

BARTOW COMMUNITY REDEVELOPMENT PLAN UPDATE

CITY OF BARTOW, FL

MARCH 2021 | REVISED JULY 2021

COMMUNITY REDEVELOPMENT PLAN UPDATE

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ACKNOWLEDGMENTS:

Stephen Cox, CPM, FRA-RP | Executive Director, City of Bartow CRA
scox.cra@cityofbartow.net

City of Bartow
450 North Wilson Avenue
Bartow, Florida 33830
(863) 534-0121

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Karen Guffey, Vice-Chair
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Brian Hinton

CONTACT US:

GAI Consultants, Inc.
618 East South Street, Suite 700
Orlando, Florida 32801
(407) 423-8398



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EXECUTIVE SUMMARY

This document is an update (“Updated CRA Plan”) to the existing Bartow Community Redevelopment Plan and a formal modification to extend the time certain for redevelopment of the Bartow Community Redevelopment Area to the end of fiscal year 2050. It comprises a vision and policy framework for the CRA area with boundaries officially established by City of Bartow in 2000, 2005 and 2007.

As a modified plan, this document recaps the basic contents, projects and milestones of the 1990, 2000, 2006, and 2014 CRA plans and subsequent planning initiatives in 2014 and 2016. This update strengthens the foundation for revised objectives, programs, and budgets going forward. The modifications to previous objectives, subsequent budget, and allocation of resources are premised on the fundamental ideas or principles found in those earlier planning efforts. The key objectives of those plans could be summarized as follows:

- Encouraging economic development, highlighted by the Bartow Commons opportunity, assembly of properties
- Continued support of Downtown’s development, particularly its entertainment destination potential, residential development, and adaptive reuse of buildings
- Enhancing the viability of the residential character of the neighborhoods, preservation of existing housing stock, and infill development
- Supporting the increased mobility options for a more walkable community, connecting to trail system
- Enhancing the overall aesthetics of the area, especially the entrance corridors and public realm
- Support a more robust marketing effort to leverage community assets

Working from this framework, this updated plan focuses on those key elements that would appear to have the most meaningful impact on the economic and social enhancements for the CRA residents, businesses and community at large. This document includes separate chapters dealing with the CRA’s history and background, existing conditions, and realigned objectives and initiatives. Chapters are also included that address updated demographic and market data, and detailed financial analysis with corresponding increment revenue projections. The final sections of the updated plan relate to statutory provisions of F.S. Chapter 163 (III) and the appendices containing supporting maps and calculations.

The key elements of the updated plan have been significantly influenced by input received from a number of focus group workshops with community stakeholders, staff, as well as the initial community-wide workshop as part of the Bartow Master Plan program initiated this past summer. Based on these engagements with the community, the highlighted objectives are listed on the following page.

- *Economic Development -*

Projects and programs are centered around Downtown's continued development, catalyst sites, enhancements to commercial corridors, better connectivity, and mobility.

- *Housing Diversification -*

Support for more diversity in the housing product offerings to better accommodate the emerging demographic workforce.

- *Infrastructure and Utility Investments -*

This element complemented the Connectivity element with its focus on sidewalk extensions, street lighting, stormwater drainage improvements, as well as upgrades to community facilities (parks, public realm, overall aesthetics), with a renewed emphasis on accommodating upgraded technology throughout the area.

- *Marketing -*

A strong sentiment from the public engagement process was the desire to see a greater support for more creative marketing of the community's assets: downtown scale, character of residential neighborhoods, quality of the school system, family friendly, "home town" feel.

While the aspirational objectives of the updated plan are the framework for establishing the implementation program, a key chapter provides the projections of increment resources available to the Trust Fund. Chapter Five provides the analysis and calculations for low, moderate, and high increment revenue projections through 2050, a twenty-year extension over the current anticipated sunset of 2030. The revenues reflected on the following page for the low scenario, the most conservative, are presented in a format that allocates increment dollars to a Capital Improvement Program (CIP) in five-year segments, through 2050.

Table ES.1 Funding Allocation for the Bartow CRA through 2050

| Project/Program | 2021-2025 | 2026-2030 | 2031-2035 | 2036-2040 | 2041-2045 | 2046-2050 |
|----------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Catalyst Sites | \$1,250 | \$2,500 | \$500 | \$500 | \$500 | \$500 |
| Downtown Development | \$850 | \$1,250 | \$2,000 | \$3,500 | \$4,000 | \$4,500 |
| Housing | \$1,250 | \$2,250 | \$5,000 | \$5,000 | \$6,500 | \$8,000 |
| Neighborhoods | \$750 | \$1,000 | \$2,000 | \$3,500 | \$5,000 | \$7,000 |
| Corridors | \$500 | \$500 | \$500 | \$750 | \$1,250 | \$2,000 |
| Connectivity | \$500 | \$500 | \$500 | \$750 | \$1,250 | \$1,250 |
| Marketing | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 |
| Total | \$5,600 | \$8,500 | \$11,000 | \$14,500 | \$19,000 | \$23,750 |

Source: GAI Consultants.

In summary, the Updated CRA Plan provides a pragmatic, but still exciting, program for energizing potential redevelopment opportunities, attracting private investment, and continuing to address the needs of the residents and businesses in the CRA as well as the entire community. It is a blueprint that allows for judicious resource allocation, the ability to creatively incentivize other public and private resources and stimulate excitement for a brighter future.





CHAPTER ONE: BACKGROUND

1.1 Historical Perspective of the Study Area

This section describes in detail the original redevelopment plan and subsequent updates for the Bartow Community Redevelopment Agency since the original plan in 1990, as well as boundary expansions for the Community Redevelopment Area occurring in 2000, 2005, and 2007.

The Original Bartow CRA (1990)

The City of Bartow established its first Community Redevelopment Area ("CRA") in April 1990 by adoption of Resolution 2888-R (Finding of Necessity). The Community Redevelopment Agency was established by Ordinance 1547-A and the Redevelopment Trust Fund was created by Ordinance 1548-A in June of 1990 with 1989 as the base year for valuation of real property within the CRA. The CRA was comprised largely of the downtown business and residential district which, at that time, was limited to the area generally surrounding a segment of Main Street between North Holland Parkway and Agricola Road.

The redevelopment plan adopted for this CRA was a ten-year plan divided into two five-year phases. Phase I of the CRA Plan focused on the downtown commercial area with the goal of transforming the area to be more economically viable. Phase II of the CRA Plan extended these redevelopment efforts into the western commercial area and eastern residential area. By 1999, with the completion of Phase I and much of Phase II, the community redevelopment agency determined that other areas of the City were in need of redevelopment activity.

A "New" CRA for Bartow (2000)

Efforts to develop a new redevelopment plan for the City of Bartow began in earnest in May 1999 with the adoption of City Resolution 3238-R (Finding of Necessity). This resolution supported a Northward expansion of the CRA boundary to include commercial properties along the Highway 60 bypass and Highway 98. The revision proved complicated however as the proposed boundary adjustment both added new properties to the CRA and removed original properties from the CRA, resulting in a hybrid contraction and expansion.

The complexity of the amended CRA boundary drew concern with regard to tracking and calculating the tax increment which funds the redevelopment trust fund. Working with the Polk County Tax Collector and other county-level officials, several alternatives for estimating the financial implications of the amended CRA boundary were presented to the Community Redevelopment Agency and City Commission.



Fig. 1. Old Polk County Courthouse
Constructed in 1908-09, located at 100 East Main Street.

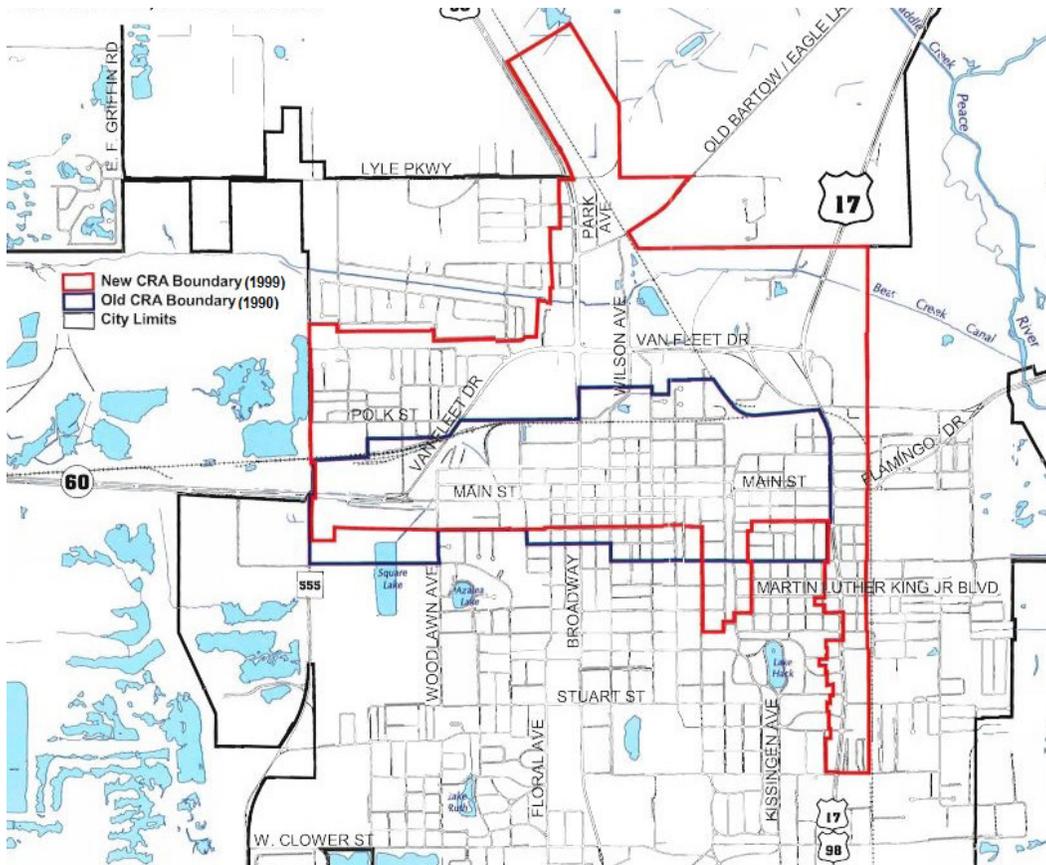


Fig. 2. Bartow CRA Historical Boundaries

This map depicts the original 1990 Bartow CRA Boundary which was eliminated and replaced with the adoption of the new 2000 Bartow CRA Boundary.

Ultimately, Bartow elected to resolve the financial complexity by revising the 1990 Community Redevelopment Area as suggested and establishing a “new” base year for tax increment calculations. In June 2000, the City of Bartow adopted Resolution 3238-R establishing the formal expanded boundaries of the CRA and adopting a formal modified CRA plan. The City of Bartow also adopted Ordinance 1921-A, which amended the Redevelopment Trust Fund ordinance to modify the increment base year to 1999.

The City of Bartow’s acts expanding the boundaries of the CRA, adopting a modified CRA plan and amending the redevelopment trust fund ordinance were ratified on October 1, 2000 by Judge Ronald A. Herring of the Circuit Court of the Tenth Judicial Circuit in and for Polk County in Case GCG-2000-2595.

Bartow CRA Expansions – "Filling in the Donut" (2005) and "East Bartow" (2007)

The boundary of the CRA was amended in 2005 by Resolution 05-3554-R (Finding of Necessity) to incorporate 245 parcels located north of Bay Street and South of Gay Street, generally lying between North Holland Parkway and South L.B. Brown Avenue. This area had experienced investment in the form of City and County CDBG funds prior to the establishment of the new CRA. This contributed to a measure of residential revitalization and halted deterioration to some degree. However, signs of decline in the housing stock returned in the years following the establishment of the new CRA, prompting the CRA boundary expansion to incorporate this largely residential area.

The boundary of the CRA was again amended in 2007 by Resolution 07-3630-R (Finding of Necessity) to incorporate an area of approximately 183 acres largely comprised of residential land uses. The Finding of Necessity conducted for the area identified faulty lot layout in relation to size, adequacy, accessibility, or usefulness; and deterioration of site or other improvements as evidence of blight conditions which impair or arrest sound growth within the area.

According to records obtained from the Polk County Property Appraiser, all real property located within the 2005 and 2007 expansion areas have an established base year of 2011 for valuation of all real property.

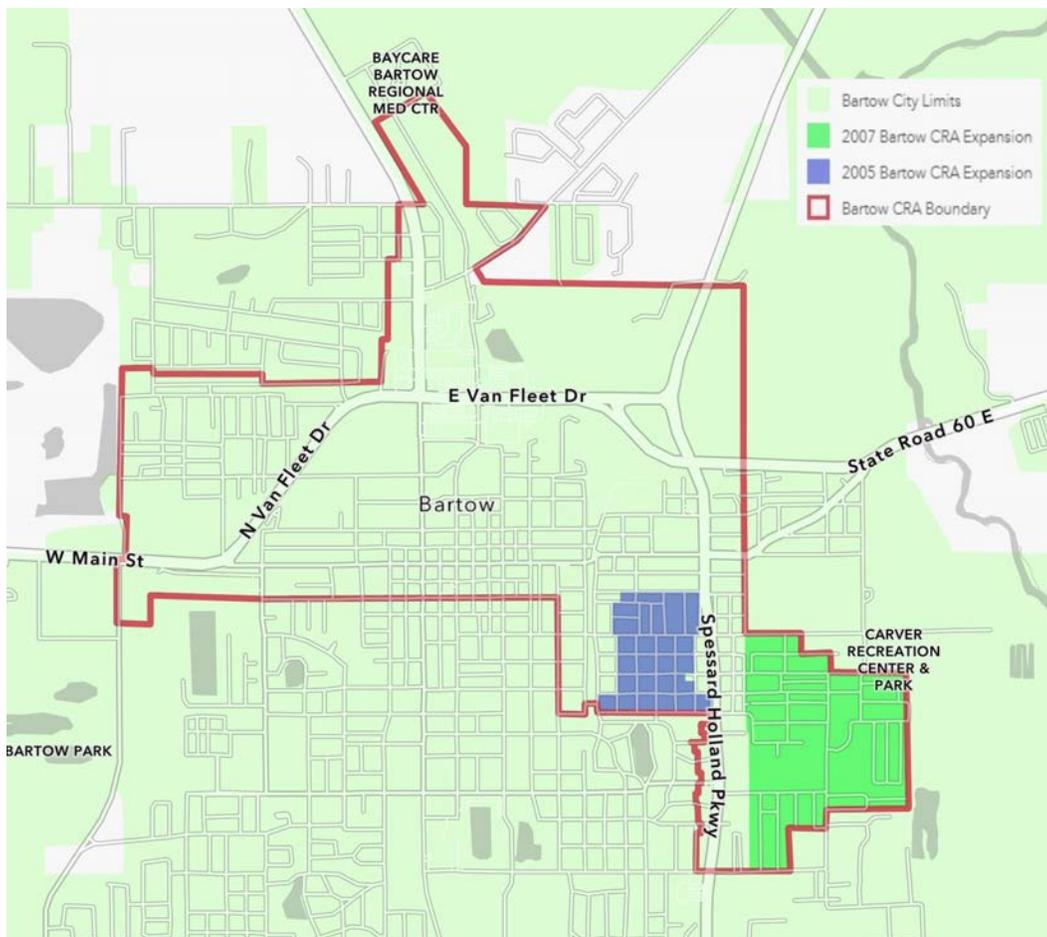


Fig. 3. Bartow CRA Boundary Expansions
This map depicts the 2005 and 2007 expansions to the Bartow CRA Boundary.

2014 CRA Redevelopment Plan Update

In response to changing economic, social, and community conditions, the City of Bartow and the Community Redevelopment Agency identified the need to update the CRA Redevelopment Plan. In 2013, the City of Bartow contracted with the Central Florida Regional Planning Council to complete this task. While the updated modified the CRA's key goals and projects for redevelopment activity in the community redevelopment area, the update did not amend the CRA boundaries, did not create a new base year for Tax Increment Financing (TIF) revenue purposes, and did not extend the time certain for completion of redevelopment activity.

The 2014 CRA Redevelopment Plan identified 5 "Big Ideas" based upon data, analysis, and public input and are designed to eliminate blighted conditions and facilitate economic development, especially within the historic downtown area. Below is a summary of the 5 "Big Ideas" and key issues addressed for each.

1. Bartow Commons
 - Restoration and reuse of a historic building
 - Draws people to the downtown area
 - A use for families and young adults
 - Downtown recreation and activity
 - Redevelopment and infill development opportunities
 - Ft. Fraser Trail extension
 - Health
 - Entertainment
 - Walkability
 - Transition zone
2. Walkable Downtown
 - Health
 - Aesthetics
 - Downtown revitalization
 - Public art
 - Downtown recreation
 - Entertainment opportunities
 - Draw people to downtown
 - Encourage redevelopment and reuse of blighted buildings
3. East End Community Vision Plan
 - Vacant and blighted structures
 - Health
 - Walkability
 - Housing infill

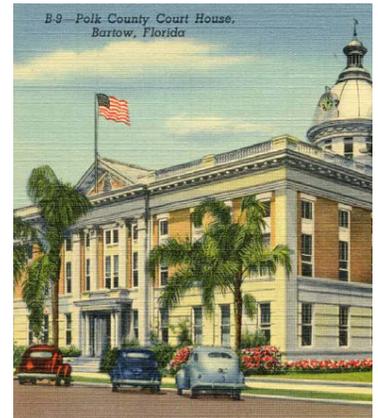


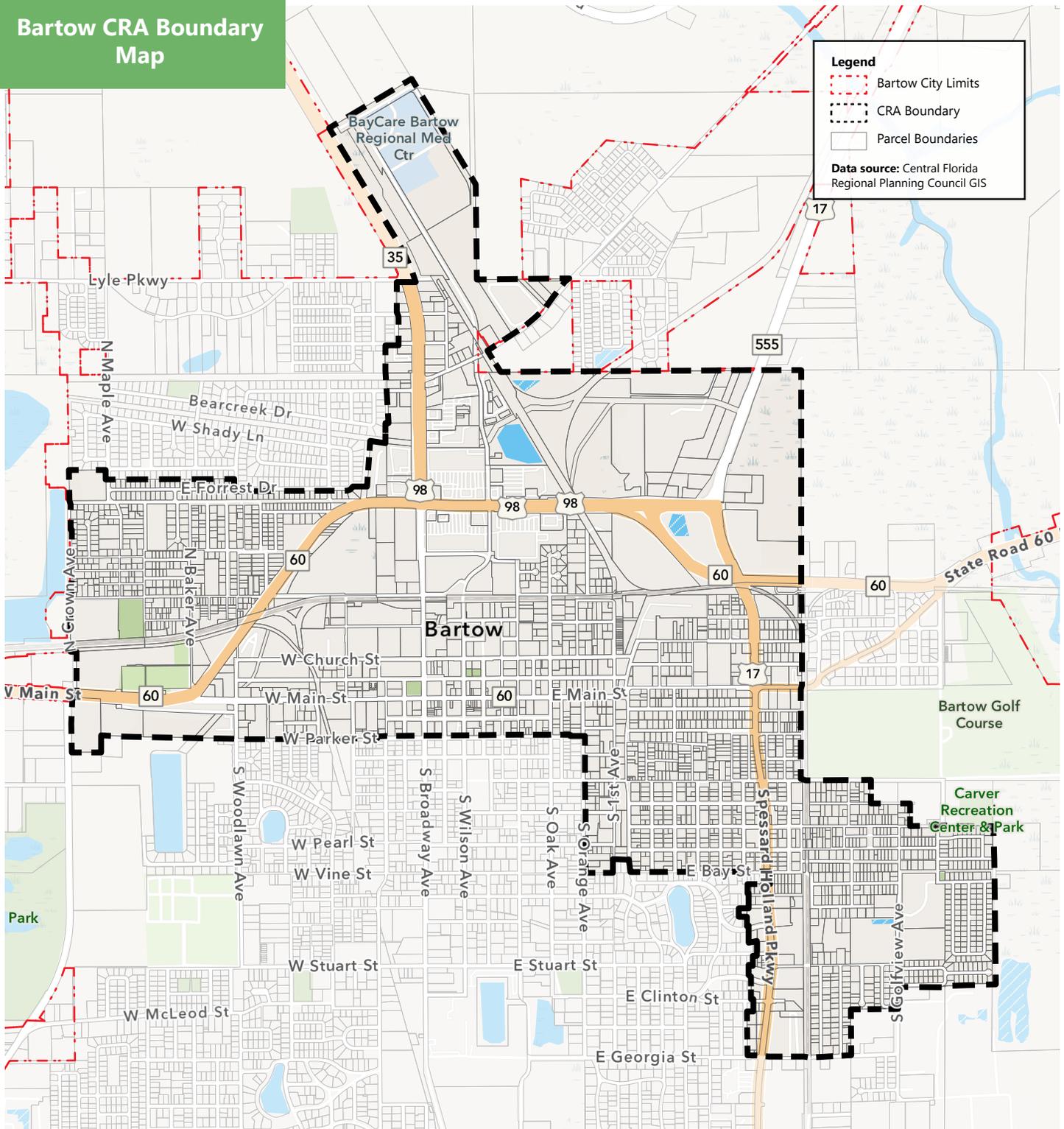
Fig. 4. Old Polk County Courthouse
Constructed in 1908-09, located at 100 East Main Street.

- Highway 17 enhancement and redevelopment
 - Historic preservation
 - Downtown gateway
 - Neighborhood beautification
4. Historic Downtown Development
- Aesthetics
 - Marketability
 - Vacancy
 - Blighted structures
 - Redevelopment and reuse
5. Enhance and Preserve Residential Neighborhoods
- Public Safety
 - Community Pride
 - Essential Infrastructure
 - Elimination or Rehabilitation of Blighted Structures
 - Infill Development

Fig. 5. Historic Main Street
*Illustrates Bartow Main Street
and Broadway Street, circa 1888.*



Bartow CRA Boundary Map



1.2 Recent Planning Initiatives

2014 East End Community Vision Plan

The East End community is a smaller neighborhood in the larger East Bartow area. It is located just east of Downtown and south of Highway 60. The eastern part of Main Street extends through this area and intersects with Highway 17. The area is fully within the boundaries of the Bartow CRA. The intent of the East End Community Vision Plan was to be a community-inspired “road map to the future” for this part of the larger East Bartow community. Initiated by the Bartow CRA, this effort sought to address a number of critical issues determining the physical growth and evolution of this community.

The general physical and visual conditions of the East End community indicate that the area has suffered from a lack of investment and has been in decline for several years. Much of the area’s existing building stock, a significant number of vacant lots and the general character of local streets appear to have a blighting influence on its overall stability. For this area to better define the eastern edge of Downtown, better contribute to the CRA, become a more desirable location for commercial investment and become a more desirable neighborhood for both existing and prospective residents, a new vision for the area’s future is essential. In order to accomplish this, the East End Community Vision Plan identified five major priorities that provide a direction for implementing both interim and long-term strategies that are necessary for a sustainable revitalization process.

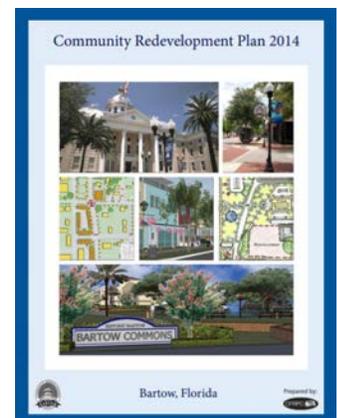
- Identify opportunities to redefine East Main Street as a major gateway into Downtown and accommodate new mixed-use commercial development.
- Determine the commercial redevelopment potential for vacant parcels fronting along Highway 17 and enhance its visual character as an entrance to the City.
- Develop a strategy for both the interim use and long-term redevelopment of the area’s many vacant parcels.
- Redefine the 1st Avenue/L. B. Brown Avenue corridor as a new civic and activity center for the City.
- Develop a program to address the area’s infrastructure deficiencies, street scape conditions and overall visual character.

Bartow CRA Strategic Plan 2015-2020

The mission of the Bartow CRA is to reduce Community blight by funding plans, projects, programs and activities:

- Develop feasible plans for development and redevelopment in the Bartow CRA district: Downtown, Major Corridors and Neighborhoods;
- Provide tools and resources to assist community organizations to become financially self-sufficient and sustainable;
- Improve the City infrastructure in the Bartow CRA District;
- Upgrade housing stock, and increase workforce housing;

**Fig. 6. Bartow CRA
Redevelopment Plan 2014**
*The 2014 Community
Redevelopment Plan for the City
of Bartow, prepared by CFRPC.*



- Attract and support businesses in the Bartow Downtown (Historic Main Street) and the broader Central Business District.

Bartow CRA Goals in 2020

- Goal 1: Revitalize an Expanded Bartow Downtown – Historic Main Street – Martin Luther King and North Business District;
- Goal 2: Revitalize Residential Neighborhoods in CRA District;
- Goal 3: Effective Working Relationships: City-CRA-Community Partners.

Bartow CRA Work Plan Action Agenda 2015-2016

- East End Action Plan
- Residential Blight Elimination Action Plan
- Business Visitation Program Development
- Strategic Property Acquisition

Criteria for Measuring Success in 2020

- Reduce neighborhood blight through upgraded housing stock and revitalization of City infrastructure (as needed) and facilities;
- Reduce blight in commercial areas through corridor beautification and attraction of new businesses;
- Stronger community organizations and partners that are self-sufficient and CRA supported activities are linked to CRA mission;
- Downtown Bartow thriving with occupied storefronts, retail, restaurants, professional offices, adequate parking, 2nd floor lofts for professional offices and residences.

On the Horizon for the Bartow CRA

- Paint Up/Fix Up Program: Re-establishment
- Homebuyer/Homeowner Education Program
- 17th Corridor Commercial Development/Redevelopment
- CRA Marketing Program and Documents
- Main Street Business Development

1.2.1 Purpose of the Current CRA Redevelopment Plan Modification Effort

The Bartow Community Redevelopment Plan provides mechanisms and programs for coordinating and facilitating public and private improvements to encourage revitalization. The authority and powers invested in this plan come from the Community Redevelopment Act of 1969 (Florida Statutes, Chapter 163, Part III). The Community Redevelopment Act grants local municipalities and local redevelopment agencies the authority to undertake community redevelopment activities and projects following the designation of a redevelopment area to be of slum or blight, or a combination thereof.

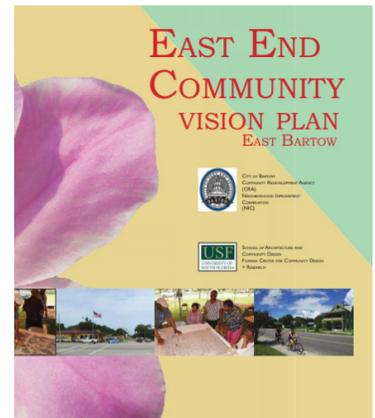


Fig. 7. East End Community Vision Plan

The East End Community Vision Plan, designed for East Bartow by USF, School of Design.

Section 163.361(3)(a), Florida Statutes, provides that the Community Redevelopment Agency may recommend *"modification to a community redevelopment plan that expands the boundaries of the community redevelopment area or extends the time certain set forth in the redevelopment plan."*

The primary purpose for this modification and update to the Bartow CRA Redevelopment Plan is to develop a modern redevelopment program to address and eliminate slum and blight conditions in the City of Bartow's Community Redevelopment Area. In addition, this modification and update is intended to extend the time certain for redevelopment activity within the City of Bartow Community Redevelopment Area to September 30, 2050, as permitted by Section 163.387(2)(a), Florida Statutes.

1.3 Intent of a Community Redevelopment Plan

What is a Community Redevelopment Area?

Section 163.340(10), Florida Statutes defines a Community Redevelopment Area as:

...a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment.

What is a Community Redevelopment Plan?

Section 163.340(11), Florida Statutes defines a Community Redevelopment Plan as *"a plan, as it exists from time to time, for a community redevelopment area."*

Section 163.360(2), Florida Statutes states that a Community Redevelopment Plan shall:

- a. *Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.*
- b. *Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.*
- c. *Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.*

What is a Community Redevelopment Agency?

A Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs or blighted conditions of the Community Redevelopment Area.

Section 163.358(2), Florida Statutes states:

Each county and municipality has all powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including those powers granted under s. 163.370. A county or municipality may delegate such powers to a community redevelopment agency created under s. 163.356, except the following, which continue to vest in the governing body of the county or municipality:

- a. The power to determine an area to be a slum or blighted area, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold any public hearings required with respect thereto.*
- b. The power to grant final approval to community redevelopment plans and modifications thereof.*
- c. The power to authorize the issuance of revenue bonds as set forth in s. 163.385.*
- d. The power to approve the acquisition, demolition, removal, or disposal of property as provided in s. 163.370(4) and the power to assume the responsibility to bear loss as provided in s. 163.370(4).*
- e. The power to approve the development of community policing innovations.*
- f. The power of eminent domain.*

Fig. 8. Bartow First Baptist Church

Located at the corner of E. Church Street and N. Florida Ave. in the Bartow CRA.



CHAPTER TWO: EXISTING CONDITIONS

This updated plan builds upon historic and recent planning initiatives with more current context. Highlighting the existing conditions to the basic community infrastructure are the various maps below. This section focuses on the key areas that may be most impacted by the plan's implementation objectives: downtown's continued redevelopment, the North Neighborhood's enhancements, and development initiative opportunities on the East Main and West Main Street corridor.

2.1 Neighborhood and Activity Center Profiles

2.1.1 Downtown Bartow

Centered around the intersection of N Broadway Ave and Main Street, Downtown Bartow is host to higher commercial and employment activity however residential uses are few.



Fig. 9. Downtown Bartow Existing Land Uses

This map depicts the existing land uses, based on Florida Department of Revenue codes, of Downtown Bartow. Government uses account for a significant portion of property.

1 in = 0.125 mi

- Residential uses
- Commercial uses
- Cultural uses
- Government uses
- Building footprints

Walkability

Downtown is generally walkable as sidewalks, small block sizes, and a sense of enclosure all contribute to a comfortable pedestrian environment along Main Street and some of the surrounding streets. Downtown blocks are one acre in area with an average block face of a walkable 200-220 foot length. All block faces include sidewalks with widths between 6 and 8 feet. Walkways along Main Street average 8 feet in width and street trees are planted approximately every 50 feet, projecting ample shade over walkways. Buildings directly abut walkways and typically have more than 50-60% transparency (length of window face), a factor that provokes intrigue among pedestrians.

Diversity of building form, uses, and ownership

Diversity of building form, uses, and ownership within the Downtown center is relatively higher compared to North Bartow and East Main Street. Government land uses account for over 43% of existing land uses within the Downtown center. The remaining uses are primarily commercial with residential accounting for 12% of existing land uses. This center includes 257 residential units, nearly half of which are single family units.

Ownership diversity is moderately high as owners average two acres of property.

Green Infrastructure

Between 40 and 50% of the Downtown center includes green space or tree canopy. Fort Blount is the only intentionally designed open space, the remaining green space is made up of tree canopy and vacant land

Land Value

Land value is 1.5 times higher in the Downtown on a per acre basis than North Bartow. This signals a relatively higher desirability and land-use efficiency.

Fig. 10. Enclosure along Main Street

Tree canopy and building frontage creates outdoor "enclosure" and enhances walking comfort.



Fig. 11. Public Realm

There are some streets in Downtown, such as Summerlin, that could benefit from public realm enhancements such as street trees, street lighting, etc..



Quick Indicators:

- 76% of residential units are within a 10-minute walk of a park;
- 93% of residential units are within a 20-minute walk of a grocery store;
- \$9.70 is the median appraised value per square foot of land.
- 1961 is the median year built for residential units
- 52% of household income is spent on housing and transportation.

2.1.2 North Neighborhood Study Area

Generally located north of SR 60, west of US 98, south of Lyle Pkwy, the north neighborhood study area primarily consists of single family residential units. The American Community Survey 2018 estimates 2,826 people living within the study area. Most residents have access to a park or recreation center and although only a quarter of units are within a 10-minute walk of a grocery store, most residents are within a 20-minute walk of Publix, one of only two full-service grocery stores in the City of Bartow. The USDA Food Atlas indicates that this area is not a food desert (an urban area in which it is difficult to buy affordable or good-quality fresh food). The Center for Neighborhood Technology's Housing and Transportation estimates that households spend 24% of their income on housing and an additional 28% on transportation costs.

Table 2.1 North Neighborhood Study Area Housing Type Characteristics

| Housing Type | Lots | | Units | | Acres | | Avg Lot Size (AC) | Avg Unit Size (SF) |
|--------------------|--------------|-------------|------------|-------------|--------------|-------------|-------------------|--------------------|
| Vacant residential | 123 | 11.8% | - | - | 22.4 | 8.1% | 0.18 | - |
| Single family | 870 | 83.5% | 870 | 88.3% | 245 | 88.4% | 0.28 | 1,764 |
| Mobile homes | 1 | 0.1% | 1 | 0.1% | 0.2 | 0.1% | 0.23 | 1,346 |
| Multiplex | 48 | 4.6% | 114 | 11.6% | 9.4 | 3.4% | 0.20 | 794 |
| Total/Avg. | 1,042 | 100% | 985 | 100% | 120.8 | 100% | 0.22 | 1,301 |

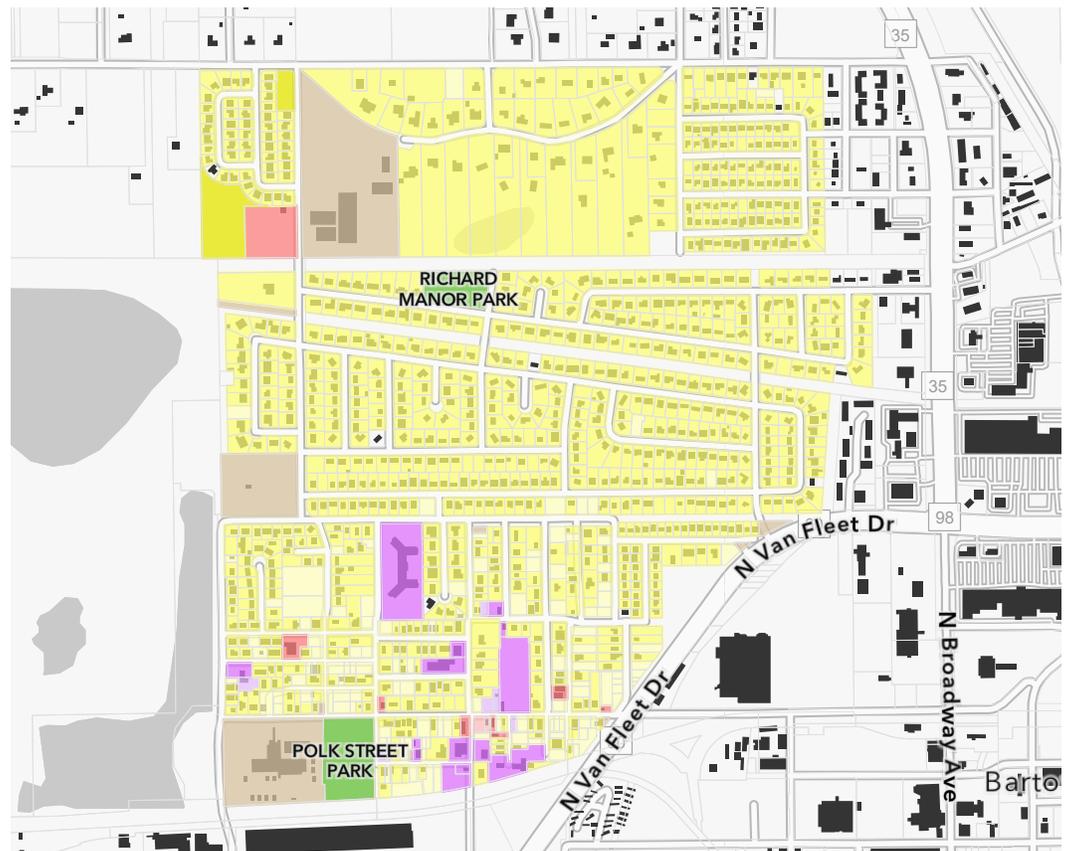


Fig. 12. North Neighborhood Existing Land Use Map

Notable Assets:

1. Carver Center/Park
2. Union Academy Magnet School
3. Gibbons Street Pre-K
4. Hamilton Street Park

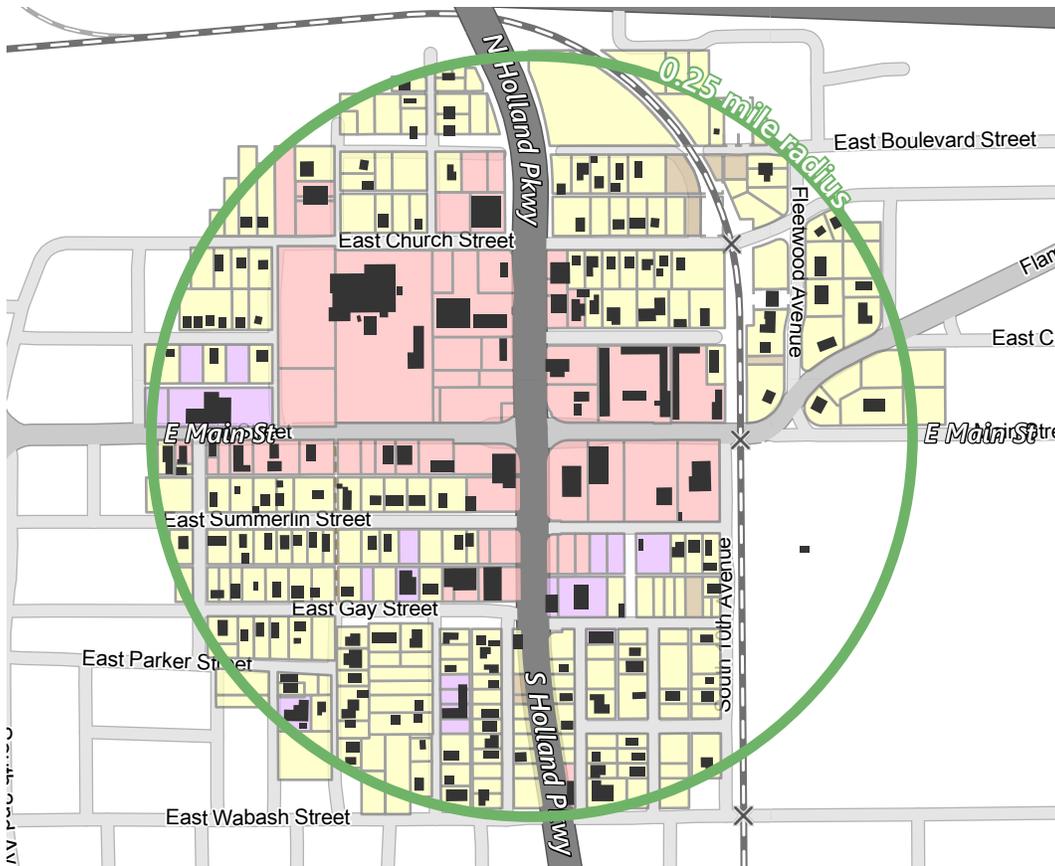


Fig. 13. East Main Street Existing Land Uses The existing land uses, based on Florida Department of Revenue codes, of East Main Street. Commercial and Residential uses account for a significant portion of property.

- 1 in = 0.125 mi
- Residential uses
 - Commercial uses
 - Cultural uses
 - Government uses
 - Building footprints

2.1.3 East Main Street

Located at the intersection of E Main St and US-17/98, East Main Street is worth noting as a neighborhood activity center.

Walkability

East Main Street’s block density is lower than Downtown Bartow but higher than North Bartow Center. Many of the lots just off of main street have alley tracts which allow for driveways and utility service to move from block faces to block interiors, helping to preserve public realm walkability.

Diversity of building form, uses, and ownership

East Main Street contains a mix of one- and two-story residential and commercial uses, with proximity to open space resources: residential uses account for nearly 40 acres of property, or 45% of the center’s property, and commercial uses account for 23 acres of property, or 26% if the center’s property. Up to 23% of the center’s property is currently undeveloped or vacant. Ownership diversity is high with up to 2 owners for every acre of property.

Green Infrastructure

Upwards of 70% of the East Main Street center includes green space or tree canopy. A large portion of this green space is attributable to vacant or low-density lots. There are no intentionally designed green spaces or parks within the center.

Land Value

Land value within the East Main Street center is substantially lower than North Bartow and Downtown on a per-acre basis.

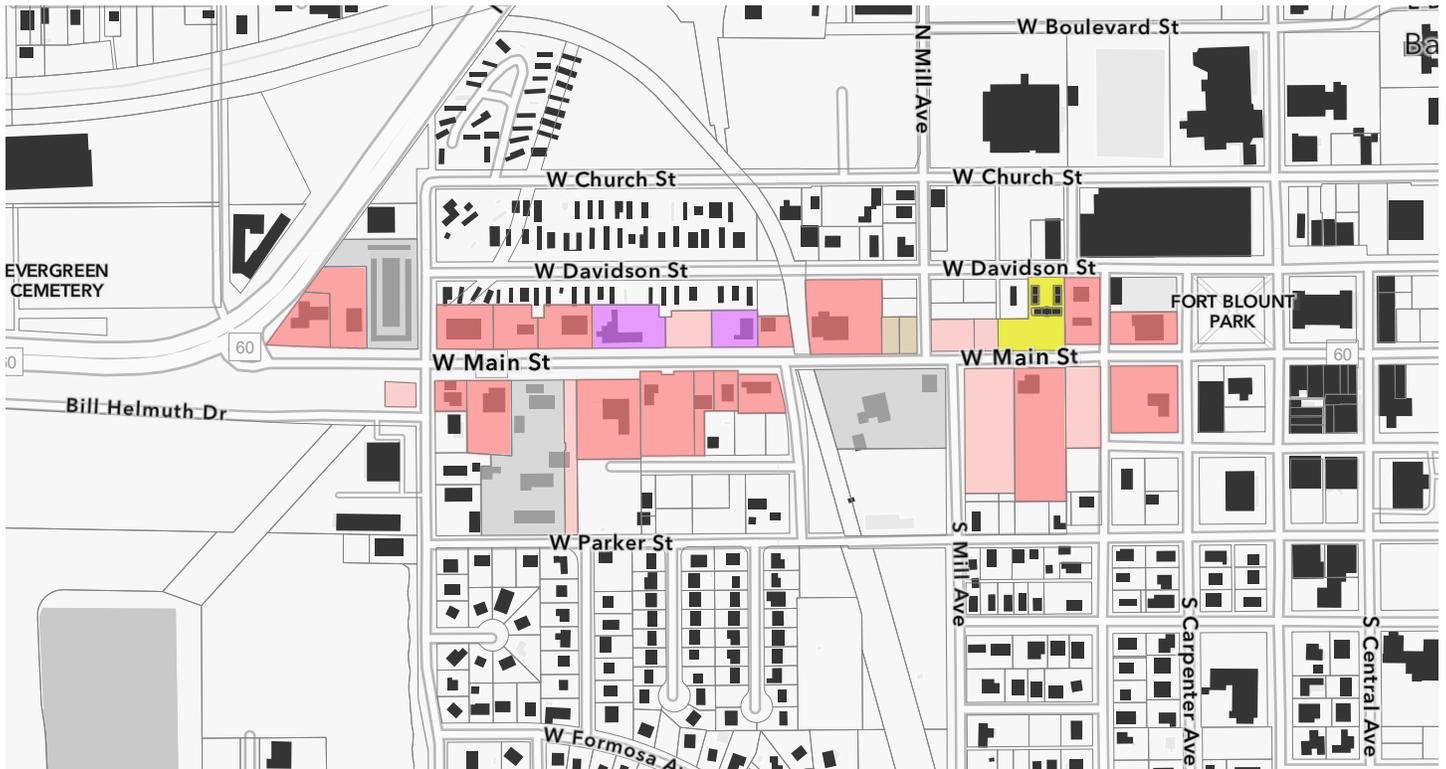


Fig. 14. West Main Street
 West Main Street's existing land uses are predominantly commercial with a handful of industrial sites along the south.

2.1.4 West Main Street

West Main Street is the western gateway into Downtown Bartow. From west to east, West Main Street begins with 100-foot right-of-way, tapering down to 49-feet. Within this right-of-way is a two-lane street with consistent sidewalk connectivity along the south side.

West Main Street between SR 60 and Fort Blount Park, acts as a gateway into downtown Bartow. The corridor is predominantly Commercial frontage with legacy industrial uses from a time when railway spurs crossed into this area.

Generally, West Main Street as the uses are more akin to “highway commercial” than neighborhood commercial. Block faces along this portion of Main Street are long, reaching upwards of 1,200 feet, which means north-south connections into surrounding neighborhoods are few.

Table 2.2 West Main Street Corridor Performance Indicators

| People/ Hour | Property Frontage | | | | Sidewalk Ratio | Crosswalks/ Mile | Stations/ Mile |
|-----------------|-------------------|-------------|-------|--------|-------------------|---------------------|-------------------|
| | Commercial | Residential | Other | Vacant | | | |
| 6,700 | 50% | 6% | 22% | 22% | .21 | 1 | 1 |

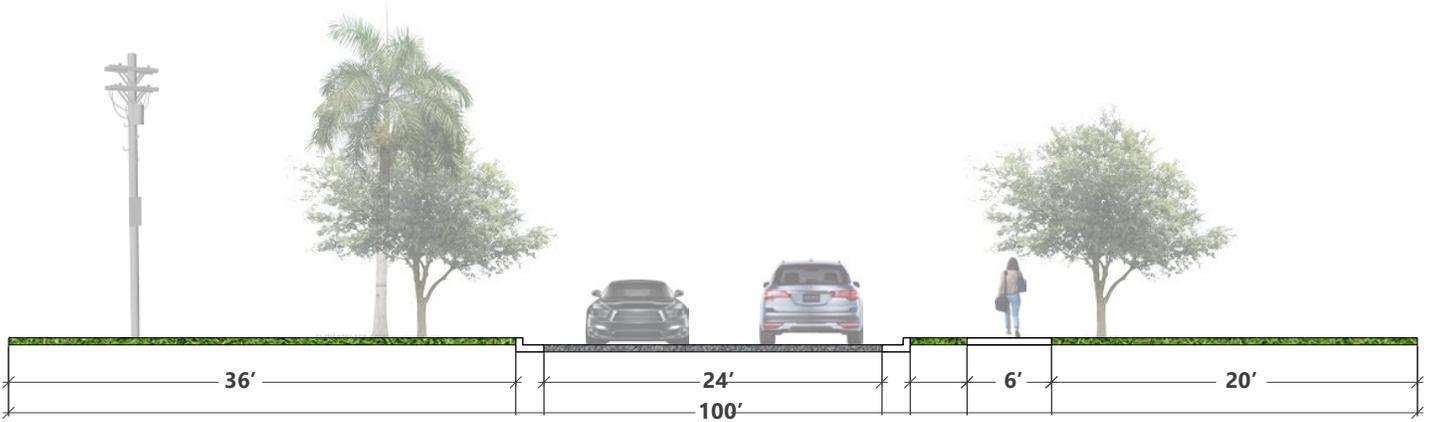


Fig. 15. West Main Street
 West Main Street is a gateway
 into Downtown Bartow.



CHAPTER THREE: OBJECTIVES AND INITIATIVES

The proposed redevelopment plan objectives are to provide direction, identify resources, and define projects and programs that remove the slum and blighting influences identified in the 1990, 2000, 2006 and 2014 CRA Plans and that have been highlighted in subsequent planning initiatives. This updated plan continues to address many of those priorities as well as focus on additional objectives identified in the most recent stakeholder focus groups and public engagement workshops.

3.1 Economic Development

Creating new jobs, stabilizing existing businesses, and establishing an environment that encourages entrepreneurship and new investment are the overall economic development objectives. To achieve these specific objectives will take enhanced collaboration among the public, private, civic, and institutional sectors of the community. Key initiatives identified included continued focus on downtown's economic and social viability, redeveloping the publicly-owned properties along East Main Street and MLK Boulevard, identifying other catalytic sites for destination and residential redevelopment, recognizing and marketing the community assets that appeal to private sector interests. Also, a part of the economic strategy are enhancements to commercial corridors and additional technological infrastructure upgrades to be more competitive in the marketplace.

3.1.1 Downtown Economic and Social Viability

During the community-based workshop process, "Strengthening the Downtown" emerged as a key theme. The public input process clearly indicated that downtown will remain a major focus of the City's efforts for the community's long term economic viability.

Downtown is the governmental, cultural, and historic heart of the City. Though generally bounded by SR 60 and Parker Street, the main core of downtown is from the railroad tracks in the north, to Floral Avenue in the west, to Oak Street in the east. Since Bartow serves as the County seat for Polk County, one finds a concentration of large County and City government buildings, and along with their extensive parking lots, occupy multiple city blocks.

Fig. 16. Bartow Main Street Event

People gather in the center of downtown Bartow to attend an art fair.



Main Street is the principle 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, including street trees, sidewalks, brick planters, landscaping, and on-street parking. Many of the side streets between Main Street and Summerlin Street have also received streetscape treatments. Main Street is a direct connection to SR 60 in the west and merges onto Flamingo Drive in the east, which also connects to SR 60.

Other key streets in downtown contribute to downtown's potential. Summerlin Street is a slower secondary retail street that parallels Main Street, but has not benefitted from previous streetscape initiatives. Broadway Avenue is the direct connection to US 98 and the main retail center of the City. It extends south through downtown all the way to Mary Holland Park. Wilson Avenue is a key local facility that parallels Broadway/US 98 through downtown, north to the hospital.

The one open space downtown is Fort Blount Park, an urban plaza adjacent to the County Courthouse. There are no dedicated bike facilities and the Fort Frasier Trail ends north of downtown and is not directly connected to the core. There are several close-in single family neighborhoods adjacent to the downtown with historic homes, narrow lots, and endearing eclectic architecture.

The Challenge

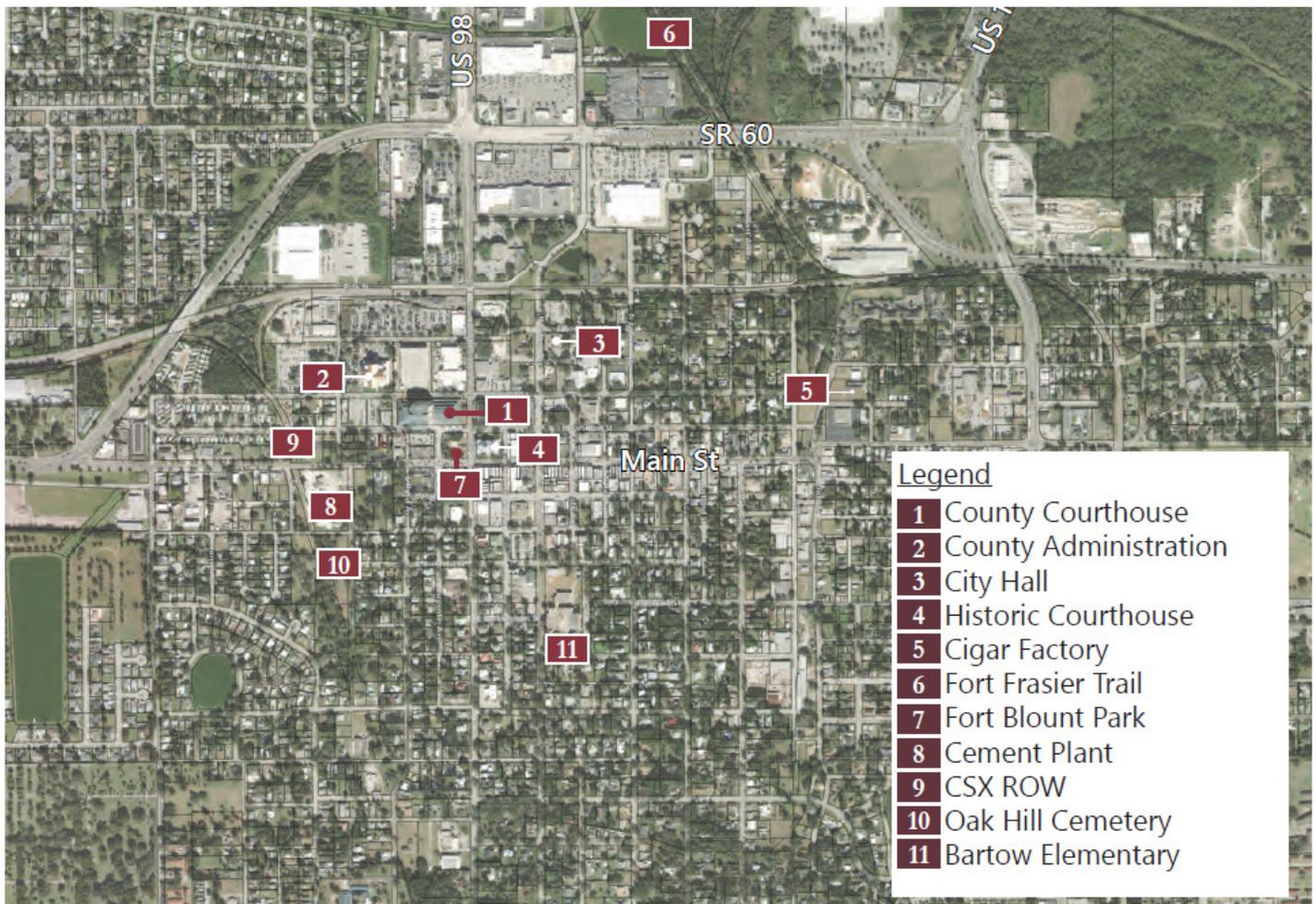
Despite its strengths, the downtown encounters a number of fundamental challenges. The downtown, and Bartow in general, is off the "beaten path", so to speak; competing with nearby communities with better access to I-4. This is a significant disadvantage from a tourism or passer-by standpoint. Another significant issue is the daily influx of thousands of government workers who live outside the city, commute to the City but leave by 5:00 PM, limiting after-hours market potential. Many downtown businesses are geared towards breakfast and lunch crowds, with limited evenings and weekend offerings for residents. Bartow residents have expressed a desire for more community-oriented activities downtown.

The Vision

The vision for the downtown is to create a place that attracts visitors and locals alike and allows them to stay and spend time in multiple experiences while they are here. The downtown will be an attractive and accessible stop for bike riders, automobile riders, and pedestrians alike. We will increase the number of residents within walking distance of downtown to provide a broader and more regular base of users for downtown businesses and amenities. We will provide definitive and positive entrance

experiences into downtown. We will be creative in the use of street ROWs and of adaptive reuse opportunities for properties that will spark interest and provide community gathering places.

Note: Additional detail is paid to the east and west ends of downtown in other character areas.



Design Objectives

- Identify opportunities for park space downtown.
- Enhance pedestrian experiences and community gathering places.
- Connect bike facilities through downtown to the regional network.
- Ensure adequate parking.

Action Items: Downtown Gathering Places

A major design objective of the Downtown Catalyst Area is to find new opportunities to improve the pedestrian experience and create new places for people to gather for food, civic activities, and everyday life. Two strategies are recommended toward accomplishing this objective, one public, and one private. Public Gathering Places – Pedestrian Mall.

Fig. 17. Bartow CRA Major Sites

Illustrates major sites within the Bartow CRA, with emphasize on the east and west ends of downtown.

There appears to be an opportunity to introduce a pedestrian mall along one or more north-south streets in downtown: Central Avenue, Florida Avenue or Hendry Avenue. Appropriately designed, these pedestrian areas would improve downtown's overall walkability and enhance open space opportunities for special events and gathering places.



Fig. 18. Downtown Catalyst Site
Illustrates one of the strategies for accomplishing the objective to create new places for people to gather and improve the pedestrian experience within downtown.



Fig. 19. Bartow Pedestrian Mall Rendering
 Illustrates the possibility of a pedestrian mall on one of several north-south streets in downtown, including: Central Ave, Florida Ave, or Hendry Ave.

3.1.2 East Main Street/North LB Brown Avenue/North 3rd Avenue Area Redevelopment and Catalyst Sites

To the east of the downtown core is another transitional area, centered around a distinct jog in Main Street. The area is identified by its older light retail buildings and offices in converted residences. Two different grid patterns converge between 1st and LB Brown Avenues, creating offset intersections and small, oddly shaped blocks. The most noticeable effect of this convergence is the intersection of Main Street and LB Brown Avenue, where the geometry of the streets has created confusing turning movements. Though the City has attempted to make the best of this situation with enhanced landscaping and public art, the intersection still presents a challenging vehicular and pedestrian environment.

Just north of the center of the Catalyst Area is the deteriorated “cigar factory”. At one time the cigar factory was the small-town version of the larger cigar factories in Tampa and Ybor City, with its distinctive architecture, anchored the east side of downtown for decades; but now the building is fenced in and boarded up. The City owns the property and a significant number of other properties in this area and is poised to make transformational changes to this part of Main Street.

The Challenge

The cigar factory has been a divisive topic among residents of Bartow for a number of years. Some have argued that the building should be demolished and the site used for new development. Others have fought to save and restore the building as a unique local landmark, worthy of historic preservation. Ever since it acquired the site, the City has held out hope that a public-private partnership could be struck to both save the building and promote economic development on the surrounding property; but after years without action, the building has unfortunately continued to degrade. The challenge for this area and this Catalyst site is now is to collectively move beyond community division and find a way to redevelop that will knit the neighborhood together and provide a contributing economic development anchor for the east side of downtown.

Fig. 20. East Main Street Housing Concept
 Illustrates a housing concept for the East Main Street redevelopment area.



The Vision

This Catalyst area presents a tremendous opportunity for anchoring the downtown with new residences, park space, and mixed use. Like the West Main Catalyst area, opportunities for a mix of residential types, including multi-family and townhomes, will increase the market for downtown businesses. Reconfiguring and combining blocks will allow for more developable building sites and realigned road connections. Bringing bike connections on Church Street and down from the Fort Frasier Trail will make this Catalyst area uniquely accessible within the City.

Unlike West Main, the CRA is well positioned in East Main to start making these big moves today due to the amount of land in municipal and CRA ownership. Early wins here can spur further investment and transformation on the east side of downtown and beyond. Newer and exciting mixed uses of the area will ultimately serve the economic viability of downtown.

Fig. 21. East Main Street Major Sites
Illustrates major sites along East Main Street including the Cigar Factory, the Church Street Historic District and the East Main Center.



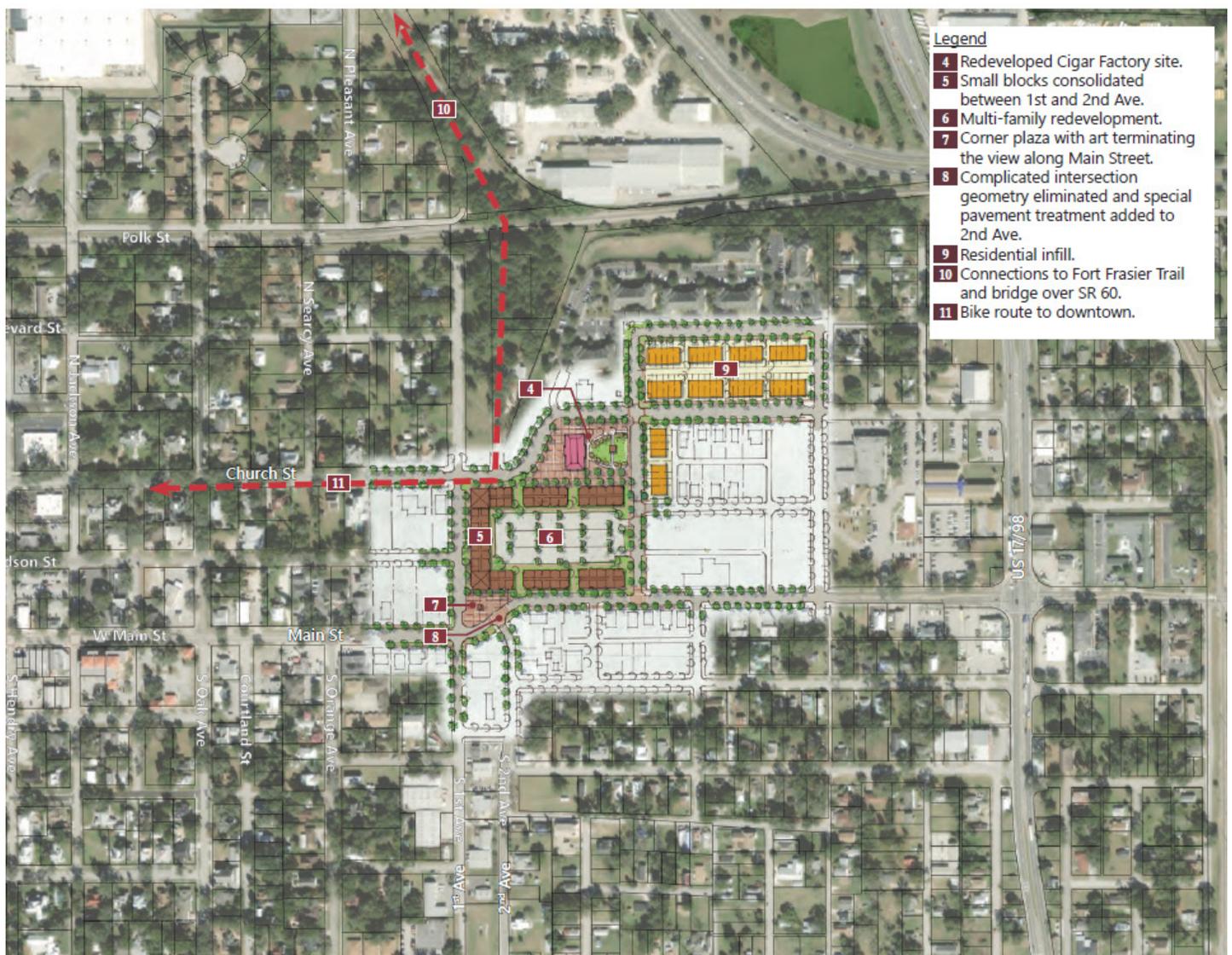
This vision, as articulated, does not contemplate a future for the cigar factory building. It is recommended that the site be cleared to make way for other uses, including residential development and park space. Though it might have been possible at one time to save the building, the costs now would be prohibitive and newer mixed uses of the site would better serve the economic viability of the downtown area.

Design Objectives

- Provide a positive entrance experience into downtown from the east.
- Provide an anchor for the east side of downtown that compliments the western anchor and generate economic vitality to the area.
- Reconfigure the intersection of LB Brown Avenue and E Main Street to improve legibility and safety.
- Consolidate small and odd-shaped blocks and enhance redevelopment potential.

Fig. 22. East Main Street Redevelopment Concept

Multi-family development on publicly-owned properties provide an exciting catalytic opportunity for approximately 200 units and related mix of uses.



3.1.3 West Main Street Area Redevelopment and Catalyst Sites

To the west of the core of downtown is a transitional area leading to the western intersection of Main Street and SR 60. This area is characterized by light industrial, heavy industrial, and light office/retail uses surrounding the Main Street corridor. To the north of Main Street, wedged between SR 60 and abandoned CSX ROW, is a mobile home park under single ownership. The area is generally characterized by age, disrepair, and neglect and does not present a desirable first impression of downtown or an effective gateway.

The Challenges

A well designed and inviting gateway into Bartow is important to downtown. The current condition of the properties on West Main present an impediment to this effort. The CRA should find ways to promote redevelopment along this section of the corridor and commit resources toward infrastructure and beautification to make this gateway an appealing asset to downtown's future growth.

Fig. 23. West Main Street Major Sites

Illustrates major sites along West Main Street including the County Courthouse, County Administration, Mobile Home Park, Cement Plant, Oak Hill Cemetery, and CSX ROW.





Fig. 24. Batching Plant Catalyst Site

The closed cement batching plant site is an opportunity for land assembly that would lend itself to a multi-use stormwater/park facility with adjacent residential development.

The Vision

The vision for West Main is to create a strong anchor on this side of downtown featuring new park space, new residential redevelopment, and strong bike/pedestrian connectivity. As an anchor, the area will function as a true gateway that encourages passersby to turn off SR 60 and venture into downtown. It will also expand residential opportunities within close proximity of downtown businesses.

Design Objectives

- Provide a positive entrance experience into downtown from the west.
- Develop a public space to anchor the west side of downtown with the dual purpose of enhancing stormwater treatment.
- Envision a catalyst opportunity for the cement plant site.
- Connect the regional bike network into downtown.
- Explore redevelopment opportunities for the mobile home park.

Action Items: Cement Plant to Stormwater Park

Few residents would dispute the importance of protecting the headwaters of the Peace River. Ensuring that stormwater runoff is adequately treated is critically important to that end, however, few realize that most of the runoff from the historic Bartow core finds its way directly into the tributaries feeding the Peace River with little

or no treatment. This is an environmental issue that can and should be addressed, as many communities in Florida like Bartow have done in recent years. Bartow can simultaneously solve the stormwater treatment issues for portions of downtown while also providing high quality open space for residents and visitors.

The CSX ROW site could be transformed into an environmental and recreational amenity for the downtown and beyond. Not only would it improve the water quality of the Peace River, but would provide an anchor enhancing the West Main Street development opportunities.

Fig. 25. Mobile Home Catalyst Site

Long term, collaborative development with the mobile home site owner on the west side of downtown has significant potential for quality, multi-family residences that would help sustain quality downtown development.



3.2 Commercial Corridors Revitalization and Gateways

The three major entrances to Bartow reflect a lack of cohesiveness from an urban design and, in some cases, a functionality standpoint. The gateway entrances to Bartow from the east and west were identified by the community as substantive issues. From the east, off of US 17/98, the intersection with Main Street is extremely unattractive. Similarly, the gateway, along US 60/Van Fleet, is a mix of uses in various states of aging and disrepair. Once a visitor is in the city, there are few wayfinding markers to direct one to public facilities or other key destinations.

3.2.1 Corridors

Corridors refer to areas where significant activity is happening along a street or path. Conceptually, corridors occur between activity centers. There are numerous corridors throughout Bartow, many of which are highlighted in the preceding sections. This section studies three corridors in particular: Martin Luther King Jr Boulevard (west of Holland Pkwy), Holland Pkwy (south of MLK Jr Blvd), and West Main Street (west of Fort Blount Park).

An important element of corridors is their relationship to the neighborhoods that are immediately adjacent - do they "turn their back" to each other or are they more closely tied together? The analysis looks at how each of these corridors relate to their surroundings as well as their performance based on mix of uses, walkability, transit access, and capacity for moving people.

Fig. 26. MLK Corridor Existing Land Use

MLK's existing land uses are a mix of commercial, religious, and some residential. Many of the properties are currently vacant.



3.2.2 Martin Luther King Jr. Boulevard

The Martin Luther King Jr. Blvd corridor and surrounding neighborhood is a historically African American community and has served as the traditional black main street for decades. The neighborhood was traditionally bounded by Wabash St in the north, Bay St in the south, railroad tracks that paralleled 10th St on the east, and no longer existing railroad tracks that paralleled LB Brown Ave on the west. The neighborhood features blocks and lots that are smaller than most of the surrounding neighborhoods. A number of historic Black churches are scattered among the blocks and serve as centers of faith and culture in the community. The construction of US 17/98 has significantly eroded the integrity of the neighborhood, dividing the corridor into east and west sections, with properties on the east side suffering the most.

Over the years the neighborhood has slowly declined and lost population. Numerous vacant lots exist, though some blocks have remained largely intact. MLK Blvd itself also has a number of vacant lots and struggles to maintain its buildings and tenants. In the past, the City has made efforts to improve the streetscape of MLK Blvd by installing decorative sidewalks, on-street parking, street lights, and street trees. The CRA has acquired the block on the northeast corner of MLK and US 17/98 and intends to use it as a Catalyst site for future development. This real estate asset should be leveraged through a thoughtful solicitation of commercial development with the focus on businesses serving the neighborhood needs as well as those traveling US 17/98. The Family Dollar built on the corner of MLK and US 17/98 has provided a much-needed business serving everyday resident needs.

Fig. 27. MLK Jr. Blvd Corridor

Photo examples of prototype development possible on CRA property on Martin Luther King Jr. Boulevard.



The Challenge

The challenge is how to slow and reverse decades of decline and out-migration of residents while being culturally sensitive and avoiding gentrification.

The Vision

The Vision is to make the right strategic moves that build on previous investments, allow the neighborhood to preserve and celebrate its authentic history and culture, and encourage people to return and invest in the neighborhood. This means, solving any regulatory barriers to infill housing or main street uses in order to bring people and businesses back to the neighborhood. It means introducing culturally sensitive parks, gathering places, and art into the community. It means restoring pride and ownership in the neighborhood and re-establishing trust with the community.

Fig. 28. MLK Jr. Blvd Corridor Major Sites
Illustrates major sites along MLK Jr. Corridor including Mt. Gilboa Missionary Baptist Church, St. James AME Church, LB Brown House, and Family Dollar.

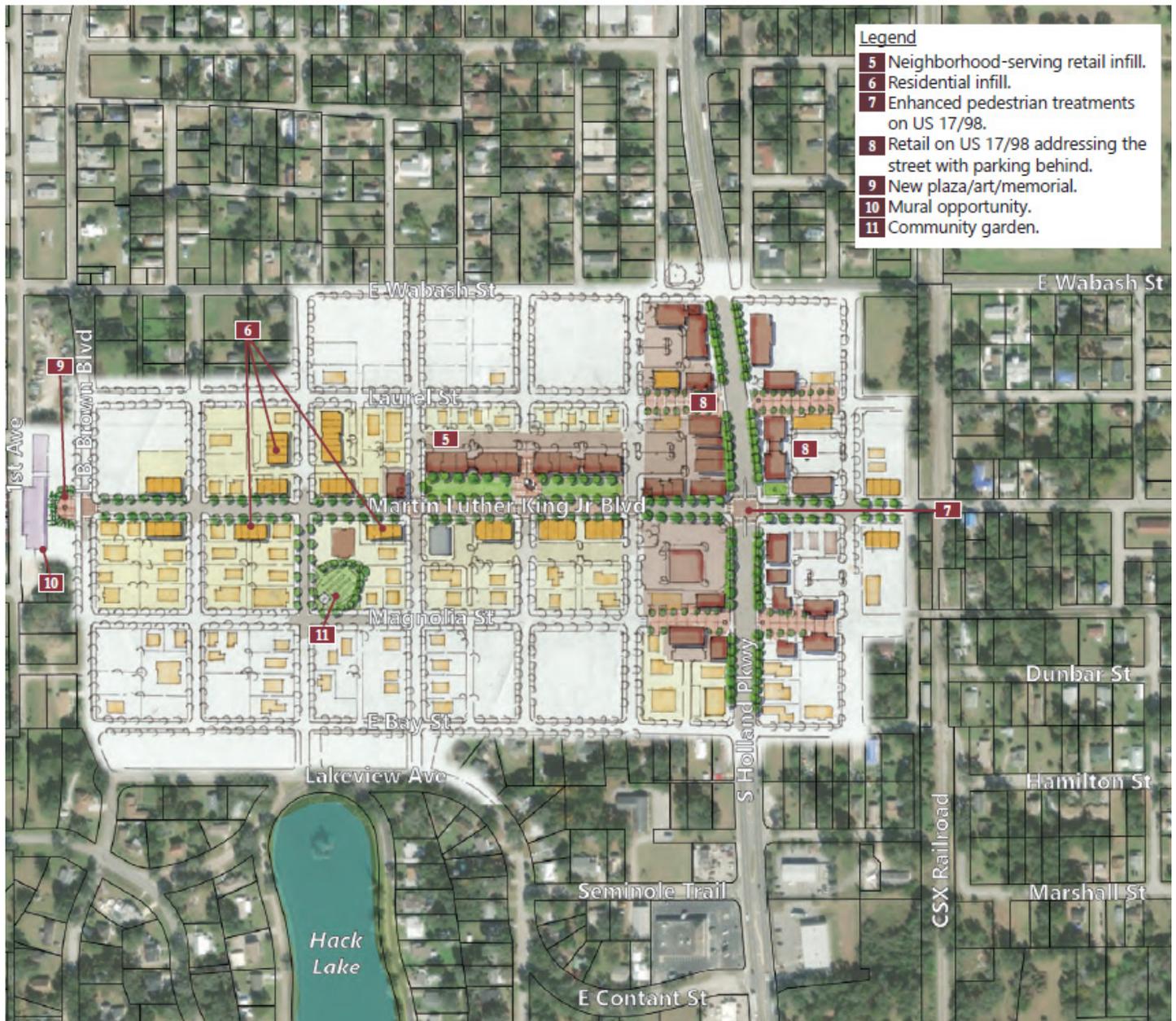


Design Objectives

- Strategically infill neighborhood serving retail and residential without compromising the heritage or character of the neighborhood.
- Strengthen the connections of MLK Jr. Blvd across US 17/98.
- Introduce more community park spaces.
- Promote neighborhood identity and history.

Fig. 29. MLK Jr. Blvd Catalyst Site

Illustrates the Martin Luther King Jr Blvd catalyst site which is considered a local road with two travel lanes.



3.2.3 Gateways

Gateways refer to natural, architectural, or cultural elements that signify one's arrival to a new place. Generally, sense of place along gateway corridors is low and distinct character is only visible within core areas of Bartow.

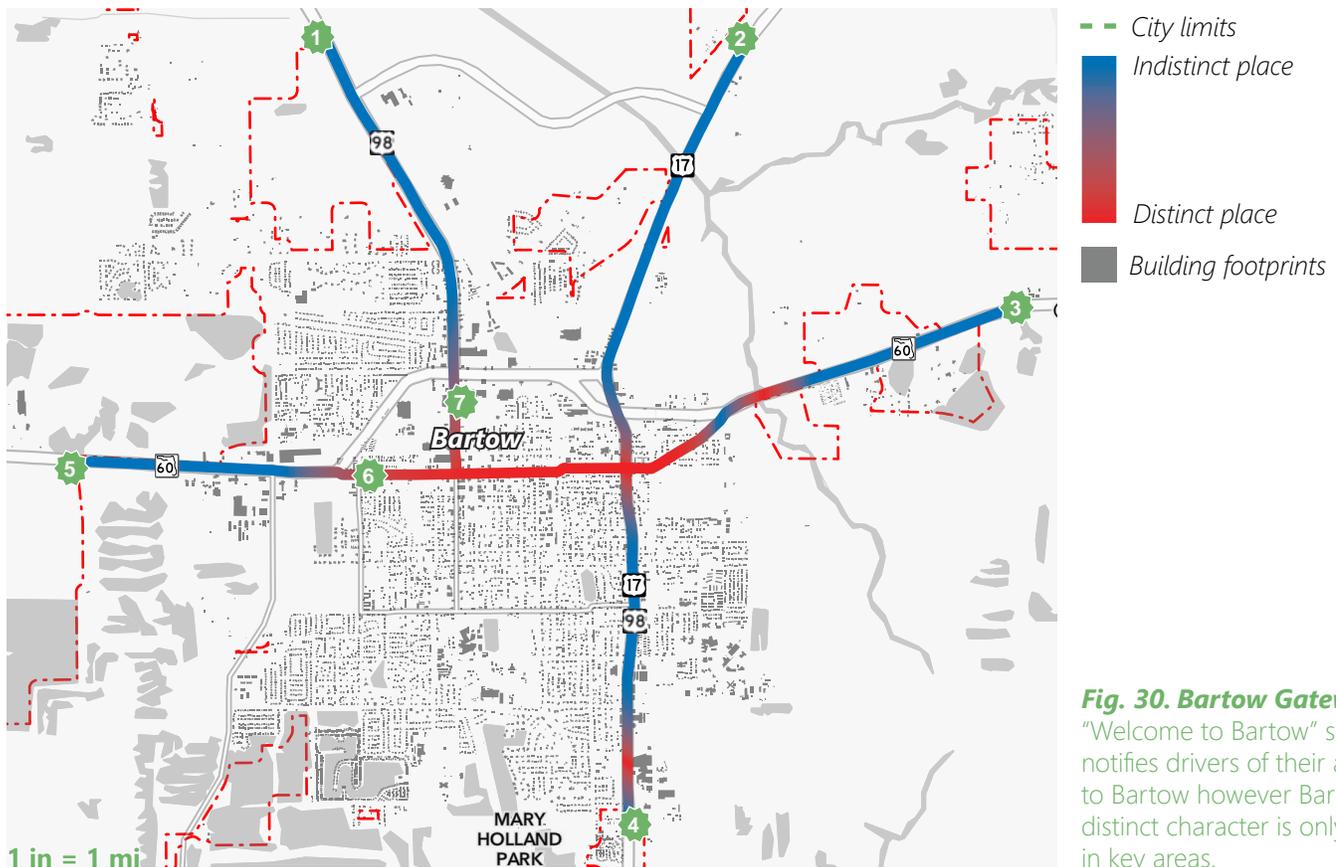


Fig. 30. Bartow Gateways
 “Welcome to Bartow” signage notifies drivers of their arrival to Bartow however Bartow’s distinct character is only visible in key areas.

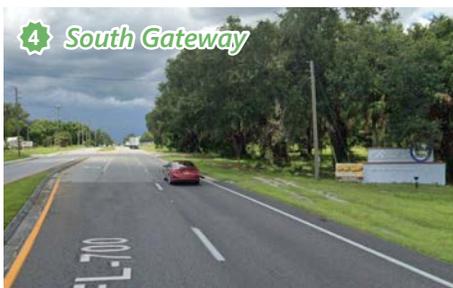


Fig. 31. Indistinct Sense of Place

The image to the right depicts entry into Bartow from the northwest, along U.S. 98.

The corridors leading into Bartow indicate the presence of an urbanized place but are generally indistinguishable from that of corridors throughout Florida and the U.S. broadly speaking.



Fig. 32. Distinct Sense of Place

The image to the right depicts entry into Bartow from the east.

It is not until one enters into the core areas of Bartow that they become aware of a unique character of development. Tree canopy can create a very literal gateway into a city, as is the case along Flamingo Street.



Fig. 33. Distinct Sense of Place

Main Street provides a very concrete sense of place and community and



3.3 Connectivity/Access and Mobility to Public Assets

Mobility Section Takeaways

- Bartow transportation facilities are primarily designed for automobiles;
- Bicycle infrastructure is likely underutilized because it feels unsafe;
- Fort Fraser Trail is useful for recreation purposes, north of SR 60; however its utility for mobility is limited as it does not connect a wide range of destinations;
- Bus stop locations are concentrated along major arterial streets, in proximity to work locations, but outside the walk-shed for a large portion of Bartow's home locations.

City Mobility

A combination of 2-lane County and City streets provide mobility within the city's core and between neighborhoods. Notable streets include Main Street, Broadway Avenue, Agricola Road, Woodlawn Avenue, Stuart Street, and Clower Street.

- **Main Street** – Main Street is the primary east/west connection through Bartow's downtown; averaging 4,500 daily trips. Most of Main Street has a right-of-way width of 70-feet with portions tightening to 45 feet. The street includes two travel lanes, two parking lanes, sidewalk facilities, and street trees. Buildings abutting the footpath edge help frame the street and provide shade, two factors which make walking more comfortable. Main Street includes three bus stations (connected to Routes 22 and 25XW) wait times averaging between 40 and 120 minutes. Main Street terminates into SR-60 to the west and SR-60 to the east.
- **Broadway Avenue** – Broadway Street is the primary north/south connection through Bartow's core, averaging 15,800 daily trips north of Downtown and 8,800 daily trips south of Downtown. Broadway narrows from 6-lanes north of downtown to 2-lanes south of Downtown. Transit routes along Broadway do not extend further south than Main Street. Strava data suggests that bicyclist may prefer Wilson Avenue to the east of and Floral Avenue to the west of Broadway. Broadway terminates into US-98 to the north and Mary Holland Park to the south.
- **CR-555 (Agricola Road)** – The Bartow Comprehensive Plan classifies CR-555 as a County Urban Collector, providing north-south connectivity between FL-60 and CR-640 at the city's western edge. FDOT data shows average annual daily trips of 2,400 and Strava data suggests that Agricola is host to a relatively high frequency of bicycle trips.
- **Clower Street** – Clower Street provides one of the only opportunities in Bartow for East-West connectivity along Bartow's south side; stretching from Agricola Road in the west to the Polk County Emergency Management center east of Holland Parkway with some alignment interruption from La Serena neighborhood. FDOT data shows about 2,200 daily trips along Clower, and Strava data suggest that Clower is a preferred bicycle route. Clower Street's 60-foot

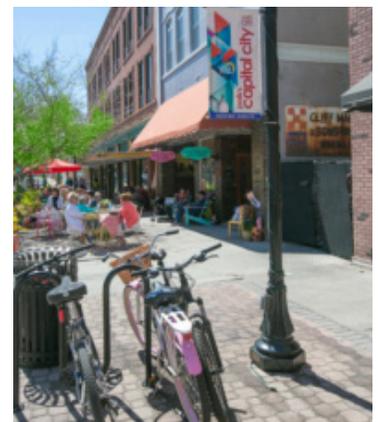


Fig. 34. Main Street Bikes
Sidewalks and bike racks along Main Street create space for outdoor mobility.

right-of-way typically include two 10-foot travel lanes and one 5-foot sidewalk along the north side. Long expanses of Clower Street’s north side sidewalk are without shade, particularly in the summertime when the sun is high in the sky, projecting a smaller “shade-print”.

- **Stuart Street** – Stuart Street provides east-west connectivity through Bartow’s core, averaging 3,100 daily trips between S Holland Pkwy and Broadway Ave (attributable to the High School). Stuart Street’s 60-foot right-of-way include two 10-foot travel lanes and a 5-foot sidewalk along the south side. This sidewalk does receive some shade from tree canopy however large gaps in shade make Stuart a hot street to walk along.



Fig. 35. City Connections
A network of collector roads connect Bartow neighborhoods to regional arterial roads and form the basis of local mobility.

3.4 Housing Diversification Initiative

While the public input participants overwhelmingly praised Bartow’s hometown feel and residential quality of its neighborhoods, they also expressed concern that there wasn’t enough diversity in housing options. There was a sense that the lack of housing products, both rental and ownership, may inhibit the younger residents to seek options outside of the city. The community has few quality multi-family units, or entry level for-sale products. CRA Board members have indicated that a more proactive support for diversification of housing products should be a key element of this update.

As such the CRA should:

- Engage in land assembly to provide more multi-family development.
- Solicit private sector developers to partner with community in providing more options.
- Provide incentives to encourage residential development of all types and price points.
- Reinforce the need for more infill housing development and support the same.
- Support the modification of zoning and land use regulations to encourage downtown housing.
- Identify locations to encourage the “missing middle” housing product in existing neighborhoods (i.e. duplexes, triplexes, courtyard apartments, bungalows, auxiliary living units, etc.).

Fig. 36. Housing Diversification

Photo examples of different housing diversification concepts for the Bartow CRA.



3.5 Infrastructure and Utility Investments

By and large Bartow’s utility infrastructure is adequately maintained and has sufficient capacity to handle the foreseeable growth impacts. The infrastructure issues highlighted in the public engagement process specifically focused on three areas—sidewalks, street lighting, and stormwater accommodation in certain areas. The priorities recommended in this plan relate to completing the sidewalk system to those streets that connect residential areas to public parks, open space and recreational facilities.

- Development of an area-wide stormwater management system, with the batching plant site a potential for combined stormwater/park facility.
- Support the creation of area-wide storm inlets as part of any new road construction.
- Reconstruction to include curbs, gutters, stormwater inlets and sidewalks.
- Identification and installation of streetlight locations, especially along pedestrian corridors.

3.6 Marketing Community Assets

A major strength of the area as identified by the community was the overall natural setting among the oaks and azaleas, being the County Seat, proximity to the larger metro areas along Interstate 4, the excellent school system, and quality general aviation airport. Other assets highlighted were the extensive park and open space system, proximity to Fort Frazier Trail, commitment to historic preservation, and overall community involvement. That being said, there were strong sentiments that these assets were not properly, or extensively promoted in a meaningful manner. Whatever marketing that is being done, is too fragmented and significantly underfunded.

- A more aggressive allocation of resources is required to provide effective marketing program.
- Collaboration among the City, CRA, airport, economic development entities, and the Chamber is essential and should refocus on telling the “Bartow Story”.
- Should update economic and real estate data, keep it current, and make it easily accessible through a well-maintained social media system.
- Understand that Bartow has many of the assets next generation individuals and families are seeking: a high-quality character hometown, proximate to a diverse, exciting urban and rural amenities, all at affordable costs.

*Fig. 37. Public Facilities
The Bartow CRA is surrounded by numerous public facilities which serve the surrounding communities, such as the Fort Fraser Trailhead, illustrated below.*



3.7 Bartow CRA Near Term Action Strategies (1-5 Years)

- East Main Street/LB Brown Avenue Parcels (Cigar Factory Area) – solicit developers for multi-family mixed-use program: ***As an example a multi-family development program could accommodate 200-250 units, 10,000 square feet of retail, and an investment range of \$20M- \$30M.***

Fig. 38. Multi-Family Mixed-Use Developments

Photo examples of various multi-family mixed-use development programs for the Cigar Factory Redevelopment Area site.



- Continue to assemble adjacent properties as they become available.
- Close on current real estate transaction with CSX on site between N LB Brown Ave, and N 1st Ave.
- Initiate discussions with Argos, closed cement batching plant owner, on West Main Street site regarding purchase or possible land swap to relocate facility in a more appropriate industrial location.
- Initiate collaboration with Florida Trust for Public Lands regarding acquisition of abandoned CSX ROW between Van Fleet and West Main Street.
- Establish working group to coordinate/collaborate with Polk County administration on future county seat needs to support stabilization of downtown employment base.
- Re-establish, and enhance, coordinating efforts among public/private entity partners responsible for marketing strategy focused on “selling” Bartow’s assets.
- Working with the city administration explore next steps to expand community-wide broadband capabilities to enhance City’s technological competitiveness.
- Solicit developer interest through RFP process to invest/develop CRA property at corner of MLK Jr./US 17 intersection – potential catalyst site for the MLK corridor.
- Develop action strategy outlines for “early” mid-term (6-10 years) and mid-term (10-15) planning horizons.

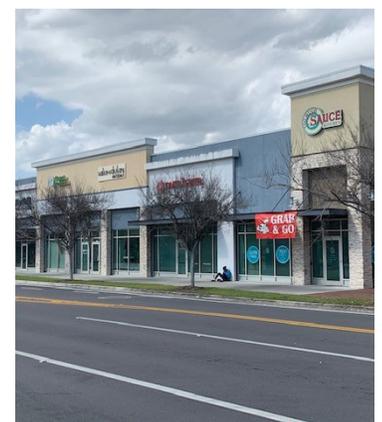


Fig. 39. MLK Jr. Blvd Corridor
Photo illustration of current MLK Jr. Blvd Corridor as a potential catalyst site within the Bartow CRA.

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CHAPTER FOUR: DEMOGRAPHICS AND MARKET DATA

4.1 Demographics and Employment

To achieve an informed understanding, relationships among the built environment, pace of development, land use patterns, regulatory limitations or advantages, population and employment growth, and other factors were considered at a comprehensive scale. What clearly emerges is that through periods of major disruptions – both of an economic and non-economic nature – an average annual pace of growth and development will continue and that it will be strong in comparison to other parts of the County or region. This section describes various demographic indicators for the Bartow CRA, including population, housing characteristics, income, consumer spending and academic achievement. In addition to providing historic population and employment growth trends over the last 20 years.

4.1.1 Socio-Economic Profile

Population

The Bartow CRA contains approximately 1,600 acres and is home to a population of 6,035 people, resulting in a population density of 2,414 persons per square mile. In 2019, the Bartow CRA comprised approximately 29.8% of the population within the City of Bartow, and 0.8% of the population within Polk County. Over the last 10 years, 2010 to 2019, the population within the City of Bartow has grown at a compound annual growth rate ("CAGR") of 1.6%, increasing nearly 17.1% from the population captured in 2010. Comparatively, the County's population was grown at a CAGR of 1.9% over this same time period, increasing 20.4% from the population captured 2010. The population within both the City and the County has seen positive growth over the last decade, indicating that the Bartow CRA has continued to capture a percentage of this population growth over the last decade. In addition, the median age within the Bartow CRA is 31.0, which is less than the median ages within the City and the County at 37.3 and 41.6, respectively.

The demographic within the Bartow CRA is made up primarily with persons between the ages of 19 to 64 years old, representing 54.9% of the population; 32.6% of the population represent persons under 18 years old and 12.5% of the population 65 years and older. Additionally, the Bartow CRA has a fairly diverse racial mix with 42.0% of the population identifying as "White only"; 26.0% as "Hispanic or Latino"; and 24.5% as "Black or African American only". The City and County have a similar breakdown of racial diversity compared to the Bartow CRA.

Housing

The Bartow CRA has approximately 2,150 housing units, with the average household size representing 2.5 persons per household. The housing units within the Bartow CRA comprise 31.2% of the total housing units within the City and 0.9% of the total

Quick Indicators:



6,035 population
2,414 population density (persons per sq. mi.)
31.0 median age
29.8% population capture to the City
0.8% population capture to the County



Fig. 40. Bartow Population
People gather outside the Polk County Courthouse during an outdoor recreation event.

housing units within the County. Approximately 1,100 units are single-family residential. The median household income within the Bartow CRA was estimated to be \$41,577 in 2019, which is slightly lower than that observed in the City and the County at \$53,121 and \$50,006, respectively. Additionally, the average home value in the Bartow CRA was about \$275,323 in 2019, which is 20.3% and 38.1% greater than the average home value within the City and County, respectively. In 2018, estimated monthly housing costs as a percentage of household income for occupied units in the City of Bartow reflected: 46.7% spending less than 20 percent, 26.1% spending between 20 to 29 percent, and 24.2% spending 30 percent or more on housing costs compared to household income.

Income

Income is another important factor to consider when examining the market characteristics of a CRA because it indicates a broad measurement of an individuals' spending potential and their general ability to purchase a variety of goods and services within the specific marketplace. According to Business Analyst, the average per capita income within the Bartow CRA was about \$19,468, comprising approximately \$6,707 and \$5,944 less than the average per capita income observed within the City and County, respectively. In 2019, the average disposable income available to spend after taxes was \$46,929 in the Bartow CRA; approximately \$10,680 and \$8,202 less than that observed within the City and County, respectively.

Consumer Spending

In 2019, total expenditures within the Bartow CRA were estimated to be about \$112.5 million, with consumers spending about 31.3% on housing, 29.9% on retail goods, 12.2% on food, and 8.1% on health care. In addition, total expenditures within the Bartow CRA made up approximately 25.0% of the consumer spending within the City, and 0.7% within the County. Similar to the Bartow CRA, housing and retail goods comprise the majority of consumer spending within the City and the County. In 2019, annual expenditures in the City were approximately \$449.3 million, and \$15.0 billion in the County.

Academic Achievement

Bartow has quality local schools and boasts an above average graduation rate with additional programs, such as Advanced Placement and Dual Enrollment courses. The Bartow CRA has higher high school graduation rates compared to that of the City, County and the State of Florida as a whole. The education breakdown for the Bartow in 2019 reflected: 12% of the population have not received a high school degree, 54% have obtained only a high school diploma, and only 35% have obtained some type of advanced degree.

Quick Indicators:



2,260 total housing units
2.5 average household size
\$41,577 median household income
\$275,323 average home value
24.2% household income spent on housing; 30% or more within the City



\$19,468 average per capita income
\$46,929 average disposable income



\$112.5 million total expenditures (2019)
25.0% consumer expenditure capture to the City
0.7% consumer expenditure capture to the County



12% some high school/ no diploma
54% high school diploma
12% Associates degree
17% Bachelors degree
6% grad/ professional degree

4.1.2 Employment

A diverse industry base within a specific market area's workforce can be a sign of a healthy economy as it boosts the variety of available employment and interested companies in the specific area. The key components to employment considered in this analysis include jobs by industry sector, as well as current and historical employment trends. According to Business Analyst there were an estimated 610 businesses within the Bartow CRA in 2019. The Bartow CRA comprises approximately 67.9% and 3.3% of the total businesses within the City and the County, respectively.

The most current jobs by industry sector data provided by the U.S. Census Bureau for Economic Studies for the Bartow CRA, the City and the County is year-end 2017, as shown in the table below. In the County, health care and social assistance, retail trade, and educational services comprise the majority of total employment. Together, these employment industries make up approximately 34.4% of the County's total employees. Within the City, educational services solely dominate the employment sector at about 50.3% of the total jobs, followed by the public administration sector with 21.8%. The Bartow CRA provides an employment picture somewhat different from that of the larger City, consistent with its general image as a major administration and retail center. In the Bartow CRA, public administration comprises 55.5% of the total jobs, followed by the retail trade, and health care and social assistance industry with 11.1% and 8.4%, respectively.

Quick Indicators:



610 total businesses
10,292 total employees
1.7 employee to population ratio
2.5% employed & living inside the Bartow CRA
10.5% unemployment rate

Table 4.1 Jobs by Industry Sector (2017)

| | County | City | CRA | CRA % of City |
|--|---------|--------|--------|---------------|
| 1. Agriculture, Forestry, Fishing and Hunting | 3,478 | 259 | 225 | 86.9% |
| 2. Mining, Quarrying, and Oil and Gas Extraction | 1,074 | - | - | 0.0% |
| 3. Utilities | 496 | 77 | - | 0.0% |
| 4. Construction | 13,097 | 750 | 477 | 63.6% |
| 5. Manufacturing | 19,065 | 932 | 166 | 17.8% |
| 6. Wholesale Trade | 10,732 | 122 | 55 | 45.1% |
| 7. Retail Trade | 31,063 | 1,612 | 1,141 | 70.8% |
| 8. Transportation and Warehousing | 16,494 | 301 | 59 | 19.6% |
| 9. Information | 1,226 | 60 | 50 | 83.3% |
| 10. Finance and Insurance | 9,750 | 143 | 136 | 95.1% |
| 11. Real Estate and Rental and Leasing | 3,183 | 66 | 38 | 57.6% |
| 12. Professional, Scientific, and Technical Services | 7,313 | 432 | 260 | 60.2% |
| 13. Management of Companies and Enterprises | 7,854 | 18 | 18 | 100.0% |
| 14. Administration and Waste Management | 16,834 | 499 | 329 | 65.9% |
| 15. Educational Services | 20,123 | 14,523 | 40 | 0.3% |
| 16. Health Care and Social Assistance | 28,930 | 1,464 | 860 | 58.7% |
| 17. Arts, Entertainment, and Recreation | 4,663 | 6 | 2 | 33.3% |
| 18. Accommodation and Food Services | 19,629 | 1,101 | 605 | 55.0% |
| 19. Other Services (excluding Public Administration) | 5,333 | 200 | 114 | 57.0% |
| 20. Public Administration | 12,506 | 6,284 | 5,717 | 91.0% |
| Total | 232,843 | 28,849 | 10,292 | 35.7% |

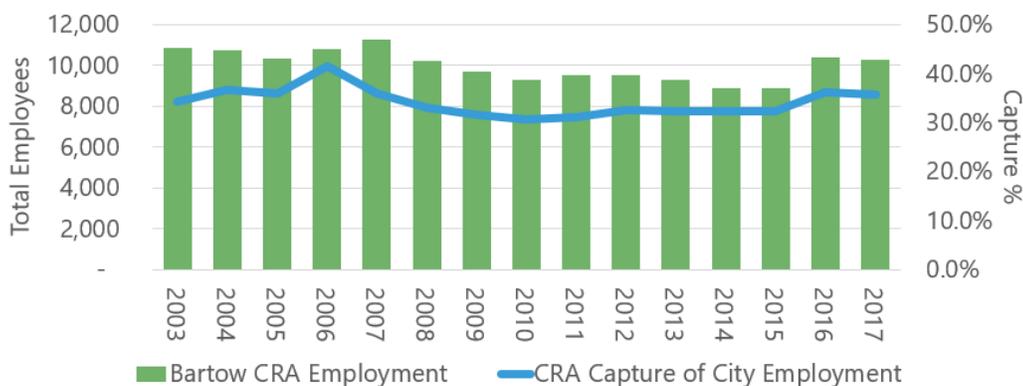
According to the U.S. Census Bureau for Economic Studies, the Bartow CRA had a total of 10,292 employees in 2017. The total employment within the Bartow CRA makes up approximately 35.7% and 4.4% of the total employment within the City and the County, respectively. Additionally, the employee to population ratio for the Bartow CRA is about 1.7 jobs per capita, which is significantly higher than the employee to population ratio within the City and County at 0.8 and 0.3 jobs per capita, respectively. This indicates that there are more jobs within the Bartow CRA than there are residences. To provide a frame of reference, the MSA has an employee to population ratio of 0.3 jobs per capita, which is in-line with the County. Of the total employees in the Bartow CRA, 97.5% are employed in the area but are living outside; whereas, 2.5% are employed and living inside the Bartow CRA. Additionally, 89.1% are living inside the Bartow CRA but are employed elsewhere. In 2019, the unemployment rate within the Bartow CRA was 10.5%, which was greater than the unemployment rate observed within the City and County, at 8.0% and 8.8%, respectively.

Historically, employment within the Bartow CRA has grown at a negative CAGR of 0.09% from 2003 to 2017. Comparatively, the City has also seen a negative CAGR of 0.03%, whereas the County has seen a positive CAGR of 1.42%, during this same time frame. Over the last year in which data was provided, 2016 to 2017, total employment in the City and the County increased 0.5% and 1.0%, respectively. During this same time period, total employment decreased within the CRA by 1.0%. The figure below illustrates the historic employment trends in the Bartow CRA as it relates to the City from 2003 to 2017.



Fig. 41. Bartow Employment
Seven elected officials throughout Bartow County convened in September 2020 to sign a proclamation celebrating National Recovery Month.

Fig. 42. Historic Employment



4.2 Market Inventory Analysis

The following pages describe the commercial and residential market trends within the Bartow CRA, including office, retail, industrial, single-family and multi-family. In addition to comparing growth rate patterns and inventory capture to the City. This section also provides key indicators of current inventory and performance for each industry sector as of year-to-date 2020.

4.2.1 Commercial Market Trends

Office

As of year-to-date 2020, the Bartow CRA has approximately 316,970 square feet of office building space in nearly 52 buildings, comprising about 60.9% of the total square feet of office space within the City. Over this same time period, the Bartow CRA office inventory has a 9.4% vacancy rate, which is slightly lower than that of the City at 15.6%. Additionally, gross absorption was 5,270 square feet in the Bartow CRA which accounts for 100% of the gross absorption observed within the City as of year-to-date 2020.

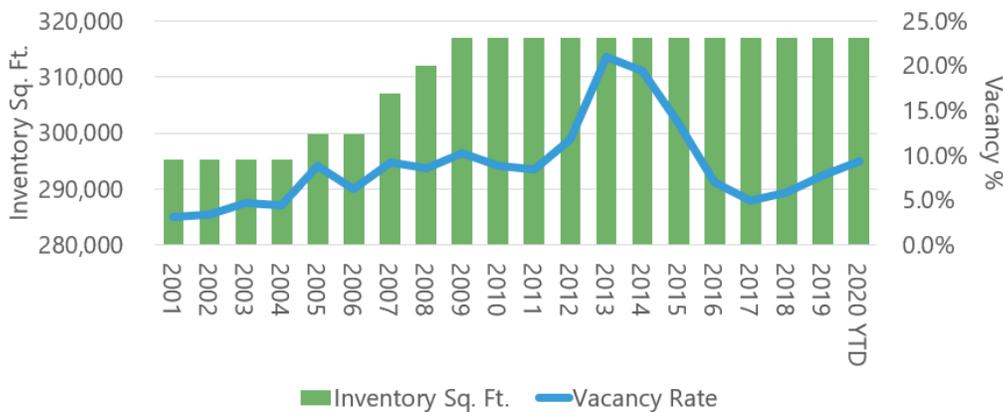
Over the last 20 years, 2001-2020, where data is available, the office inventory has seen a positive CAGR of 0.4%. The vacancy rate within the Bartow CRA has also experienced a positive CAGR of 5.8% over the past 20 years. Comparatively, the Bartow CRA has seen no change in office inventory over the last 10 years. Additionally, the City's office inventory has experienced a CAGR of 0.5% over the last 20 years. The figure below illustrates the historic trends in office inventory and vacancy for the Bartow CRA over the last 20 years.

Quick Indicators:



- 316,970 sq. ft. office inventory
- 287,250 sq. ft. occupied office space
- 60.9% capture of City
- 9.4% vacancy rate
- 5,270 sq. ft. gross absorption

Fig. 43. Historic Office Inventory and Vacancy



Retail

The Bartow CRA has approximately 1.2 million square feet of retail building space in about 95 buildings, comprising about 81.2% of the total square feet of retail space within the City, as of year-to-date 2020. Over this same time period, the Bartow CRA retail inventory has experienced a 3.5% vacancy rate, with about 1,260 square feet of gross absorption. Comparatively, the City's retail inventory has experienced a 2.8% vacancy rate, with 1,760 square feet of gross absorption as of year-to-date 2020.

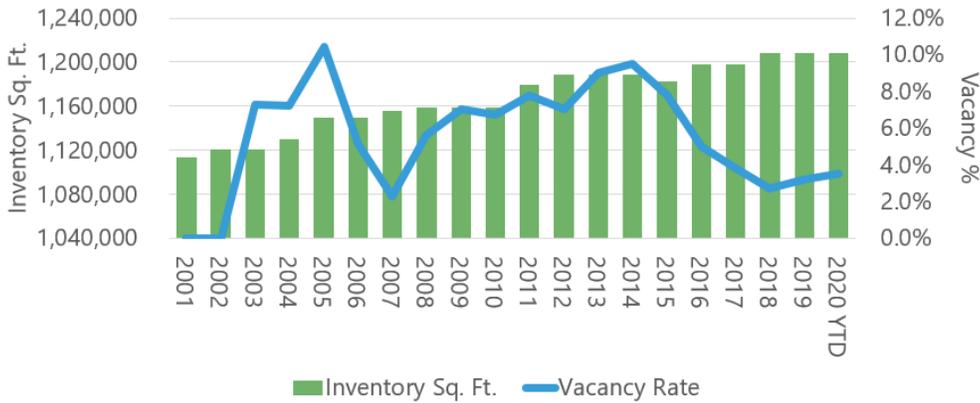
Over the last 20 years, 2001-2020, where data is available, the inventory has seen a positive CAGR of 0.4%. Comparatively, the Bartow CRA has seen a 2.4% increase in inventory, as well as a 55.1% decrease in vacancy rate over the last 10 years, 2011 to year-to-date 2020. Additionally, the City's retail inventory has experienced as CAGR of 0.4% over the last 10 years. The figure below illustrates the historic trends in retail inventory and vacancy for the Bartow CRA over the last 20 years.

Quick Indicators:



- 1.21 million sq. ft. retail inventory
- 1.17 million sq. ft. occupied retail space
- 81.2% capture of City
- 3.5% vacancy rate
- 1,260 sq. ft. gross absorption

Fig. 44. Historic Retail Inventory and Vacancy



Industrial

As of year-to-date 2020, the Bartow CRA has approximately 397,780 square feet of industrial space in nearly 21 buildings, comprising about 13.3% of the total square feet of industrial space within the City. Over this same time period, the Bartow CRA industrial inventory experienced a 2.1% vacancy rate, which is significantly greater than that of the City at 0.3%. Additionally, gross absorption was about 30,420 square feet in the City, with zero absorption occurring within the Bartow CRA as of year-to-date 2020.

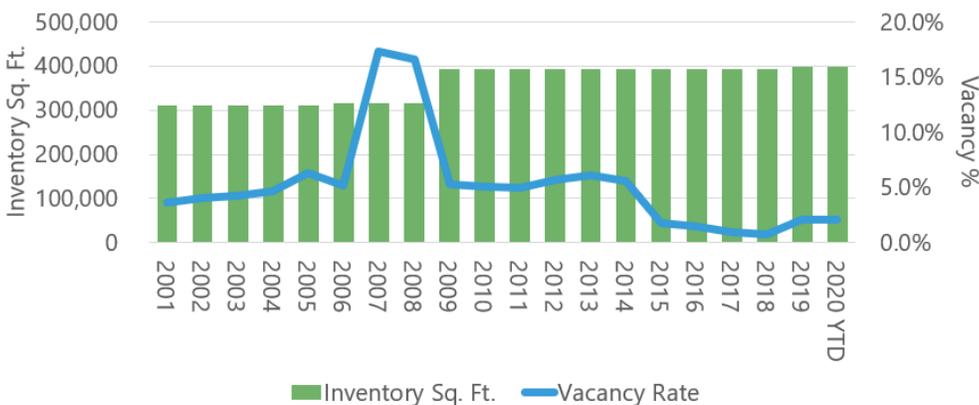
Quick Indicators:



- 397,780 sq. ft. industrial inventory
- 389,530 sq. ft. occupied industrial space
- 13.3% capture of City
- 2.1% vacancy rate

Over the last 20 years, 2001-2020, where data is available, the industrial inventory has seen a positive CAGR of 1.3%. Whereas, the vacancy rate within the Bartow CRA has experienced a negative CAGR of 2.8% over the past 20 years. Comparatively, the Bartow CRA has seen a 1.1% increase in inventory, as well as a 58.0% decrease in vacancy rate over the last 10 years, 2011 to year-to-date 2020. Additionally, the City's industrial inventory has experienced a negative 0.3% CAGR over the last 10 years. The figure below illustrates the historic trends in industrial inventory and vacancy for the Bartow CRA over the last 20 years.

Fig. 45. Historic Industrial Inventory and Vacancy



Multi-Family Apartment Units

As of year-to-date 2020, the Bartow CRA has approximately 787 multi-family units in nearly 10 buildings, comprising about 65.8% of the total multi-family units observed in the City, at 1,196 units. Over this same time period, the Bartow CRA and City both experienced a vacancy rate of 5.1%. Comparatively, gross absorption fell by 3 units in the Bartow CRA, and by 5 units in the City as of year-to-date 2020.

Over the last 20 years, 2001-2020, where data is available, the multi-family units within the Bartow CRA has experienced a positive CAGR of 3.7%, increasing by nearly XX units from 2001. The rental rate per square foot at \$0.84 year-to-date 2020, has also grown by a 1.1% CAGR during this same time frame. Comparatively, the multi-family units has remained constant over the last 10 years at 787 units. Similarly, the City's multi-family inventory has also experienced a positive growth at a 3.2% CAGR over the last 20 years, with no change in inventory over the past 10 years. The figure below illustrates the historic trends in multi-family residential inventory and vacancy for the Bartow CRA over the last 20 years.

Quick Indicators:

- 787 inventory units
- 65.8% capture of City
- \$0.84 effective rental rate per sq. ft.
- 5.1% vacancy rate
- (3) units gross absorption

Fig. 46. Historic Multi-Family Residential Inventory and Vacancy

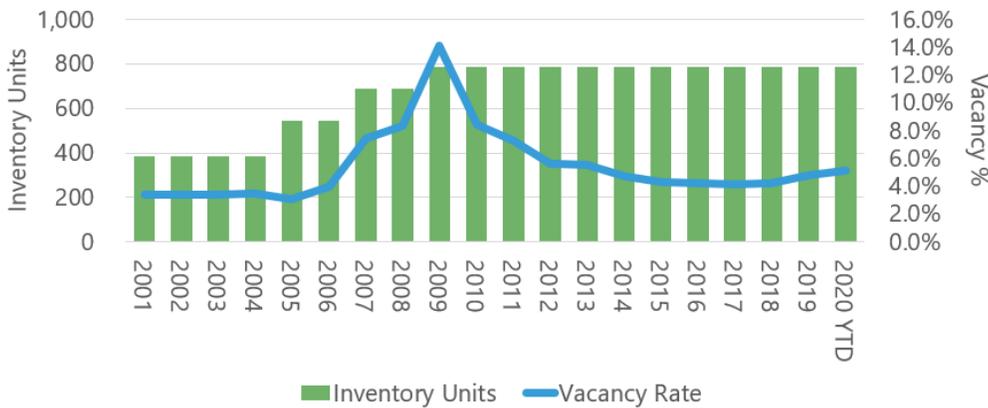


Fig. 47. Summerlin Oaks Apartment Complex
Apartment complex built in 2007 with 144 units in the Bartow CRA. Located on East Church Street, near Main Street in downtown.

Fig. 48. Housing Variety

The images to the right illustrate the various types of housing available throughout the Bartow CRA.



CHAPTER FIVE: FINANCIAL ANALYSIS

5.1 Increment Revenue Projections

5.1.1 Factors Effecting Past and Future Property Value

When indicating an opinion of Just Value for real property, as required under s. 4, Art. VII of the State Constitution, County Property Appraisers are required to take into consideration a number of market factors (Fla. Stat. §193.011, 2019) to include the present cash value of the property, which is the amount a willing purchaser would pay a willing seller, exclusive of reasonable fees and costs of purchase, in cash or the immediate equivalent thereof in a transaction at arm's length (i.e. Fair Market Value). As a result, fluctuations in general economic activity at the national, regional, and local level tend to have significant impacts on changes in real property market value and are a major focus of this analysis.

Similar to many areas across the country, real property market values in Polk county, the City, and the Bartow CRA have experienced a significant Boom-Bust cycle beginning in early-2000 (see Figure 38).

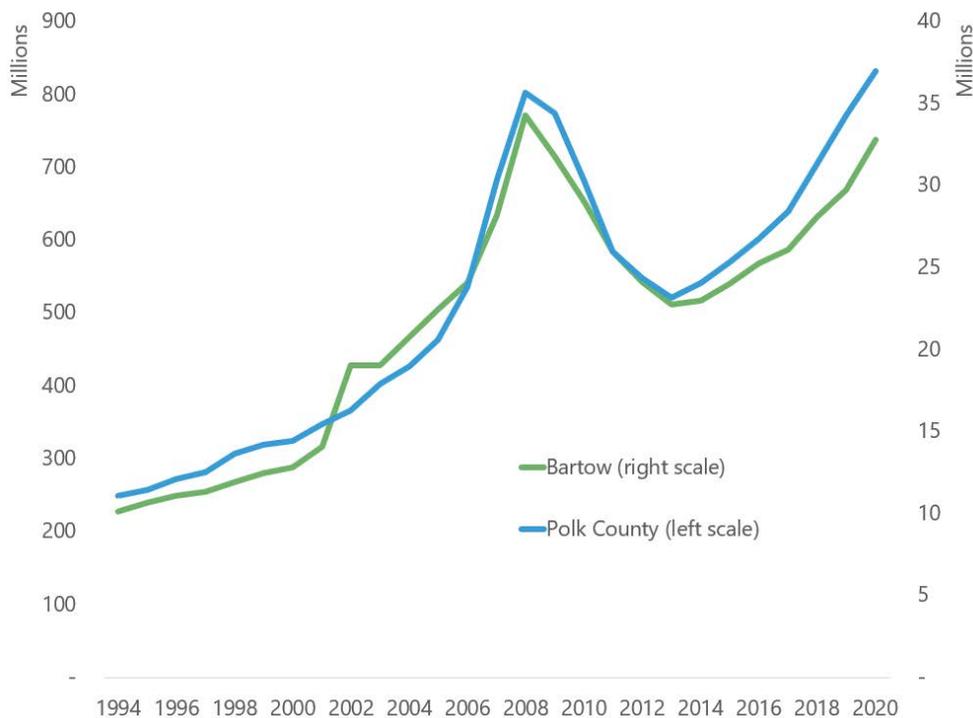


Fig. 49. Polk County Total Taxable Property Value
Illustrates the total taxable property value for Polk County and the City of Bartow from 1994 to 2020.

Sources: Polk County and City of Bartow CAFRs; GAI Consultants; Florida Department of Revenue ("DOR").

The strong correlation between the contraction of economic activity and property values is not surprising. Imbalances created by a very robust housing development and construction market across the U.S. is considered the major contributor to the Great Recession. Housing construction began contracting in late-2005, but growth in gross domestic product (“GDP”) remained strong until the significant imbalances involving housing financing ultimately created the crisis that stalled the entire economy and created the most significant recession since 1945.

The County property market cycle peaked generally consistent with U.S. construction activity with the City peaking more consistent with the start of the Great Recession. Overall, the market-wide surge in development and construction that began in early-2000 and subsequent decline in U.S. economic activity has resulted in both cycles experiencing very similar growth patterns (see Table 5.1).

Table 5.1 CAGR of Taxable Property Value

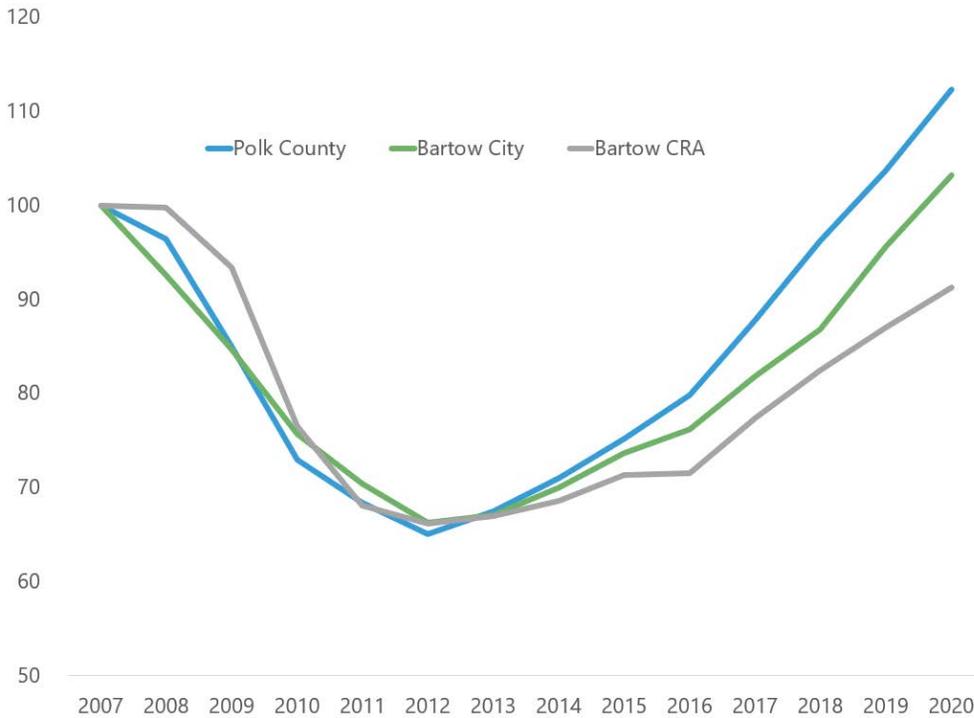
| | Polk County | Bartow |
|------------------------------------|-------------|--------|
| FY 2001 to FY 2020 | 4.8% | 3.3% |
| FY 2008 (Peak) to FY 2020 | 0.9% | 0.2% |
| FY 2008 (Peak) to FY 2013 (Bottom) | (8.2%) | (7.9%) |
| FY 2013 (Bottom) to FY 2020 | 7.1% | 5.7% |

Sources: Polk County and City of Bartow CAFRs, GAI Consultants; Florida DOR.

Between 2001 and 2020, taxable property value for the County and City grew at a compound annual growth rate (“CAGR”) of 4.8% and 3.3%, respectively. In both cases, the majority of this growth happened as a result of the significant housing and commercial construction boom in early- to mid-2000, which was entirely erased as a result of the impacts on market values during the Great Recession. In fact, the CAGR from the peak of each cycle (2008) to today is 0.9% for the County and 0.2% for the City. While both taxable property values for the County and City have started to rebound around 2013, total taxable property values have just now recovered to prior peaks. Both the County and City generally declined consistently prior to beginning a recovery through 2020. Since 2013, total County taxable property value grew at 7.1% compounded annually and 5.7% within the City. Some of the consistency in the ebb and flow of property value growth does exist simply because the City is a subdivision of the overall County property market. But these patterns provide a confirmation of the influence of overall economic activity at the national, state, and local levels on property market values. However, the City and Bartow CRA have lagged slightly in the recovery of property values from the relative market peak in 2008 (see Figure 39).

Fig. 50. Taxable Property Value Index (100=2008)

Illustrates the recovery of property values from the relative market peak of 2008 for Polk County, the City of Bartow, and the Bartow CRA.



Sources: Polk County and City of Bartow CAFRs, GAI Consultant; Florida DOR.

Based on indexing total real property value relative to 2007, County values are more than 10% higher than the prior peak with the Bartow CRA at roughly 10% below the prior peak. The City's overall value today is slightly ahead of its prior peak. So while a recovery in values for the Bartow CRA and City moved in sync with the County through 2013, the current pace of growth in total value for these areas is slower than the County as a whole.

Moving forward, this analysis focuses on the likely components of change in total taxable value from the current taxable value given the composition of properties in the Bartow CRA. We expect future taxable value to be a function of 1) growth in market values of existing improved properties over time (e.g. inflationary growth), 2) redevelopment of some portion of existing improved properties, 3) development of available vacant land area, and 4) additional growth in market value on newly developed or redeveloped properties over time (see Table 5.2).

Table 5.2 Long-Term Bartow CRA Taxable Property Value

| Cause of Change | Bartow CRA |
|--|---------------|
| FY 2020 Tax Value (2021 Tax Increment) | \$223,351,000 |
| <i>Causes of Change:</i> | |
| Base Inflation Growth | \$73,330,000 |
| Residential Development and Redevelopment | \$80,100,000 |
| Commercial Development and Redevelopment | \$213,000,000 |
| New Development Inflation Growth | \$101,900,000 |
| Other | \$19,000 |
| <i>Subtotal Change:</i> | \$468,349,000 |
| FY 2050 Taxable Value (2051 Tax Increment) | \$691,700,000 |
| CAGR | 3.8% |

Sources: Polk County and City of Bartow CAFRs, GAI Consultants.

As a baseline projection, we expect annual total real property taxable value to increase from \$223.5 million in FY 2020 to \$691.7 million in FY 2050, representing a 3.8% CAGR.

A significant component of growth in taxable property value is expected to result from growth in inflationary market value of existing property over time, assumed at 1.0% compounded. Through 2050, annual compounding of existing taxable value is expected to result in an annual \$73 million addition to existing property value. Investment in real estate remains a relative store of value, even with the effects of the Great Recession still being recovered in some places. So, it is a reasonable expectation that holding property, doing nothing, should still result in market value growth. But it is important not to simply translate expected market rate of return into an expected compounded taxable property value. Our analysis utilizes an underlying 1.0% compounded growth rate to account for the many factors that contribute to constraining taxable property value (on a compound annual basis) while the market could still generate acceptable returns to investors. These factors include the high likelihood of recessions through the projection period, the effects of depreciating building values over time, and assessed value limitations provided by Florida Law.

The second component of expected growth in property value should result from new development or redevelopment. The CRA currently consists of approximately 1,223 acres or roughly 2.0 square miles of land area with 16% vacant (this value does not include institutional open space or other non-improved property types). Vacant lands designated for a residential property use account for approximately 80 acres and commercial vacant land accounts for approximately 120 acres. Using an existing, observed taxable value of \$250,000 per acre for residential uses and \$500,000 per acre for commercial uses, we expect new development on existing residential and commercial vacant property uses to contribute \$80 million (2019 dollars) over a long-term period of no less than 30 years. Additional redevelopment of existing residential and commercial properties is expected to contribute an additional \$213 million based on our analysis of those properties with the most relative pressure for redevelopment. Together, these newly developed or redeveloped properties would be expected to also continue to grow in inflationary market value over time, assumed at 1.0% compounded. Inflationary growth on expected new development and redevelopment could contribute an additional \$101 million in real property value.

5.1.2 Summary of Property Value Projection

Considering multiple economic outcomes in the near- and long-term, the components of change in taxable property value presented in Table 5.2 should be considered the most likely outcome for any given projection year (“Moderate Scenario”). However, as part of this analysis, GAI has also prepared alternative revenue scenarios which, together, act as a form of sensitivity test for the overall analysis. While the Moderate Scenario is considered most likely for any given projection year through 2050, Low and High projection scenarios provide a range of possible outcomes for the same periods. Conditions assumed to create each path of Low and High projection scenarios are not mutually exclusive and do not indicate an either/or path of potential revenue projections through 2050.

Moderate Scenario

The Moderate Scenario assumes a continuation of historical inflationary growth plus development of vacant land and some redevelopment of existing improved properties. Any general disruption of economic activity is considered short-lived and has a minimal impact on the region or the housing and commercial development sector in general. While we expect the path of growth in real property value to exhibit a compounding pattern, it should be noted that there is more downside than upside in the short-term given a significant amount of economic uncertainty with a post-COVID market. This situation shifts to an expectation of more upside than downside risk as time passes. Finally, the challenge with maintaining a compounding rate of growth over the long-term ultimately tends to reflect the potential for a shift back to the possibility of more downside risk than upside by the time the 30-year projection periods ends. The County and City real property millage are assumed at a constant 6.8990 and 3.0862 per \$1,000 of taxable real property value, respectively. The moderate scenario represents the most likely outcome for each projection year of the projection period.

Low Scenario

The Low Scenario considers a high possibility of a general U.S. economic recession occurring within the first three (3) years of the projection period as a result of the current economic disruptions resulting from COVID-19 followed by long-term, slower market performance as a result of relative housing and commercial development market maturity. The low property tax revenue scenario assumes that the CRA is unable to maintain historical growth rates. We consider the low scenario to basically be a worst-case scenario. The estimated property value growth rate used for this scenario is significantly lower than what has typically occurred over the last 20 years. The County and City real property millage are assumed at a constant 6.8990 and 3.0862 per \$1,000 of taxable real property value, respectively. The Low Scenario results in total incremental tax collections of 24% below the Moderate Scenario.

High Scenario

The High Scenario assumes no disruption of general economic activity in the near-term or an historically short and very shallow U.S. recession followed by relatively robust growth. This scenario also assumes an improved capture of housing and commercial development in the Bartow CRA compared with other areas of the County. The high scenario is the most synergistic of the three and incorporates optimal general economic conditions and continued robust market performance. The County and City real property millage are assumed at a constant 6.8990 and 3.0862 per \$1,000 of taxable real property value, respectively. The High Scenario results in total incremental tax collections of 13% above the Moderate Scenario.

Table 5.3 and Figure 40 on the following pages provide expected CRA incremental ad valorem tax revenues for each projection scenario.

Table 5.3 Total Taxable Sales and Sales Tax Revenue Summary

| FY | Low Scenario | | Moderate Scenario | | High Scenario | |
|---------|--------------|----------|-------------------|----------|---------------|----------|
| | TIF Revenue | % Change | TIF Revenue | % Change | TIF Revenue | % Change |
| 2020-21 | \$1,196,000 | 4.10% | \$1,196,000 | 4.10% | \$1,196,000 | 4.10% |
| 2021-22 | 982,000 | (17.90%) | 1,228,000 | 2.70% | 1,240,000 | 3.70% |
| 2022-23 | 898,000 | (8.60%) | 1,283,000 | 4.50% | 1,299,000 | 4.80% |
| 2023-24 | 1,102,000 | 22.70% | 1,377,000 | 7.30% | 1,398,000 | 7.60% |
| 2024-25 | 1,313,000 | 19.10% | 1,475,000 | 7.10% | 1,501,000 | 7.40% |
| 2025-26 | 1,400,000 | 6.60% | 1,577,000 | 6.90% | 1,609,000 | 7.20% |
| 2026-27 | 1,490,000 | 6.40% | 1,683,000 | 6.70% | 1,721,000 | 7.00% |
| 2027-28 | 1,584,000 | 6.30% | 1,793,000 | 6.50% | 1,838,000 | 6.80% |
| 2028-29 | 1,681,000 | 6.10% | 1,908,000 | 6.40% | 1,961,000 | 6.70% |
| 2029-30 | 1,783,000 | 6.10% | 2,029,000 | 6.30% | 2,091,000 | 6.60% |
| 2030-31 | 1,888,000 | 5.90% | 2,154,000 | 6.20% | 2,225,000 | 6.40% |
| 2031-32 | 1,999,000 | 5.90% | 2,286,000 | 6.10% | 2,367,000 | 6.40% |
| 2032-33 | 2,111,000 | 5.60% | 2,420,000 | 5.90% | 2,512,000 | 6.10% |
| 2033-34 | 2,230,000 | 5.60% | 2,563,000 | 5.90% | 2,667,000 | 6.20% |
| 2034-35 | 2,353,000 | 5.50% | 2,711,000 | 5.80% | 2,828,000 | 6.00% |
| 2035-36 | 2,481,000 | 5.40% | 2,865,000 | 5.70% | 2,997,000 | 6.00% |
| 2036-37 | 2,613,000 | 5.30% | 3,026,000 | 5.60% | 3,173,000 | 5.90% |
| 2037-38 | 2,751,000 | 5.30% | 3,193,000 | 5.50% | 3,356,000 | 5.80% |
| 2038-39 | 2,894,000 | 5.20% | 3,368,000 | 5.50% | 3,549,000 | 5.80% |
| 2039-40 | 3,043,000 | 5.10% | 3,550,000 | 5.40% | 3,750,000 | 5.70% |
| 2040-41 | 3,197,000 | 5.10% | 3,739,000 | 5.30% | 3,960,000 | 5.60% |
| 2041-42 | 3,358,000 | 5.00% | 3,937,000 | 5.30% | 4,180,000 | 5.60% |
| 2042-43 | 3,525,000 | 5.00% | 4,143,000 | 5.20% | 4,410,000 | 5.50% |
| 2043-44 | 3,698,000 | 4.90% | 4,358,000 | 5.20% | 4,650,000 | 5.40% |
| 2044-45 | 3,879,000 | 4.90% | 4,582,000 | 5.10% | 4,901,000 | 5.40% |
| 2045-46 | 4,066,000 | 4.80% | 4,815,000 | 5.10% | 5,163,000 | 5.30% |
| 2046-47 | 4,261,000 | 4.80% | 5,059,000 | 5.10% | 5,439,000 | 5.30% |
| 2047-48 | 4,463,000 | 4.70% | 5,312,000 | 5.00% | 5,725,000 | 5.30% |
| 2048-49 | 4,674,000 | 4.70% | 5,577,000 | 5.00% | 6,026,000 | 5.30% |
| 2049-50 | 4,893,000 | 4.70% | 5,853,000 | 4.90% | 6,340,000 | 5.20% |
| 2050-51 | 5,120,000 | 4.60% | 6,140,000 | 4.90% | 6,667,000 | 5.20% |
| Total | \$82,926,000 | 5.00% | \$97,200,000 | 5.60% | \$102,539,000 | 5.90% |

Sources: Polk County and City of Bartow CAFRs, GAI Consultants. Notes: FY represents a fiscal year from October to September. Polk County and City of Bartow millage rates are constant at 6.8990 and 3.0862 per \$1,000 of taxable real property value, respectively. Total % change reflects a CAGR.

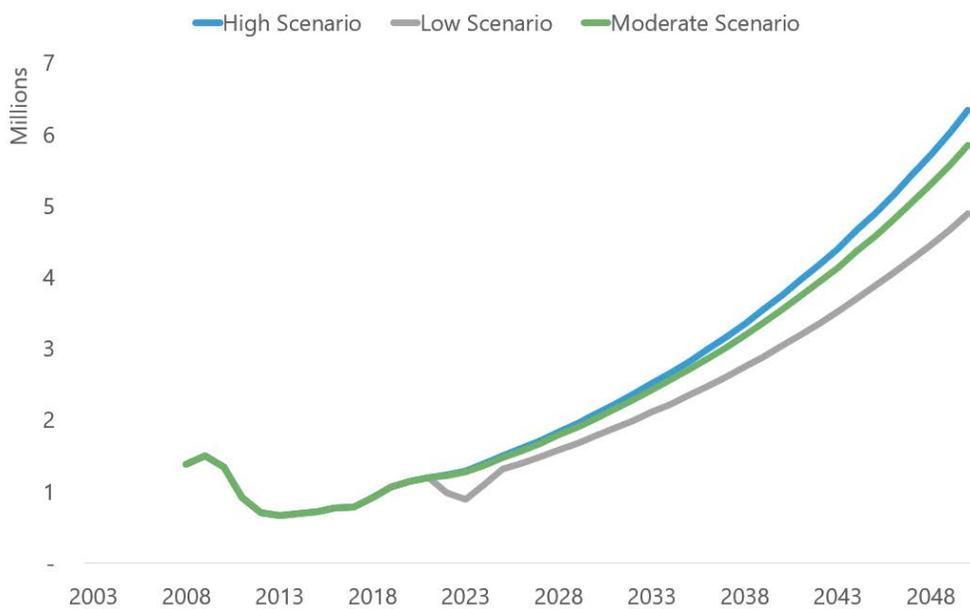


Fig. 51. Bartow CRA Annual Incremental Tax Collections
 Illustrates the expected Bartow CRA incremental ad valorem tax revenues for the high-moderate-low scenario from 2020 to 2050.

Sources: GAI Consultants.

5.1.3 Key Assumptions and Limiting Conditions

Key assumptions and limiting conditions include the following:

- This analysis and our documentation is intended for the Client’s use for purposes of information, general planning, financial modeling, and other activities related to the funding projects within the CRA. Excerpts or partial references to this analysis in any form must acknowledge that these passages are out of context and the entire analysis must be considered or viewed.
- The forward-looking statements included within this analysis are not statements of historical facts, but instead express our estimates or expectations for economic performance or results for future periods or as of future dates, events or developments that may or may not occur in the future.
- The market factors analyzed within this Report are generally subject to numerous risks, factors, and uncertainties, domestically and internationally, outside of the control of the City. One, or a combination, of these risks, factors, and uncertainties could materially affect any of those matters for which forward-looking statements were developed and cause actual results or an actual event or occurrence to differ materially from those results or an event or occurrence described in a forward-looking statement. These factors, which may be global in their effect or affect only some of the properties within the FBR CRA, include, but are not limited to economic, geo-political, capital markets and business conditions, trends and events around the world and natural disasters, public health emergencies, civil disturbances, and terrorist attacks.

- Possession of this document, or copy thereof, does not carry with it the right of publication. Neither our document nor its contents, nor any reference to our firm may be included or quoted in any real estate offering or registration statement, or other agreement or document, except those referenced above, without our prior permission. Permission will be granted upon meeting certain conditions.
- GAI has no present or prospective interest in property located in the CRA and no bias with respect to the CRA or the parties involved with this engagement.
- GAI's compensation for this analysis is fee-based and is not contingent upon the development or reporting of a predetermined result that favors the cause of the Client or CRA or the occurrence of a subsequent event directly related to the intended use of this analysis and acceptance of this engagement was not contingent upon developing or reporting predetermined results.
- Certain data used in compiling this Report was furnished from sources which we consider reliable; however, we do not guarantee the correctness of such data, although so far as possible, we have checked and/or verified the same and believe it to be accurate.
- No responsibility is assumed for legal matters, nor is any opinion on any legal matter rendered in the analysis. It is assumed that developable property in the CRA is in full compliance with all applicable federal, state, and local environmental regulations and laws, including zoning and land use restrictions, unless non-compliance is stated, defined, and considered in this analysis.
- No effort was made to determine the possible effects on property value estimates as they may be influenced by future changes in federal, state, or local legislation, including changes in tax structure or tax law, changes in environmental or ecological matters, or interpretations thereof.
- It is assumed that there are no hidden or unapparent conditions of developable property within the CRA which would render this property more or less usable. The existence of hazardous material or any other environmental problems or conditions, which may or may not be present on the property, was not observed or disclosed. No responsibility is assumed for any such conditions, or for any expertise or knowledge required to discover them.
- It should not be construed that we have done market studies for property located within the CRA. GAI reserves the right to alter, amend, revise, or rescind any of the statements, findings, opinions, property value estimates, or conclusions contained herein if any future market studies require it.
- GAI has no obligation to update the Report for information or knowledge of events or conditions that become available after the date of the report.
- Acceptance of, and/or use of, this Report constitutes acceptance of the above limiting conditions and assumptions.

Table 5.4 Details of Baseline Revenue Projections (Moderate Scenario)

| FY | Total CRA Taxable Value | Annual Change | Base Year Taxable Value | Incremental Taxable Value | Incremental Value @ 95% | Millage | TIF Revenue |
|---------|-------------------------|---------------|-------------------------|---------------------------|-------------------------|---------|-------------|
| 2020-21 | \$223,351,000 | 4.80% | \$97,207,480 | \$126,100,000 | \$119,800,000 | 9.985 | \$1,196,000 |
| 2021-22 | 226,100,000 | 1.20% | 97,207,480 | 128,900,000 | 122,500,000 | 9.985 | 1,223,000 |
| 2022-23 | 231,600,000 | 2.40% | 97,207,480 | 134,400,000 | 127,700,000 | 9.985 | 1,275,000 |
| 2023-24 | 240,000,000 | 3.60% | 97,207,480 | 142,800,000 | 135,700,000 | 9.985 | 1,355,000 |
| 2024-25 | 253,100,000 | 5.50% | 97,207,480 | 155,900,000 | 148,100,000 | 9.985 | 1,479,000 |
| 2025-26 | 266,600,000 | 5.30% | 97,207,480 | 169,400,000 | 160,900,000 | 9.985 | 1,607,000 |
| 2026-27 | 280,400,000 | 5.20% | 97,207,480 | 183,200,000 | 174,000,000 | 9.985 | 1,737,000 |
| 2027-28 | 294,600,000 | 5.10% | 97,207,480 | 197,400,000 | 187,500,000 | 9.985 | 1,872,000 |
| 2028-29 | 309,100,000 | 4.90% | 97,207,480 | 211,900,000 | 201,300,000 | 9.985 | 2,010,000 |
| 2029-30 | 323,900,000 | 4.80% | 97,207,480 | 226,700,000 | 215,400,000 | 9.985 | 2,151,000 |
| 2030-31 | 339,100,000 | 4.70% | 97,207,480 | 241,900,000 | 229,800,000 | 9.985 | 2,295,000 |
| 2031-32 | 354,600,000 | 4.60% | 97,207,480 | 257,400,000 | 244,500,000 | 9.985 | 2,441,000 |
| 2032-33 | 370,400,000 | 4.50% | 97,207,480 | 273,200,000 | 259,500,000 | 9.985 | 2,591,000 |
| 2033-34 | 386,500,000 | 4.30% | 97,207,480 | 289,300,000 | 274,800,000 | 9.985 | 2,744,000 |
| 2034-35 | 402,900,000 | 4.20% | 97,207,480 | 305,700,000 | 290,400,000 | 9.985 | 2,900,000 |
| 2035-36 | 419,500,000 | 4.10% | 97,207,480 | 322,300,000 | 306,200,000 | 9.985 | 3,057,000 |
| 2036-37 | 436,400,000 | 4.00% | 97,207,480 | 339,200,000 | 322,200,000 | 9.985 | 3,217,000 |
| 2037-38 | 453,500,000 | 3.90% | 97,207,480 | 356,300,000 | 338,500,000 | 9.985 | 3,380,000 |
| 2038-39 | 470,800,000 | 3.80% | 97,207,480 | 373,600,000 | 354,900,000 | 9.985 | 3,544,000 |
| 2039-40 | 488,400,000 | 3.70% | 97,207,480 | 391,200,000 | 371,600,000 | 9.985 | 3,711,000 |
| 2040-41 | 506,200,000 | 3.60% | 97,207,480 | 409,000,000 | 388,600,000 | 9.985 | 3,880,000 |
| 2041-42 | 524,100,000 | 3.50% | 97,207,480 | 426,900,000 | 405,600,000 | 9.985 | 4,050,000 |
| 2042-43 | 542,200,000 | 3.50% | 97,207,480 | 445,000,000 | 422,800,000 | 9.985 | 4,222,000 |
| 2043-44 | 560,500,000 | 3.40% | 97,207,480 | 463,300,000 | 440,100,000 | 9.985 | 4,394,000 |
| 2044-45 | 578,900,000 | 3.30% | 97,207,480 | 481,700,000 | 457,600,000 | 9.985 | 4,569,000 |
| 2045-46 | 597,400,000 | 3.20% | 97,207,480 | 500,200,000 | 475,200,000 | 9.985 | 4,745,000 |
| 2046-47 | 616,100,000 | 3.10% | 97,207,480 | 518,900,000 | 493,000,000 | 9.985 | 4,923,000 |
| 2047-48 | 634,900,000 | 3.10% | 97,207,480 | 537,700,000 | 510,800,000 | 9.985 | 5,100,000 |
| 2048-49 | 653,800,000 | 3.00% | 97,207,480 | 556,600,000 | 528,800,000 | 9.985 | 5,280,000 |
| 2049-50 | 672,700,000 | 2.90% | 97,207,480 | 575,500,000 | 546,700,000 | 9.985 | 5,459,000 |
| 2050-51 | 691,700,000 | 2.80% | 97,207,480 | 594,500,000 | 564,800,000 | 9.985 | 5,640,000 |

Sources: Polk County and City of Bartow CAFRs, GAI Consultants. Notes: FY represents a fiscal year from October to September. May not add due to rounding.

5.2 Capital Improvement Program

Based on the projected increment revenues, the funding for the respective projects and programs is limited for the scope of the effort. That being said, judicious use of the funds, and aggressive leveraging with private and other public resources, should provide a platform to provide a meaningful implementation program. It is recommended that the sunset date be extended through September 30, 2051, as allowed under Part III of Chapter 163 of the Florida Statutes. The following table provides a funding allocation program that addresses the elements described in this update. The dollar amounts indicated are those generated in the most conservative (Low) projections (see Table 5.5).

Table 5.5 Funding Allocation for the Bartow CRA through 2050

| Project/Program | 2021-2025 | 2026-2030 | 2031-2035 | 2036-2040 | 2041-2045 | 2046-2050 |
|----------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Catalyst Sites | \$1,250 | \$2,500 | \$500 | \$500 | \$500 | \$500 |
| Downtown Development | \$850 | \$1,250 | \$2,000 | \$3,500 | \$4,000 | \$4,500 |
| Housing | \$1,250 | \$2,250 | \$5,000 | \$5,000 | \$6,500 | \$8,000 |
| Neighborhoods | \$750 | \$1,000 | \$2,000 | \$3,500 | \$5,000 | \$7,000 |
| Corridors | \$500 | \$500 | \$500 | \$750 | \$1,250 | \$2,000 |
| Connectivity | \$500 | \$500 | \$500 | \$750 | \$1,250 | \$1,250 |
| Marketing | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 |
| Total | \$5,600 | \$8,500 | \$11,000 | \$14,500 | \$19,000 | \$23,750 |

Source: GAI Consultants.

This funding program is to be used as a guide and are allocated what appeared to be priorities based on community input and data analysis. Obviously, these are estimates only, but indicate an order of magnitude to provide a meaningful impact on these CRA initiatives. Using the moderate and high projections for generated increment revenues will provide additional funding opportunities.

The intent of the budget is to recognize the relative importance of the identified activities or programs. The budget is a tool to focus decision making and actual implementation as resources become available. The activities and proposed budget recognize discrete and particular plans, timetables, policies, and policy criteria or program content will be completed in accordance with these priorities. To emphasize again, a community redevelopment plan is *not* a detailed blueprint with a list of stipulations and provision. These will emerge in accord with the 2020 Plan Update as the framework outlined in it is implemented.

While it is the purpose of this Redevelopment Plan to direct resources to those listed above, it is also the intention that monies should be allocated with some flexibility, in part, because monies from other sources could be leveraged and directed to many of the same focus areas. As a part of that flexibility, it is expressly the intent of this Redevelopment Plan that the allocation of resources between and among activities should be fungible such that minor adjustments in sums do not require a plan amendment. These budgeted items should not be boundaries but should be construed broadly to accommodate new technologies, alternatives, options, and partnerships which could emerge as equivalent or corresponding actions. As long as the overarching objectives and related principles that guide this plan are maintained, spending should be consistent and in accordance with projects and programs of the Redevelopment Plan.

The monies for implementation could come from a variety of resources, just as they have in the past. While other options and partnerships should be secured, tax increment funds accruing through gains in the valuations of real property in the Bartow CRA will be the primary sources of revenue. Even the least favorable and unlikely financial forecast indicates receipts adequate to cover certain costs but only if the timetable is extended past the current sunset.

5.3 Housing Diversity Development

The public engagement process highlighted the need for the diversification of the housing product offerings in the community. Bartow, by-and-large, is basically a community of single-family, detached homes. This limits the community's ability to attract and retain young adults, emerging households, as well as those residents that have retired. While most of the housing is affordable by county standards, there are few entry level products, few multi-family developments, and limited variety for either for sale or rental offerings.

- The CRA has indicated that resources should be available to encourage the diversification of housing products, especially as infill development opportunities in the neighborhoods. These may include duplexes, triplexes, courtyard apartments, bungalow courts, or accessory dwelling units ("granny flats").
- Support the modification of the land use development codes required to allow these types of units. The downtown area, the north and east side neighborhoods are ideal opportunities for these types of developments.

5.4 Government and Redevelopment Administration

Create an administrative framework and financial mechanisms necessary to achieve the goals and objectives of the Redevelopment Plan. Review existing CRA and City policies and procedures to ensure timely and effective levels of service.

5.4.1 Agency Administration

Initially set up the management and administration framework necessary to initiate the implementation of the adopted Redevelopment Plan.

Objectives

1. The Agency will be administered by assigned City staff pursuant to interlocal agreement.
2. The Agency will formulate and adopt by-laws to provide guidelines for the function of the governing board.
3. The Agency will formulate and adopt policies and procedures including, but not limited to:
 - a. Finance, debt, and budget policies that will include appropriate procedures for five-year capital planning and annual budgeting. It will also include guidance for the agency regarding the budgeting and expenditure of funds on operating, capital, and non-capital expenditures.
 - b. Policies for the expenditure of increment revenues on privately initiated development, redevelopment, and renovation projects.
 - c. Policies for the acquisition and disposition of real property.
 - d. Policies for assisting residents and tenants with relocation in publicly funded acquisition projects.
4. The Agency will have the ability to leverage increment revenues with other funds by applying for grants, commercial loans, or other financial mechanisms to expedite the completion of capital projects.
5. The Agency will annually evaluate its strategic objectives to be consistent with objectives contained in the City's Comprehensive Plan.
6. The Agency will have the ability to participate in the planning process, develop the appropriate administrative policies, and will coordinate with the City to streamline the permitting process, as needed, to implement the Redevelopment Plan effectively.
7. The Agency will have the ability to work with the City to facilitate the expeditious approval of private development projects that further the goals and objectives of the Redevelopment Plan.
8. The Agency will have the ability to work with the various public and private leaders.
9. The Agency will utilize community leaders' talents to initiate desirable special events and activities to develop and implement sound marketing and promotional strategies.

10. The Agency will have the ability to promote effective communication with the residents and businesses throughout the community to garner public input, understanding, and support.
11. The Agency will have the ability to enhance public information services for all aspects of the redevelopment program via methods such as newspaper reporting, a more comprehensive city newsletter, advertisements, speaking engagements at neighborhood and civic organization meetings, Internet web sites, other electronic media, etc.

5.4.2 Land Use and Development Regulations

Work with the City, County, private property owners, and others as needed to implement future land use and zoning regulations and implement development of the Redevelopment Area.

Objectives

1. The Agency will have the ability to utilize available public and private resources through the redevelopment process, acquire land (if needed), master plan, design, and construct new development. The CRA may develop all or part of the Redevelopment Area independent of or in conjunction with the private sector, including hiring of design and construction professionals, and/or disposition of its interest in real property pursuant to the provisions of the Redevelopment Act.
2. The Agency will have the ability to implement land acquisition strategies to target sites for demolition and redevelopment to new improved land uses based on market opportunities ensuring consistency with objectives contained in the Redevelopment Plan pursuant to acquisition policies of the Agency.
3. The Agency will have the ability to promote and locate strategic land use activities of regional importance within the Redevelopment Area to capture additional market opportunities while reinforcing the unique character of the community.

5.5 Redevelopment Policy

Eliminate the conditions of blight identified in the Findings of Necessity and other such conditions as they may present themselves from time to time.

5.5.1 Focus on Existing Blighting Influences

Initial years' focus should address the higher priority blighting influences identified by the community and the Finding of Necessity study.

Objectives

1. The Agency will have the ability to regularly review its projects and programs to ensure that it is focused on eliminating the conditions identified in the Findings of Necessity as follows:
 - a. Inefficient and unsafe traffic circulation and pedestrian environment;
 - b. Physical deterioration of commercial and residential structures;

- c. High vacancy rates in commercial areas and underutilization of commercial structures;
 - d. Fragmented pattern of land uses and ownership of vacant land;
 - e. Prevalence of vacant residential lots of insufficient size to build upon without granting of variance from code requirements or aggregation of two or more lots to create a “buildable” lot;
 - f. Lack of consistent pedestrian and vehicular connectivity in the community;
 - g. Prevalence of vacant and functionally obsolete structures and development sites;
 - h. Vacant and developed lots exhibit accumulated trash, inoperable appliances, and junk vehicles.
2. The Agency will have the ability to work toward the elimination of other blighting influences including:
- a. Dilapidated and unsafe structures through land acquisition and the demolition and removal of derelict structures where it is deemed appropriate.
 - b. Existing substandard structures through enforcement of the City’s housing and building codes and the provision of financial incentives for rehabilitation.
 - c. Unsanitary and unsightly outside storage conditions through enforcement and revision of City zoning codes.
 - d. Nonconforming uses that detract from the character of the community, hindering investment opportunities through negotiation, acquisition, exchange, transfer of development rights, or any other available means in cooperation with property owners.

5.5.2 Prevent the Future Occurrence of Slum and Blight

The Agency will be proactive in identifying policies, actions, or developments that may contribute to preventing future blighting conditions.

Objectives

1. The Agency will have the ability to collaborate with city departments, city advisory boards, residents of the area, and the City Council to incorporate architectural design standards for new construction and rehabilitation within the Redevelopment Area.
2. The Agency will have the ability to work with area economic development organizations to formulate economic development strategies for the Redevelopment Area that will ensure future economic stability and job creation.
3. The Agency will have the ability to eliminate conditions that decrease property values and reduce the tax base.
4. The Agency will have the ability to create programs promoting development and rehabilitation of properties including financial or other economic incentives to facilitate new investment in the Redevelopment Area thereby increasing the tax base.

5. The Agency will have the ability to support programming and invest in those programs designed to identify, mitigate, or correct conditions of contamination as identified by the Agency, City, County, or third-party.

5.5.3 Land Assembly and Demolition

Encourage the acquisition, demolition, and reuse of those properties, which, by virtue of their location, condition, or value no longer function at their highest potential economic use, are blighting influences or have a negative effect on revitalization efforts.

Objectives

1. The Agency will have the ability to work with public agencies and private organizations to facilitate redevelopment within the Redevelopment Area including but not limited to holding events, concerts, farmers' markets, etc., renovating and reusing existing structures, and/or soliciting development partner(s) for the purpose of redeveloping all or part of the area.
2. The Agency will have the ability to develop a land acquisition policy to ensure that future acquisitions provide the greatest impact on fulfilling the objectives of the redevelopment program.
3. The Agency will have the ability to work with owners of properties located within Redevelopment Area to encourage their cooperative participation in Agency sponsored redevelopment projects.
4. The Agency will have the ability to encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
5. The Agency will have the ability to formulate and adopt acquisition and relocation policies to address the needs of those whose properties will undergo reuse and/or redevelopment activities. This includes acquisition of commercial and residential properties, as well as relocation of the respective occupants.
6. The Agency will have the ability to formulate and adopt policies and incentive programs to encourage the private sector to participate in redevelopment projects and programs.

5.5.4 Oversee Future Development Proposals

Establishing guidelines and standards that are consistently applied to all development and help ensure quality and protection of investments in the redevelopment area.

Objectives

1. The Agency will have the ability to encourage the City to establish and maintain advisory boards for review of development proposals.
2. The Agency will have the ability to encourage the City to create and regularly update development design or architectural standards to improve community aesthetics.

5.6 Economic Development

Establish a diverse, identifiable character for the Redevelopment Area while promoting economic vitality through private sector investment.

5.6.1 Supporting Existing Businesses and New Investment

Create a proactive environment supporting existing businesses and encouraging new business development and capital investment.

Objectives

1. The Agency will have the ability to establish partnerships between the public sector and private sector for the purpose of promoting the mutual benefits of proposed redevelopment projects.
2. The Agency will have the ability to continue to identify opportunities for all sectors of the economy and work toward successful implementation of projects and programs within the Redevelopment Area.
3. The Agency will have the ability to improve the investment image of the Redevelopment Area and utilize selected public actions to stimulate private investment including streetscaping, landscaping, and gateway enhancements, as well as conducting and sponsoring area events and promotions.
4. The Agency will have the ability to expand the economic base of the Redevelopment Area retaining existing jobs while creating new diverse employment opportunities by implementing improvements to and around commercial corridors, employment centers, business incubators, etc.
5. The Agency will have the ability to create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.
6. The Agency will have the ability to work with the City, County, Chamber of Commerce, economic and tourism development organizations, and other organizations and agencies as appropriate to establish business retention, recruitment, and expansion programs including but not limited to creation of business incubators, small business assistance programs, and other programs that can help local entrepreneurs establish and grow businesses in the Redevelopment Area.
7. Provide “brownfields” incentives including, but not limited to, clean-up credits, investment credits, and incentive measures for developers.
8. The Agency will have the ability to design and fund financial incentive initiatives to support business formation, relocation, expansion, and job creation.

5.6.2 Revitalize Commercial Corridors

Invigorate the business community and revitalize existing commercial properties.

Objectives

1. The Agency will have the ability to support the City, County, Chamber of Commerce, economic development organizations, and other organizations and agencies as appropriate to encourage their integration into the redevelopment process, including the establish and/or encourage the establishment of business associations, non-profit community development corporations, or other mechanisms as a conduit for sharing information and implementing relevant redevelopment programs.
2. The Agency will have the ability to consider the creation of programs to assist properties to implement and develop strategies for public and private sector reinvestment in struggling commercial properties with high vacancy rates to receive the benefits of such programs that may be developed.
3. The Agency will have the ability to evaluate economic development and revitalization tools and work with members of the community to utilize these tools locally.
4. The Agency will have the ability to create and regularly update master plan(s) for the revitalization, redevelopment and/or reuse of distinct “character areas” within the Redevelopment Area including Catalyst sites.

5.6.3 Market the Redevelopment Area

Market the Redevelopment Area as a major destination point, to promote historical, recreational and eco-tourism.

Objectives

1. The Agency will have the ability to work with economic and business development organizations to promote the Redevelopment Area and market its assets as related to the community’s historical, environmental and ecotourism attributes and activities.
2. The Agency will have the ability to work with the City, County and civic development organizations to ensure sufficient funding for marketing that includes local and regional promotional efforts.
3. The Agency will have the ability to maximize marketing opportunities in conjunction with other promotional organizations in the region.
4. The Agency will have the ability to promote and elevate the image of the Redevelopment Area as a safe and exciting place to go while encouraging both business and family-oriented patronage by continuing to sponsor and hold community events, ecotourism, and other promotional activities.



**Fig. 52. City of Bartow
Downtown Mainstreet**
*Illustrates mainstreet within
the City of Bartow.*



CHAPTER SIX: STATUTORY PROVISIONS

6.1 Establishing Redevelopment

Chapter 163.387 Redevelopment trust fund:

After approval of a community redevelopment plan, there may be established for each community redevelopment agency created under s. 163.356 a redevelopment trust fund. Funds allocated to and deposited into this fund shall be used by the agency to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan. No community redevelopment agency may receive or spend any increment revenues pursuant to this section unless and until the governing body has, by ordinance, created the trust fund and provided for the funding of the redevelopment trust fund until the time certain set forth in the community redevelopment plan as required by s. 163.362(10). Such ordinance may be adopted only after the governing body has approved a community redevelopment plan. The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part.

6.2 Redevelopment Powers

Upon a finding of necessity as set forth in s. 163.355, and upon a further finding that there is a need for a community redevelopment agency to function in the county or municipality to carry out the community redevelopment purposes of this part, any county or municipality may create a public body corporate and politic to be known as a “community redevelopment agency”. Each such agency shall be constituted as a public instrumentality, and the exercise by a community redevelopment agency of the powers conferred by this part shall be deemed and held to be the performance of an essential public function.

The Bartow Community Redevelopment Agency is vested with the following powers pursuant to Florida Statutes, Section 163.370.

1. Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.
2. Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

- a. To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
- b. To disseminate slum clearance and community redevelopment information.
- c. To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 - i. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
 - ii. Demolition and removal of buildings and improvements.
 - iii. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
 - iv. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
 - v. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
 - vi. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
 - vii. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
 - viii. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other

similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

- ix. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
- x. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
- d. To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.
- e. Within the community redevelopment area:
 - i. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
 - ii. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
 - iii. To hold, improve, clear, or prepare for redevelopment any such property.
 - iv. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
 - v. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
 - vi. To enter into any contracts necessary to effectuate the purposes of this part.
 - vii. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

- f. To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.
- g. To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.
- h. To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
 - i. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 - ii. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
 - iii. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
- i. To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
- j. To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
- k. To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
- l. To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary,

respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

- m. To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.
 - n. To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.
 - o. To develop and implement community policing innovations.
3. The following projects may not be paid for or financed by increment revenues:
- a. Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
 - b. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.
 - c. General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan
4. With the approval of the governing body, a community redevelopment agency may:
- a. Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.
 - b. Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.
5. A community redevelopment agency shall procure all commodities and services under the same purchasing processes and requirements that apply to the county or municipality that created the agency.

Pursuant to s. 163.358, each county and municipality has all powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including those powers granted under s. 163.370. A county or municipality may

delegate such powers to a community redevelopment agency created under s. 163.356, except the following, which continue to vest in the governing body of the county or municipality:

1. The power to determine an area to be a slum or blighted area, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold any public hearings required with respect thereto.
2. The power to grant final approval to community redevelopment plans and modifications thereof.
3. The power to authorize the issuance of revenue bonds as set forth in s. 163.385.
4. The power to approve the acquisition, demolition, removal, or disposal of property as provided in s. 163.370(4) and the power to assume the responsibility to bear loss as provided in s. 163.370(4).
5. The power to approve the development of community policing innovations.
6. The power of eminent domain.

6.3 Duration of Plan

Pursuant to s. 163.362 Contents of community redevelopment plan – every community redevelopment plan shall:

1. Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

6.4 Plan Modification

Pursuant to s. 163.361 Modification of community redevelopment plan:

1. If at any time after the approval of a community redevelopment plan by the governing body it becomes necessary or desirable to amend or modify such plan, the governing body may amend such plan upon the recommendation of the agency. The agency recommendation to amend or modify a redevelopment plan may include a change in the boundaries of the redevelopment area to add land to or exclude land from the redevelopment area, or may include the development and implementation of community policing innovations.
2. The governing body shall hold a public hearing on a proposed modification of any community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the agency.
3. In addition to the requirements of s. 163.346, and prior to the adoption of any modification to a community redevelopment plan that expands the boundaries of the community redevelopment area or extends the time certain set forth in the redevelopment plan as required by s. 163.362(10):
 - a. The agency shall report such proposed modification to each taxing authority in writing or by an oral presentation, or both, regarding such proposed modification.

- b. For any community redevelopment agency that was not created pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter and that modifies its adopted community redevelopment plan in a manner that expands the boundaries of the redevelopment area after October 1, 2006, the following additional procedures are required prior to adoption by the governing body of a modified community redevelopment plan:
- i. Within 30 days after receipt of any report of a proposed modification that expands the boundaries of the redevelopment area, the county may provide notice by registered mail to the governing body of the municipality and the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed modification to the community redevelopment plan.
 - ii. If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing shall be held within 90 days after receipt by the county of the recommended modification of the adopted community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative modified community redevelopment plan that meets the requirements of s. 163.360 to address the conditions identified in the resolution making a finding of necessity required under s. 163.355. If such an alternative modified redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and the executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.
 - iii. If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of a modified plan until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.
 - iv. Notwithstanding the time requirements established in sub-paragraphs (2) and (3), the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.

6.5 Severability

Pursuant to s. 163.395 Property exempt from taxes and from levy and sale by virtue of an execution:

1. All property of any county, municipality, or community redevelopment agency, including funds, owned or held by it for the purposes of this part are exempt from levy and sale by virtue of an execution; and no execution or other judicial process may issue against the same, nor shall judgment against the county, municipality, or community redevelopment agency be a charge or lien upon such property. However, the provisions of this section do not apply to or limit the right of obliges to pursue any remedies for the enforcement of any pledge or lien given pursuant to this part by the county or municipality on its rents, fees, grants, or revenues from community redevelopment.
2. The property of the county, municipality, or community redevelopment agency acquired or held for the purposes of this part is declared to be public property used for essential public and governmental purposes, and such property is exempt from all taxes of the municipality, the county, or the state or any political subdivision thereof. However, such tax exemption will terminate when the county, municipality, or community redevelopment agency sells, leases, or otherwise disposes of such property in a community redevelopment area to a purchaser or lessee which is not a public body entitled to tax exemption with respect to such property.

6.6 Safeguards, Controls, Restrictions, or Covenants

Pursuant to s. 163.410 Exercise of powers in counties with home rule charters:

1. In any county which has adopted a home rule charter, the powers conferred by this part shall be exercised exclusively by the governing body of such county. However, the governing body of any such county which has adopted a home rule charter may, in its discretion, by resolution delegate the exercise of the powers conferred upon the county by this part within the boundaries of a municipality to the governing body of such a municipality. Such a delegation to a municipality shall confer only such powers upon a municipality as shall be specifically enumerated in the delegating resolution. Any power not specifically delegated shall be reserved exclusively to the governing body of the county. This section does not affect any community redevelopment agency created by a municipality prior to the adoption of a county home rule charter. Unless otherwise provided by an existing ordinance, resolution, or inter local agreement between any such county and a municipality, the governing body of the county that has adopted a home rule charter shall grant in whole or in part or deny any request from a municipality for a delegation of powers or a change in an existing delegation of powers within 120 days after the receipt of all required documentation, or such request shall be deemed granted unless this period is extended by mutual consent in writing by the municipality and county. Within 30 days after receipt of the request, the county shall notify the municipality by registered mail whether the request is complete or if additional information is required. Any request by the county for additional documentation shall specify the deficiencies in the submitted documentation, if any. The county shall notify the municipality by registered mail within 30 days after receiving the additional information whether such additional documentation is complete. If the meeting of the county commission at which the request for a delegation of powers or a change in

an existing delegation of powers is unable to be held due to events beyond the control of the county, the request shall be acted upon at the next regularly scheduled meeting of the county commission without regard to the 120-day limitation. If the county does not act upon the request at the next regularly scheduled meeting, the request shall be deemed granted.

Pursuant to s. 163.415 Exercise of powers in counties with home rule charters:

1. The powers conferred by this part upon counties not having adopted a home rule charter shall not be exercised within the boundaries of a municipality within said county unless the governing body of the municipality expresses its consent by resolution. Such a resolution consenting to the exercise of the powers conferred upon counties by this part shall specifically enumerate the powers to be exercised by the county within the boundaries of the municipality. Any power not specifically enumerated in such a resolution of consent shall be exercised exclusively by the municipality within its boundaries.

6.7 Consistency with City of Bartow Comprehensive Plan

Pursuant to s. 163.362 Contents of community redevelopment plan – every community redevelopment plan shall: Exercise of powers in counties with home rule charters:

1. Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

Pursuant to s. 163.360 Community Redevelopment Plans:

1. Community redevelopment in a community redevelopment area shall not be planned or initiated unless the governing body has, by resolution, determined such area to be a slum area, a blighted area, or an area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, or a combination thereof, and designated such area as appropriate for community redevelopment.
2. The community redevelopment plan shall:
 - a. Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.
 - b. Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.
 - c. Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.
3. The community redevelopment plan may provide for the development and implementation of community policing innovations.

4. The county, municipality, or community redevelopment agency may itself prepare or cause to be prepared a community redevelopment plan, or any person or agency, public or private, may submit such a plan to a community redevelopment agency. Prior to its consideration of a community redevelopment plan, the community redevelopment agency shall submit such plan to the local planning agency of the county or municipality for review and recommendations as to its conformity with the comprehensive plan for the development of the county or municipality as a whole. The local planning agency shall submit its written recommendations with respect to the conformity of the proposed community redevelopment plan to the community redevelopment agency within 60 days after receipt of the plan for review. Upon receipt of the recommendations of the local planning agency, or, if no recommendations are received within such 60 days, then without such recommendations, the community redevelopment agency may proceed with its consideration of the proposed community redevelopment plan.
5. The community redevelopment agency shall submit any community redevelopment plan it recommends for approval, together with its written recommendations, to the governing body and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area.
6. The governing body shall then proceed with the hearing on the proposed community redevelopment plan:
 - a. The governing body shall hold a public hearing on a community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the community redevelopment area covered by the plan, and outline the general scope of the community redevelopment plan under consideration.
 - b. For any governing body that has not authorized by June 5, 2006, a study to consider whether a finding of necessity resolution pursuant to s. 163.355 should be adopted, has not adopted a finding of necessity resolution pursuant to s. 163.355 by March 31, 2007, has not adopted a community redevelopment plan by June 7, 2007, and was not authorized to exercise community redevelopment powers pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter, the following additional procedures are required prior to adoption by the governing body of a community redevelopment plan under subsection (7):
 - i. Within 30 days after receipt of any community redevelopment plan recommended by a community redevelopment agency under subsection (5), the county may provide written notice by registered mail to the governing body of the municipality and to the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed community redevelopment plan.
 - ii. If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the

county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing must be held within 90 days after receipt by the county of the recommended community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative redevelopment plan that meets the requirements of this section to address the conditions identified in the resolution making a finding of necessity required by s. 163.355. If such an alternative redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and to the executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.

- iii. If the notice required in subparagraph (i) is timely provided, the municipality may not proceed with the adoption of the plan under subsection (7) until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.
- iv. Notwithstanding the time requirements established in sub-paragraphs (ii) and (iii), the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.

7. Following such hearing, the governing body may approve the community redevelopment and the plan therefore if it finds that:
- a. A feasible method exists for the location of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
 - b. The community redevelopment plan conforms to the general plan of the county or municipality as a whole;
 - c. The community redevelopment plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the plans;
 - d. The community redevelopment plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise; and

- e. The community redevelopment plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection for property against exposure to natural disasters.
8. If the community redevelopment area consists of an area of open land to be acquired by the county or the municipality, such area may not be so acquired unless:
- a. In the event the area is to be developed in whole or in part for residential uses, the governing body determines:
 - i. That a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the county or municipality;
 - ii. That the need for housing accommodations has increased in the area;
 - iii. That the conditions of blight in the area or the shortage of decent, safe, affordable, and sanitary housing cause or contribute to an increase in and spread of disease and crime or constitute a menace to the public health, safety, morals, or welfare; and
 - iv. That the acquisition of the area for residential uses is an integral part of and is essential to the program of the county or municipality.
 - b. In the event the area is to be developed in whole or in part for nonresidential uses, the governing body determines that:
 - i. Such nonresidential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives.
 - ii. Acquisition may require the exercise of governmental action, as provided in this part, because of:
 - Defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land;
 - Tax delinquency;
 - Improper subdivisions;
 - Outmoded street patterns;
 - Deterioration of site;
 - Economic disuse;
 - Unsuitable topography or faulty lot layouts;
 - Lack of correlation of the area with other areas of a county or municipality by streets and modern traffic requirements; or
 - Any combination of such factors or other conditions which retard development of the area.
 - iii. Conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals, or welfare.
9. Upon the approval by the governing body of a community redevelopment plan or of any modification thereof, such plan or modification shall be deemed to be in full force and effect for the respective community redevelopment area, and the

county or municipality may then cause the community redevelopment agency to carry out such plan or modification in accordance with its terms.

10. Notwithstanding any other provisions of this part, when the governing body certifies that an area is in need of redevelopment or rehabilitation as a result of an emergency under s. 252.34(4), with respect to which the Governor has certified the need for emergency assistance under federal law, that area may be certified as a "blighted area," and the governing body may approve a community redevelopment plan and community redevelopment with respect to such area without regard to the provisions of this section requiring a general plan for the county or municipality and a public hearing on the community redevelopment.

6.8 Compliance Statements

The Bartow CRA was created by Ordinance 1547-A of the City of Bartow adopted on June 4, 1990. The Bartow CRA Redevelopment Trust Fund was created by Ordinance 1548-A of the City of Bartow adopted on June 18, 1990. The community redevelopment area of the City of Bartow lies exclusively within the municipal boundaries of Bartow and the exercise of redevelopment powers is governed by Section 163.415, Florida Statutes.

A Finding of Necessity for the community redevelopment area was first made by Resolution 2888-R of the City of Bartow adopted on April 2, 1990. Revised Findings of Necessity for the community redevelopment area were made by Resolutions 3238-R, 05-3554-R and 07-3630-R of the City of Bartow adopted on May 3, 1999, September 6, 2005 and February 19, 2007, respectively. A legal description of the community redevelopment area and the reasons for establishing such boundaries are wholly contained within finding of necessity resolutions, which are incorporated into this update, modification and Redevelopment Plan by reference.

The base year for tax increment calculations is 1999 for those lands described in Resolutions 2888-R and 3238-R of the City of Bartow. The base year for tax increment calculations is 2011 for those lands described in Resolutions 05-3554-R and 07-3630-R of the City of Bartow.

The time certain for the completion of redevelopment activity by the Bartow CRA pursuant to this update, modification and Redevelopment Plan is September 30, 2050.

Adoption of this update, modification and Redevelopment Plan was recommended by Resolution 2021-01-R of the Board of Commissioners of the Bartow CRA adopted on June 30, 2021.

Notice of intent to consider and adopt this update, modification and Redevelopment Plan was furnished to the public and to each taxing authority which levies ad valorem taxes on taxable real property contained within the geographic boundaries of the community redevelopment area pursuant to Section 163.346, Florida Statutes, on _____ and _____, respectively.

Pursuant to Section 163.361(3)(a), Florida Statutes, a written report was provided to each taxing authority concerning this update, modification and Redevelopment Plan on _____.

This update, modification and Redevelopment Plan was found to be compliant with the Comprehensive Plan of the City of Bartow by the Bartow Planning and Zoning Commission, in its capacity as Local Planning Agency for the City of Bartow under the Community Planning Act on _____.

Pursuant to Section 163.361(2), Florida Statutes, a public hearing was convened on _____ before the City Commission of the City of Bartow to consider and adopt this update, modification and Redevelopment Plan. This update, modification and Redevelopment Plan was adopted by the City of Bartow by Resolution 21-____-R on _____ with immediate effect.

A resolution approving the existence of the Bartow CRA beyond the termination dates specified in Section 6 of Chapter 2019-163, Laws of Florida, was adopted by majority vote of the governing body of the City of Bartow on _____.

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

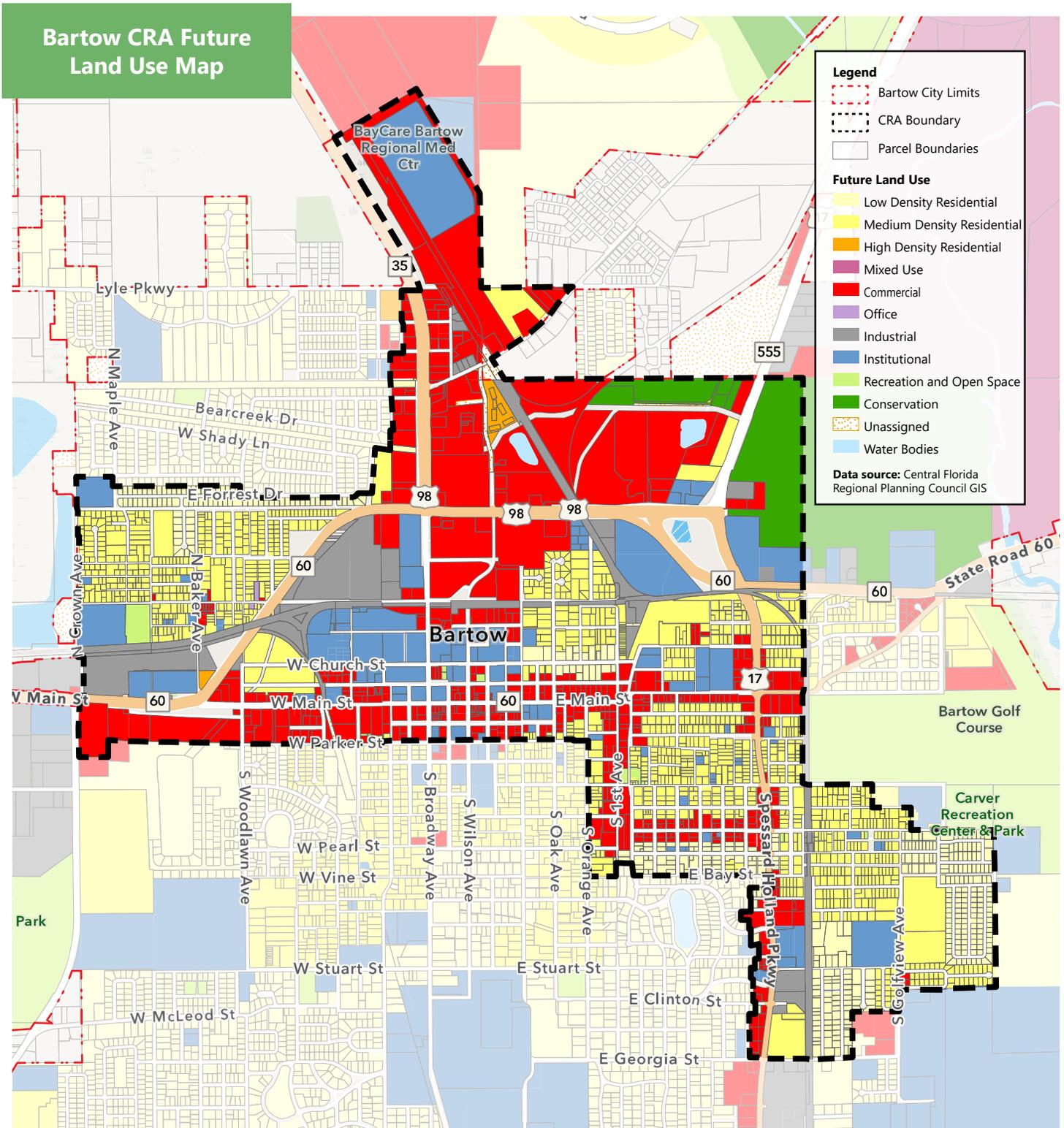
All capital improvement plans, five-year work plans and fixed capital outlay plans adopted by the executive departments and agencies of the State of Florida, by Polk County, by the School Board of Polk County, and by the City of Bartow that are effective as of the date of adoption of this update, modification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



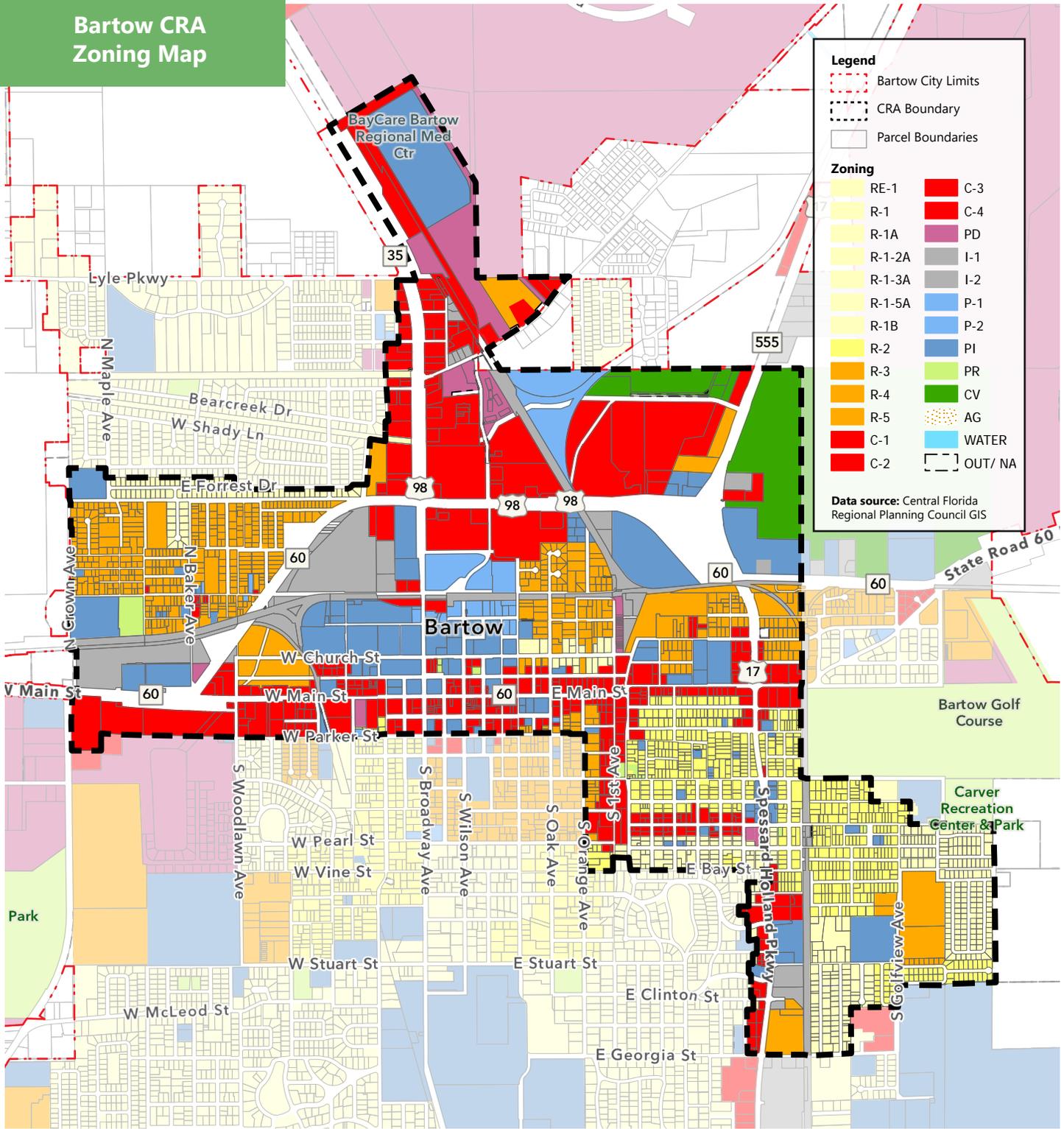
Fig. 53. City of Bartow Government

Illustrates the Polk County Courthouse and Fort Blount Park in Bartow.

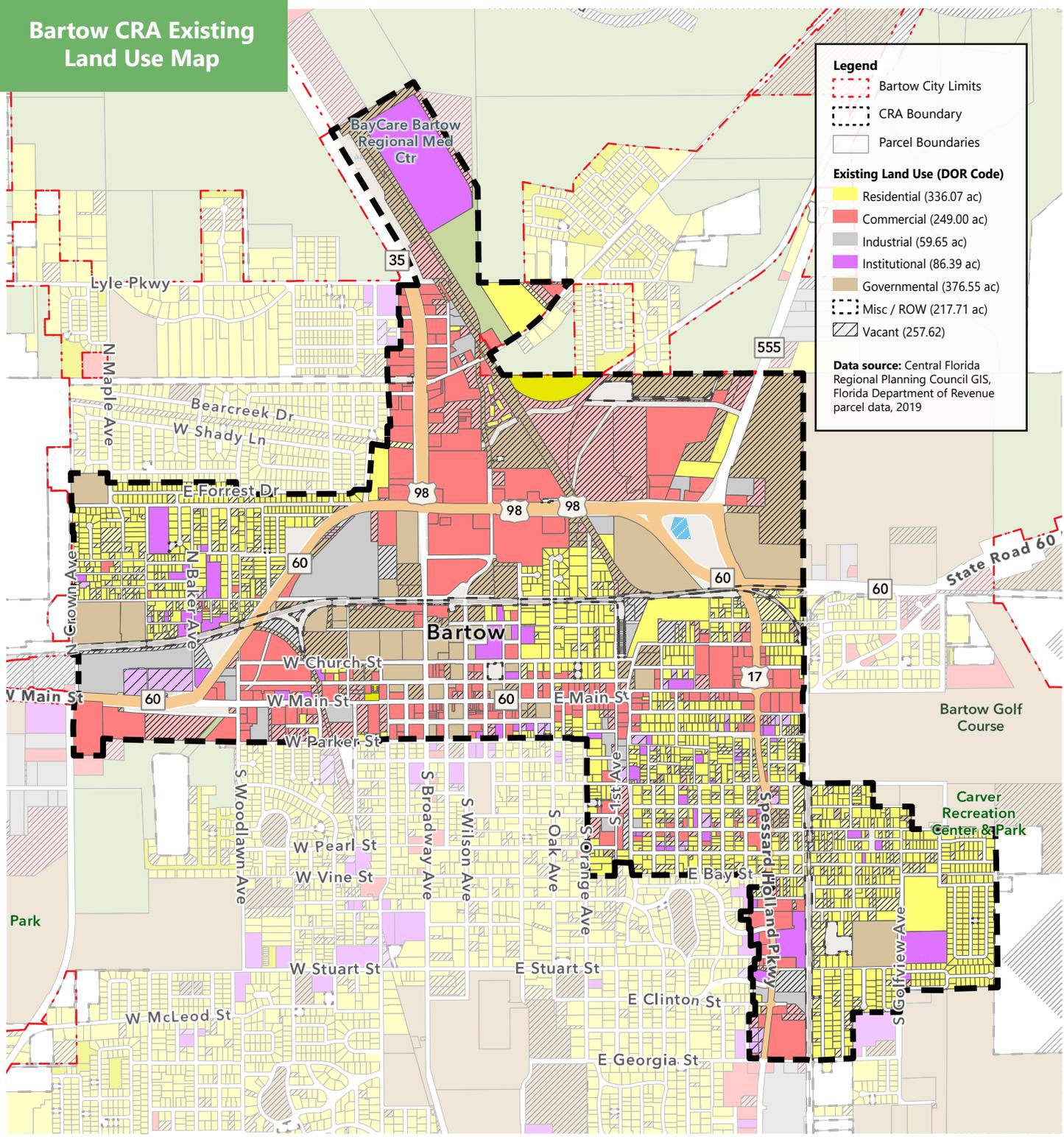
APPENDIX A: SUPPLEMENTARY MAPS



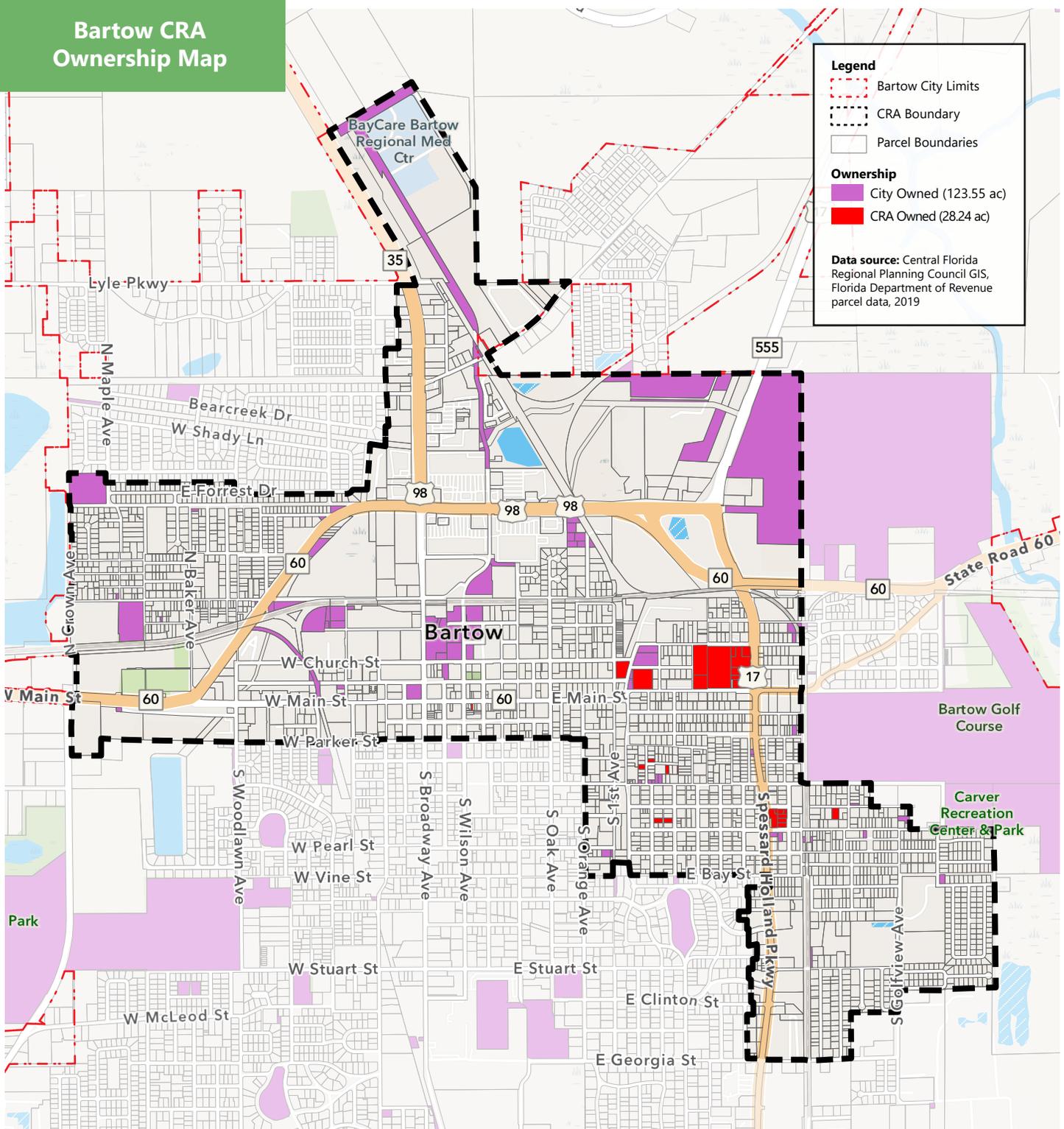
Bartow CRA Zoning Map



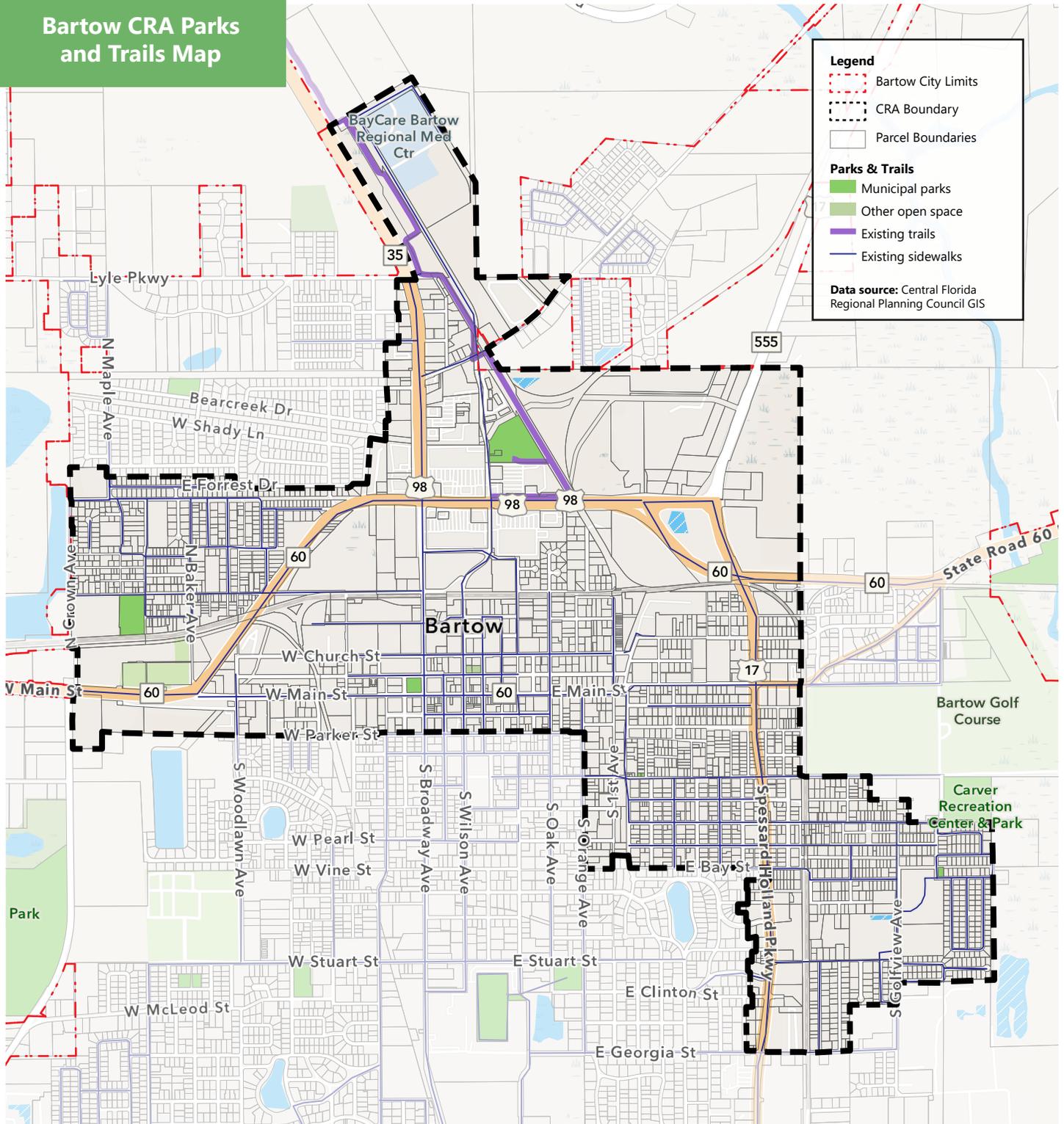
Bartow CRA Existing Land Use Map



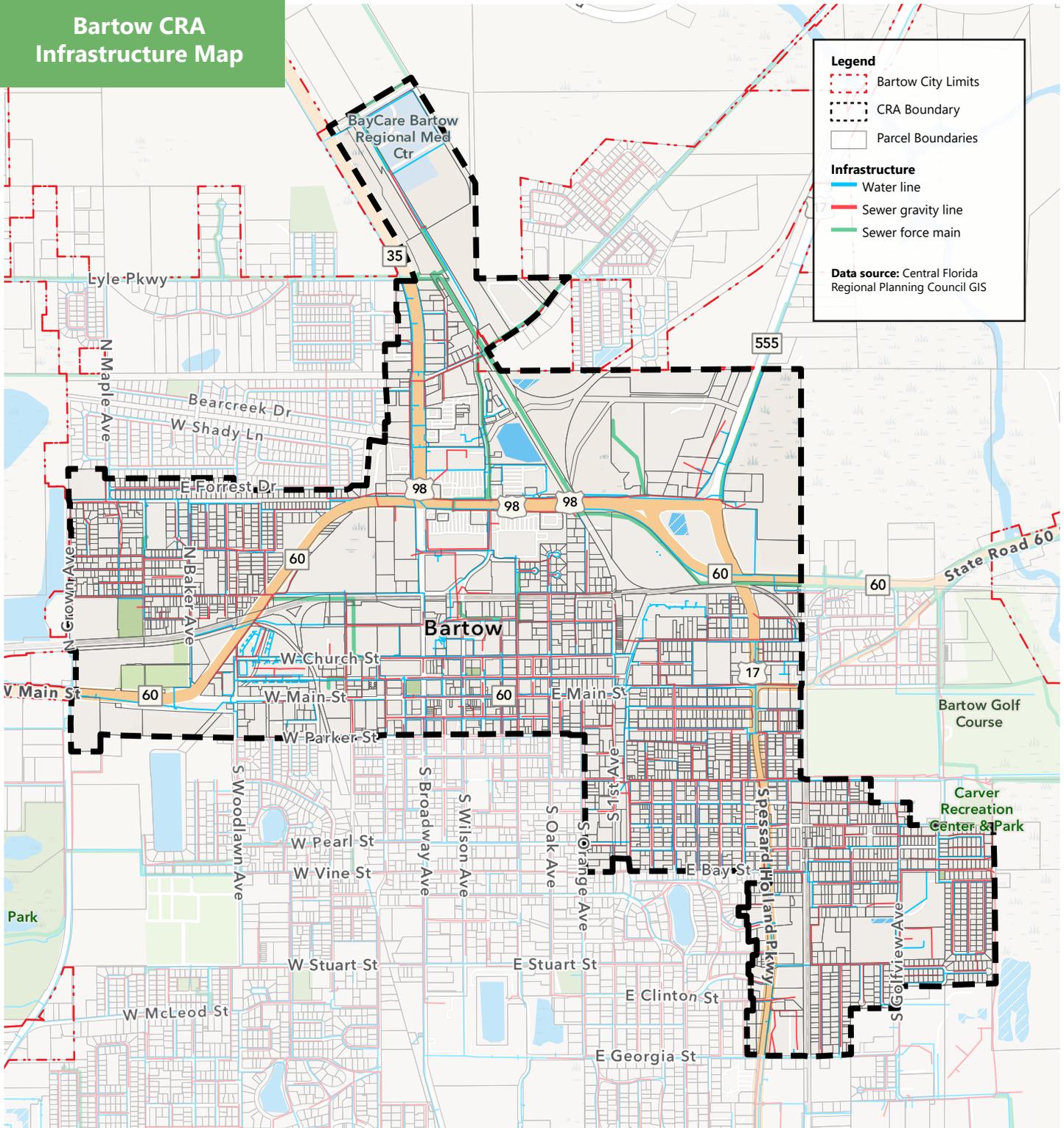
Bartow CRA Ownership Map



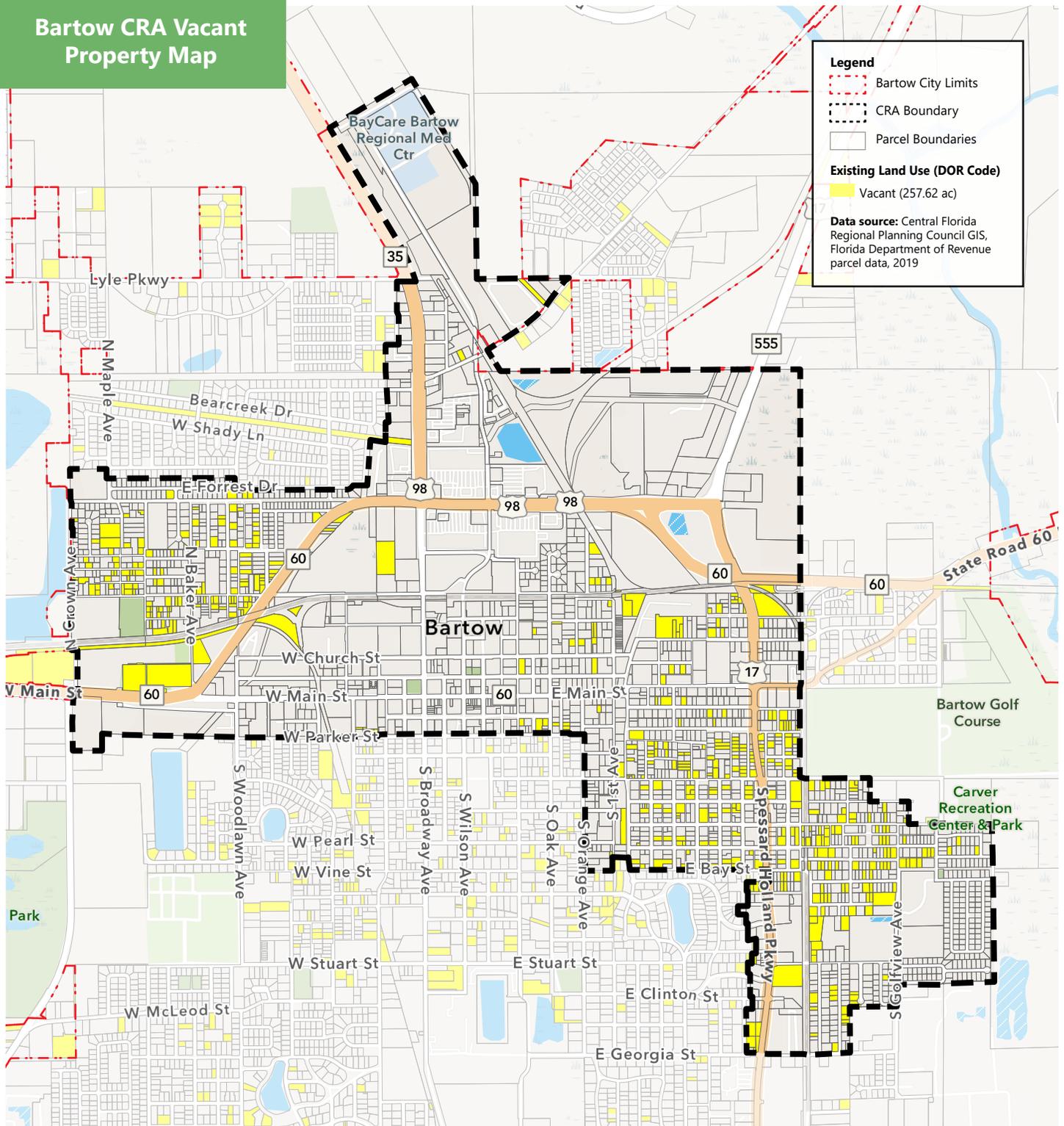
Bartow CRA Parks and Trails Map



Bartow CRA Infrastructure Map



Bartow CRA Vacant Property Map



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APPENDIX B:

DETAILED FINANCIAL ANALYSIS

B.1 Development and Redevelopment Opportunities

The Bartow CRA is comprised of 2,380 parcels of approximately 1,223 acres or roughly 2.0 square miles of land area (see Table B.1). Slightly less than 200 acres or 16% of total acres reflect vacant residential and commercial property uses (this value does not include institutional open space or other non-improved property types such as right-of-way or submerged lands).

Table B.1 Bartow CRA Property Summary

| Index Score | Parcel Count | Units ¹ | Acres | FAR ² | Age ³ |
|--------------------|--------------|--------------------|--------------|------------------|------------------|
| Single-Family | 1,064 | 1,064 | 232 | 0.17 | 64 |
| Multi-Family/Condo | 175 | 1,085 | 82 | 0.28 | 33 |
| Commercial | 311 | - | 281 | 0.21 | 39 |
| Institutional | 107 | - | 116 | 0.15 | 28 |
| Other ⁴ | 174 | - | 316 | - | - |
| Vacant Residential | 398 | - | 79 | - | - |
| Vacant Commercial | 151 | - | 118 | - | - |
| Total | 2,380 | - | 1,223 | - | - |

Sources: Polk County Property Appraiser; GAI Estimates; Notes: (1) Residential unit count. (2) Floor Area Ratio. (3) Weighted average age of improvements based on actual year built. (4) Includes Government uses, submerged lands, right-of-way, wasteland.

The initial step in calculating potential future development opportunities involves the vacant property located in the Bartow CRA. Vacant lands designated for a residential property use account for approximately 80 acres and commercial vacant land accounts for approximately 120 acres. Using an existing, observed taxable value of \$250,000 per acre for residential uses and \$500,000 per acre for commercial uses, we expect new development on existing vacant property uses to contribute \$80 million (2019 dollars) over a long-term period of no less than 30 years (see Table B.2).

Table B.2 Bartow CRA Vacant Property Uses

| Vacant Property Use | Acres | Value per Acre | Taxable Value |
|---------------------|------------|------------------|---------------------|
| Residential | 80 | \$250,000 | \$20,000,000 |
| Commercial | 120 | \$500,000 | \$60,000,000 |
| Total | 200 | \$400,000 | \$80,000,000 |

Sources: Polk County Property Appraiser; GAI Estimates. Notes: 2019 Dollars.

For the purpose of this analysis, the fact that these properties are vacant and identified for a residential or commercial use indicates a high probability that demand over the long-term would push these properties towards development. Using average existing, observed property values per acre assumes the vacant acres would be expected to develop with the same mix of property types (e.g. single-family, retail, hotel, etc.)

Estimating potential redevelopment opportunities is more challenging with respect to identifying properties. For the identification of redevelopment opportunities, GAI has developed a Redevelopment Opportunity Index (“ROI”) that can be calculated for all developed residential and commercial properties within the Bartow CRA. The ROI has been developed using weighted values that can be used to identify potential redevelopment opportunities generally representing properties that may be in active use and are most likely not currently on the market for sale. While many legal, physical, and economic factors ultimately play a role in the viability of redeveloping properties, the general factors used in the ROI include:

- Property Utilization in terms of a Floor Area Ratio (“FAR”)
- Age of the Improvements based on actual year built
- Relationship between Land and Improvement Value
- Total Market Value including Land and Improvements per square foot of Property
- Size of Parcels

Each of these factors for developed residential and non-residential properties are weighted to provide a measure between 0 and 100. Values closer to 100 reflect factors in favor of redevelopment and values closer to 0 reflect less favorable indicators for redevelopment. The ROI does not consider other legal, physical, or economic factors that may influence development opportunity or the possibility of combining multiple adjacent properties. The ROI is an assessment of individual properties on a stand-alone basis, but collectively provides a relative picture for redevelopment opportunities for the entire area.

Developed commercial property uses currently account for roughly 281 acres among 311 parcels. Table B.3 provides a summary of the ROI for these properties using property data from current property records.

Table B.3 Bartow CRA Commercial Property ROI

| Index Score | Count | Acres | Taxable Value (millions) | Taxable Value/ Land Sq. Ft. |
|--------------|------------|------------|--------------------------|-----------------------------|
| Less than 20 | 11 | 1 | \$2.4 | \$71 |
| 20 to 39 | 68 | 17 | \$26.4 | \$35 |
| 40 to 59 | 80 | 74 | \$47.0 | \$14 |
| 60 to 79 | 111 | 159 | \$60.8 | \$9 |
| 80 or more | 41 | 30 | \$6.5 | \$5 |
| Total | 311 | 281 | \$143.1 | \$12 |

Sources: Polk County Property Appraiser; GAI Estimates.

Again, while many legal, physical, and economic factors ultimately play a role in the viability of redeveloping properties, an ROI value closer to 100 indicate conditions more favorable for redevelopment. Slightly less more than 13% or 41 properties have an ROI score of 80 or above. These properties account for 30 acres (1.3 million square feet) with more than \$6.5M of taxable property value or roughly \$5 of taxable property value per land square foot. These properties exhibit the lowest property value per land area, generally driven by the oldest improvements, low utilization, and larger parcel sizes. Together, these factors suggest that these properties are optimal for redevelopment. However, there is still a probability that some of these properties don't redevelop over the projection period.

For the purpose of this analysis, we have assumed that potential incremental property value for properties with an ROI score between 40 to 59, 60 to 79, and 80 or above have a probability of redevelopment of 30%, 50%, and 80%, respectively (see Table B.4).

Table B.4 Bartow CRA Commercial Property ROI

| Index Score | Existing Taxable Value (millions) | Incremental Taxable Value (millions) ¹ | Probability | Expected Taxable Value (millions) |
|--------------|-----------------------------------|---|-------------|-----------------------------------|
| 40 to 59 | \$47.0 | \$70.0 | 30% | \$31.0 |
| 60 to 79 | \$60.8 | \$180.0 | 50% | \$90.0 |
| 80 or more | \$6.5 | \$40.0 | 80% | \$32.0 |
| Total | \$114.3 | \$290.0 | - | \$153.0 |

Sources: Polk County Property Appraiser; GAI Estimates; Notes: (1) Reflects the sum of estimated additional property value if every parcel is redeveloped.

As a result, the expected value of redevelopment of commercial property uses is expected to contribute \$153M in additional property value over a long-term period of no less than 30 years.

Developed single-family property uses currently account for roughly 232 acres among 1,064 parcels. Table B.5 provides a summary of the ROI for these properties using property data from current property records.

Table B.5 Bartow CRA Single-Family Property ROI

| Index Score | Count | Acres | Taxable Value (millions) | Taxable Value/Land Sq. Ft. |
|--------------|--------------|------------|--------------------------|----------------------------|
| Less than 20 | 14 | 2 | \$0.5 | \$7 |
| 20 to 39 | 125 | 18 | \$4.7 | \$6 |
| 40 to 59 | 390 | 71 | \$12.0 | \$4 |
| 60 to 79 | 357 | 78 | \$9.8 | \$3 |
| 80 or more | 178 | 64 | \$5.3 | \$2 |
| Total | 1,064 | 232 | \$32.2 | \$3 |

Sources: Polk County Property Appraiser; GAI Estimates.

Slightly less than 17% or 178 properties have an ROI score of 80 or above. These properties account for 64 acres (2.8 million square feet) with roughly \$5M of taxable property value or roughly \$2 of taxable property value per land square foot. For the purpose of this analysis, we have assumed that potential incremental property value for properties with an ROI score between 40 to 59, 60 to 79, and 80 or above have a probability of redevelopment of 30%, 50%, and 80%, respectively (see Table B.6).

Table B.6 Bartow CRA Single-Family Property ROI

| Index Score | Existing Taxable Value (millions) | Incremental Taxable Value (millions) ¹ | Probability | Expected Taxable Value (millions) |
|--------------|-----------------------------------|---|-------------|-----------------------------------|
| 40 to 59 | \$12.0 | \$20.0 | 30% | \$6.0 |
| 60 to 79 | \$9.8 | \$25.0 | 50% | \$12.5 |
| 80 or more | \$5.3 | \$25.0 | 80% | \$20.0 |
| Total | \$27.1 | \$70.0 | - | \$38.5 |

Sources: Polk County Property Appraiser; GAI Estimates; Notes: (1) Reflects the sum of estimated additional property value if every parcel is redeveloped.

As a result, the expected value of redevelopment of single-family property uses is expected to contribute \$38.5M in additional property value over a long-term period of no less than 30 years.

Developed multi-family property uses currently account for roughly 82 acres among 175 parcels. Table B.7 provides a summary of the ROI for these properties using property data from current property records.

Table B.7 Bartow CRA Multi-Family Property ROI

| Index Score | Count | Acres | Taxable Value (millions) | Taxable Value/ Land Sq. Ft. |
|--------------|------------|-----------|--------------------------|-----------------------------|
| Less than 20 | - | - | - | - |
| 20 to 39 | 14 | 3 | \$5.1 | \$43 |
| 40 to 59 | 97 | 42 | \$13.4 | \$7 |
| 60 to 79 | 60 | 35 | \$5.1 | \$3 |
| 80 or more | 4 | 2 | \$0.2 | \$2 |
| Total | 175 | 82 | \$23.8 | \$7 |

Sources: Polk County Property Appraiser; GAI Estimates.

Slightly less more than 2% or 4 properties have an ROI score of 80 or above. These properties account for 2 acres (90,000 square feet) with roughly \$0.2M of taxable property value or roughly \$2 of taxable property value per land square foot. For the purpose of this analysis, we have assumed that potential incremental property value for properties with an ROI score between 40 to 59, 60 to 79, and 80 or above have a probability of redevelopment of 30%, 50%, and 80%, respectively (see Table B.8).

Table B.8 Bartow CRA Multi-Family Property ROI

| Index Score | Existing Taxable Value (millions) | Incremental Taxable Value (millions) ¹ | Probability | Expected Taxable Value (millions) |
|--------------|-----------------------------------|---|-------------|-----------------------------------|
| 40 to 59 | \$13.4 | \$25.0 | 30% | \$7.5 |
| 60 to 79 | \$5.1 | \$25.0 | 50% | \$12.5 |
| 80 or more | \$0.2 | \$2.0 | 80% | \$1.6 |
| Total | \$18.7 | \$52.0 | - | \$21.6 |

Sources: Polk County Property Appraiser; GAI Estimates; Notes: (1) Reflects the sum of estimated additional property value if every parcel is redeveloped.

As a result, the expected value of redevelopment of Multi Family property uses is expected to contribute \$22M in additional property value over a long-term period of no less than 30 years.

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Prepared By:



618 E. South Street Suite 700
Orlando, FL 32801
T 407.423.8398
F 407.843.1070

gaiconsultants.com/communitysolutions