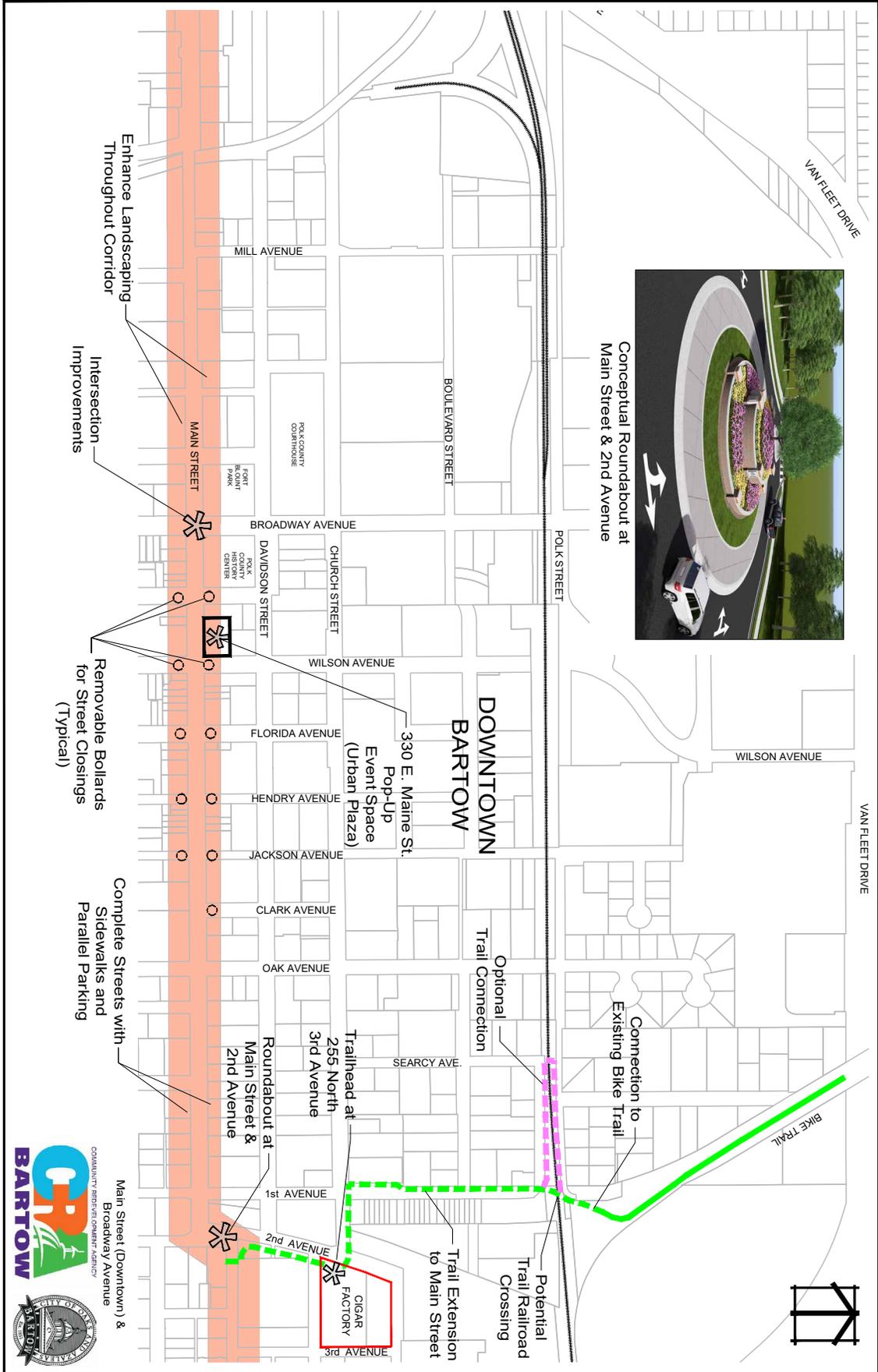
Capital Improvement Project Conceptuals



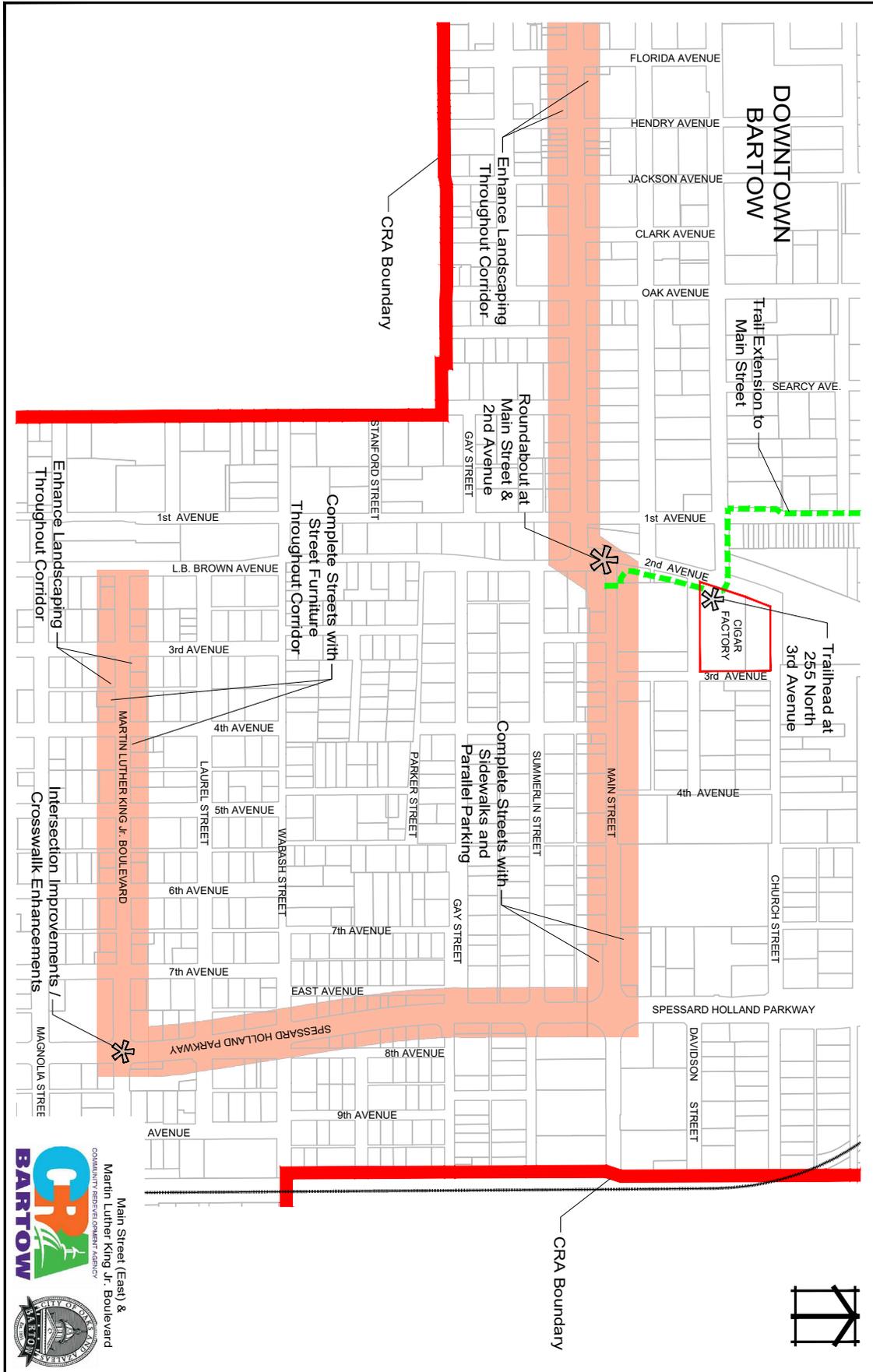
APPENDIX A



APPENDIX A



APPENDIX A



APPENDIX A



Bench Options



Decorative Pots



Tree Grates



Trash Receptacles



Retractable Bollards



Street Furniture and Fixture Potential



APPENDIX A

Intersection & Crosswalk
Paint Pattern Options Below



EAST MAIN STREET
NTS



MILK BOULEVARD
NTS



CROSSWALK & INTERSECTION PATTERN OPTIONS
NTS

APPENDIX A



Dahoon Holly



Fringe Tree*



Live Oak



Winged Elm*



Florida Anise



Saw Palmetto



Blackhaw



Galberry



Black-Eyed Susan



Dwarf Yaupon



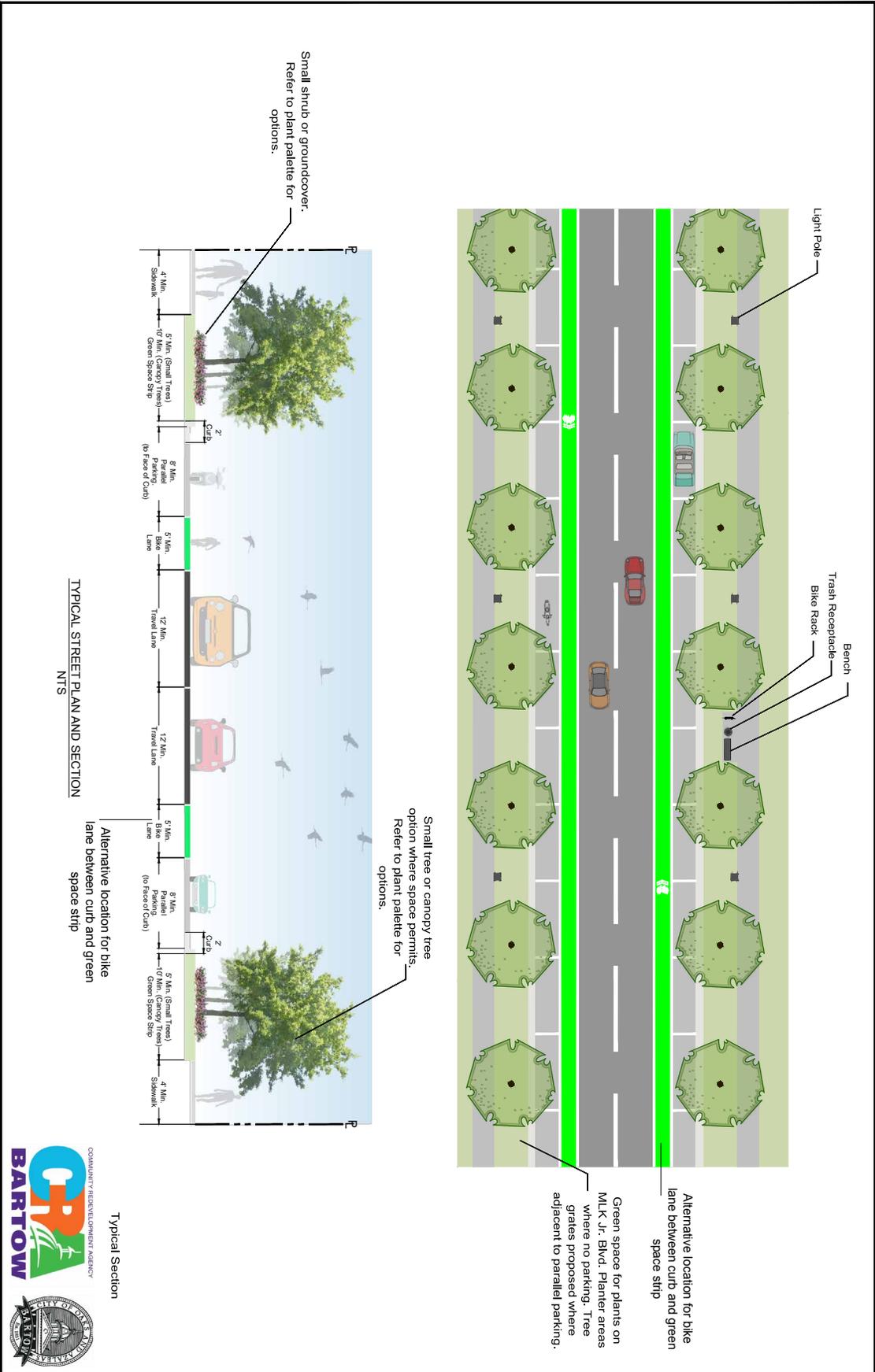
Coontie



Sunshine Mimosa

* Deciduous

APPENDIX A





Bartow

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