

*AP-5—The Mall and Jacaranda Hotel,  
Avon Park, Fla.*

**AVON PARK, FLORIDA**

**MAIN STREET COMMUNITY  
REDEVELOPMENT PLAN UPDATE**

**March 28, 2016**

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COMMUNITY REDEVELOPMENT AGENCY / CITY COUNCIL



**Sharon Schuler,  
Mayor**



**Brenda Giles,  
Deputy Mayor**



**Terry Heston,  
Councilman**



**Parke Sutherland,  
Councilman**



**Dora V. Smith,  
Councilwoman**

**City Staff**

- Julian Deleon - City Manager
- Maria Sutherland - Administrative Services Director City Clerk- Records/ CRA
- Eric Longshore - Building Department and Inspector
- Maia Fowler - CRA Main Street
- Donald Gordon - Parks/Recreation

**Main Street CRA Advisory Committee**

- Gaylin Thomas - Chairperson
- Laura Wade - Deputy Chairperson
- Members:
  - Robert Flores
  - Charles Hardin
  - Dom Calderone



## INTRODUCTION

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Every good redevelopment plan starts with a vision, one that is shared by all stakeholders. Visions are about possibilities, ideals, and standards of excellence; as much as they are about people, bricks, and mortar. Plans themselves, however, are only as good as the visions that inspire them and the actions that implement them.

Daniel Burnham, a well-known planner of the late 19th and early 20th century once wrote: "Make no little plans, for they have not the power to stir men's minds." The plans that will be developed within the community redevelopment area must encompass the ideals of the community and be limited only by the visions of the people who create them.

Planners, in America, have been interested in the neighborhood as a catalyst for redevelopment for over 100 years. Its roots are in the final decades of the 19th Century, as America tried to understand and shape the modern city. It was during this time that the neighborhood was considered to have an almost symbiotic relationship with other neighborhoods and the city itself. It has become clear over the last century that planning is just one step in the overall organizing process. Used as a tool, planning can help blaze a path to revitalization. If, however, creating the plan becomes the ultimate goal of organizing, neighborhoods will quickly find themselves at a dead end - they will have a plan and no constituency or clout.

The neighborhood level of redevelopment is as critical as any citywide large scale project which seeks to improve the quality of life for its residents. There is a hierarchy that is casually observed, but must be accommodated both socially and physically.

There is the personal neighborhood demarcated by the people that live nearby; there is also a larger functional neighborhood, perhaps centering on a school or shopping area; and finally, there is the loose identity with the community as a whole (the city). The linkages of people go beyond the neighborhood, and in the case of redevelopment, these linkages play vital roles.

The City of Avon Park takes great pride in its people and its community. The resulting redevelopment plan for Main Street; however, was missing one thing that all redevelopment plans should include – a feeling or sense of place. The document, although unintended, reads like a comprehensive plan. This is not a bad thing if the intent is to identify goals and the projects that will implement the goals. However, unlike a comprehensive plan that serves broader categories of activities which many people may not have the opportunity to appreciate because of their

subtle effects; i.e., land use; redevelopment plans can have an immediate impact. Therefore, the document should stir excitement and hope, not only for the physical improvements shown on a map, but also for those things that “stir men’s minds”; things such as beautiful streets, parks, and homes; as well as well as opportunities for jobs and inclusive amenities.

Redevelopment, for many communities, is the catalyst for private sector investment. Avon Park is fortunate to have had private development throughout the city. Unfortunately, most of that has been outside the redevelopment area, until recently. Much of the choice to develop comes down to land values and visibility. Certainly this has been a major factor in the location of new development in the city with transit-oriented commercial development along U.S. 27.

Redevelopment also has a lot to do with the improvements the city itself makes to an area. If it looks like the community is not willing to spend funds to make improvements, then developers look elsewhere. The U.S. 27 corridor is a perfect example of this. Start at either the southern entrance or the northern entrance; these are the gateways into the city. But what is striking is that the first impression is of a roadway to move cars through Avon Park. There is nothing there to distinguish Avon Park from any other place along this roadway and nothing that captures passers-by.



## HISTORY OF AVON PARK

Avon Park is one of the oldest cities of Highlands County. The City of Avon Park was incorporated in 1926.

The first permanent settler in Avon Park was Oliver Martin Crosby, a Connecticut native who moved to the area to study the wildlife of the Everglades. In 1885 he entered the frontier of a territory he named Lake Forest. Mr. Crosby and another investor had purchased 20,000 acres of land for \$50,000.00 from a man named Hamilton Disston of Philadelphia, who had previously purchased 4,000,000 acres of territory from the state of Florida. Mr. Crosby's intentions were to survey off and sell property to interested parties and receive a return on his investment. He hired a man named William King, who was from England, to manage the development of the town while Mr. Crosby took care of the financial business of selling property.

In 1885 Lake Forest was, as the name implies, a forest with many lakes. In order for Mr. Crosby to interest clients to purchase property he needed a place for prospective buyers to stay while being shown property. A hotel, built from the standing pine trees where it sat, began construction in



1887 and was finished in 1889. Built on the shore of Lake Verona and fittingly named Verona Hotel, it was regularly filled to capacity of its 32 rooms. George Sebring, in his exploits to develop the town of Sebring, frequently stayed at the Verona Hotel.

By 1886, enough people had followed that the town of "Lake Forest" was incorporated. Mr. King's wife, Mary joined her husband in Lake Forest and convinced Crosby that the area was reminiscent of her home of Stratford-upon-Avon, and persuaded him to change the name of the settlement to Avon Park.

The closest early transportation line was the railroad in Ft. Meade, which was the end of the line. Mr. Crosby would send wagons to Ft. Meade to fetch his prospective clients and they would be registered in the Verona Hotel once they arrived. The hotel was the social center of the town. Everything happened there. Church services were held there until the various denominations constructed their own churches. A bandstand was built on the grounds to entertain the hotel guests and residents. As the town was growing around the Main Street area, the bandstand was moved in 1912 to the Main Street Area and when the double drive mall was completed in 1922, the bandstand was moved to its present location.

The Verona Hotel was heavily damaged by fire in 1926 and was demolished. Salvaged lumber was used in numerous construction sites around the town. There are more than likely structures in Avon Park still standing containing lumber from the Verona Hotel. Construction on the Jacaranda Hotel had recently been completed. Also, the Florida "boom" was in full progress and Avon Park developed into one of the nicest small towns in central Florida. (*Avon Park Historical Society*)

## REQUIREMENTS FOR AMENDING A REDEVELOPMENT AREA BOUNDARY OR TIME FRAME FOR EXISTENCE



The City has enjoyed some success in its downtown redevelopment as a result of implementing numerous strategies and capital improvements described in the 1988 Redevelopment Plan. Major funding for redevelopment projects and activities during the nearly 26 years since inception of the Main Street CRA was largely derived from increment revenue contributions. Avon Park, through this MSCRA Plan update, will be expanding the current boundaries and extending the life

time of the MSCRA.

After undertaking redevelopment activities in the Main Street CRA for nearly 26 years, the City believes that the work involved in redeveloping the Main Street area has just begun to reach a critical period where property assessments, tax increment collections, and developer interests show great promise for further redevelopment improvements. Therefore, the City Council has provided direction so that by updating the Downtown Redevelopment Plan future challenges and opportunities can be met. City staff and consultants analyzed existing conditions and accomplishments, supported by the community and members of the Main Street CRA Advisory Committee, and have prepared an updated 2015 Redevelopment Plan.

The 2015 Redevelopment Plan contains a number of planned capital improvements that the City wants to address during the Years 2018 to 2038. These capital improvements include streetscape/connectivity improvements, recreation/park developments, parking enhancements and infrastructure improvements. The major funding mechanism for many of these capital improvements is the continuation of increment revenue financing. By extending the revenue increment contributions an additional 20 years to provide a sunset date of March 31, 2038, the City/ Community Redevelopment Agency could continue to implement projects and activities in the 2015 Redevelopment Area using a combination of public and private sources of capital and utilizing both long-term and short-term financing options.

The MSCRA was created pursuant to Florida Statutes by Ordinance 822 in March 1988. The statutes include requirements should the CRA boundaries be expanded or contracted or the time frame for existence be extended. The following section of Florida Statutes prevails in these instances:

163.361 Modification of community redevelopment plans.—

(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)(a) 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), 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:

1. 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.

2. 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.

3. 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.

4. Notwithstanding the time requirements established in subparagraphs 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.

(4) A modification to a community redevelopment plan that includes a change in the boundaries of the redevelopment area to add land must be supported by a resolution as provided in s. 163.355.

(5) If a community redevelopment plan is modified by the county or municipality after the lease or sale of real property in the community redevelopment area, such modification may be conditioned upon such approval of the owner, lessee, or successor in interest as the county or municipality may deem advisable and, in any event, shall be subject to such rights at law or in equity as a lessee or purchaser, or his or her successor or successors in interest, may be entitled to assert.

According to Section 163.387(2) a, Florida Statutes (2012) “...If the community redevelopment plan is amended or modified pursuant to Section 163.361(1), each such taxing authority shall make the annual appropriation for a period not to exceed 30 years after the date the governing body amends the plan but no later than 60 years after the fiscal year in which the plan was initially approved or adopted....” Therefore, the City may extend the CRA through 2038 and continue utilization of increment revenues above the base year established (1988) through 2038 by adopting a City ordinance.

## REQUIRED CONTENTS OF A COMMUNITY REDEVELOPMENT PLAN

Though this Plan is an update to a previously approved redevelopment plan, it still must contain the requirements found in Chapter 163.362 of the Florida Statutes which lists the mandatory requirements of a Community Redevelopment Plan. The following section specifically addresses each of the requirements of Chapter 163.362. In order to satisfy the requirements of Florida Statutes Chapter 163.362 every Community Redevelopment Plan shall:

1. Contain a legal description of the boundaries of the CRA and the reasons for establishing such boundaries in the plan. The MSCRA includes the area within the boundary shown in the base Map and Plan exhibits, and contains approximately 898 acres (existing and expanded). The legal description is detailed in Appendix 1.

**The ORIGINAL boundaries established for the MSCRA are based upon Resolution 18-87-88 passed by the Avon Park City Council, declaring a Finding of Necessity. In 2015, the City Council also adopted Resolution 14-15 declaring a Finding of Necessity for the Main Street Expansion Area. The Findings of Necessity established that present conditions within the identified redevelopment area constitute an economic and social liability. The Findings of Necessity is supported by substantial evidence satisfying the requirements of Florida Statute 163.335.**

2. Show a diagram and in general terms:
  - a. The approximate amount of open space to be provided and the street layout. The Plan illustrates the Avon Park MSCRA street layout, public areas and open space.  
**The approximate open space area is 12-15 acres, or 18-23%.**
  - b. Limitations on the type, size, height, number and proposed use of buildings.  
**These limitations are found in the Land Development Regulations and Zoning Code of the City.**

- c. The approximate number of dwelling units.

**The approximate number of dwelling units in the MSCRA is approximately 1,800.**

- d. Such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature.

**The project sheets and implementation tables and Capital Improvement Program describe the publicly funded capital projects proposed by this plan**

3. If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

**Little, if any, relocation of housing is anticipated. Any relocation necessitated will be evaluated by the Community Redevelopment Agency on a case-by-case basis, and shall be accommodated in conformance with industry standards. The CRA will assist any persons to be relocated in finding suitable replacement housing within the MSCRA, if available. In addition, the sub-section Neighborhood Impact Statement includes additional information relating to the required details.**

4. Identify specifically any publicly funded capital projects to be undertaken within the CRA.

**The project sheets and implementation table describe the publicly funded capital projects proposed by this plan.**

5. Contain adequate safeguards that the work of the redevelopment plan will be carried out pursuant to the plan.

**The Community Redevelopment Agency will carry out the work of the Redevelopment Plan. The redevelopment process has been established consistent with Chapter 163, Part III., Community Redevelopment of the Florida Statutes. It is the intent of the Avon Park City Council to comply with those requirements as established in Chapter 163, Part III, of the Florida Statutes, as amended.**



6. Provide for the retention of controls and the establishment of any restrictions or covenants running with the 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 plan.

**This provisions of the MSCRA Plan will be satisfied on an individual basis, as each project is carried through final documentation or design.**

7. Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the CRA.

**The MSCRA Plan does not propose eliminating housing, necessitating relocation or replacement housing. Should this arise from private sector redevelopment, the situation will be evaluated on a case-by-case basis, and be processed in accordance with City, County and State guidelines.**

8. Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly or if the plan is not intended to remedy such shortage, the reasons therefore.

**The MSCRA Plan proposes no increase in residential housing units, unless included in a mixed use setting along the Main Street corridor or infill units within the neighborhoods. Currently, the MSCRA has a full complement of affordable housing types adequate to meet the needs of the MSCRA.**

9. Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expanded on publicly funded capital projects in the Community Redevelopment Area and any indebtedness of the Community Redevelopment Agency, the County or the Municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

**The proposed project and program tables outline a detailed list of projects and corresponding cost estimates and timeframes.**

10. 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).

**The MSCRA anticipates completing all redevelopment activities no later than 20 years after adoption of this amendment.**

## PUBLIC INPUT

Public input during the development of the CRA Plan update was done through a series of workshops, open to the public, with members of the CRA Advisory Committee and the CRA Board. Attendance was slight, however, discussions by the participants was robust with many new ideas for programs and projects identified beyond what the Committee and CRA Board had previously approved.

## GENERAL DESCRIPTION OF THE MSCRA BOUNDARIES

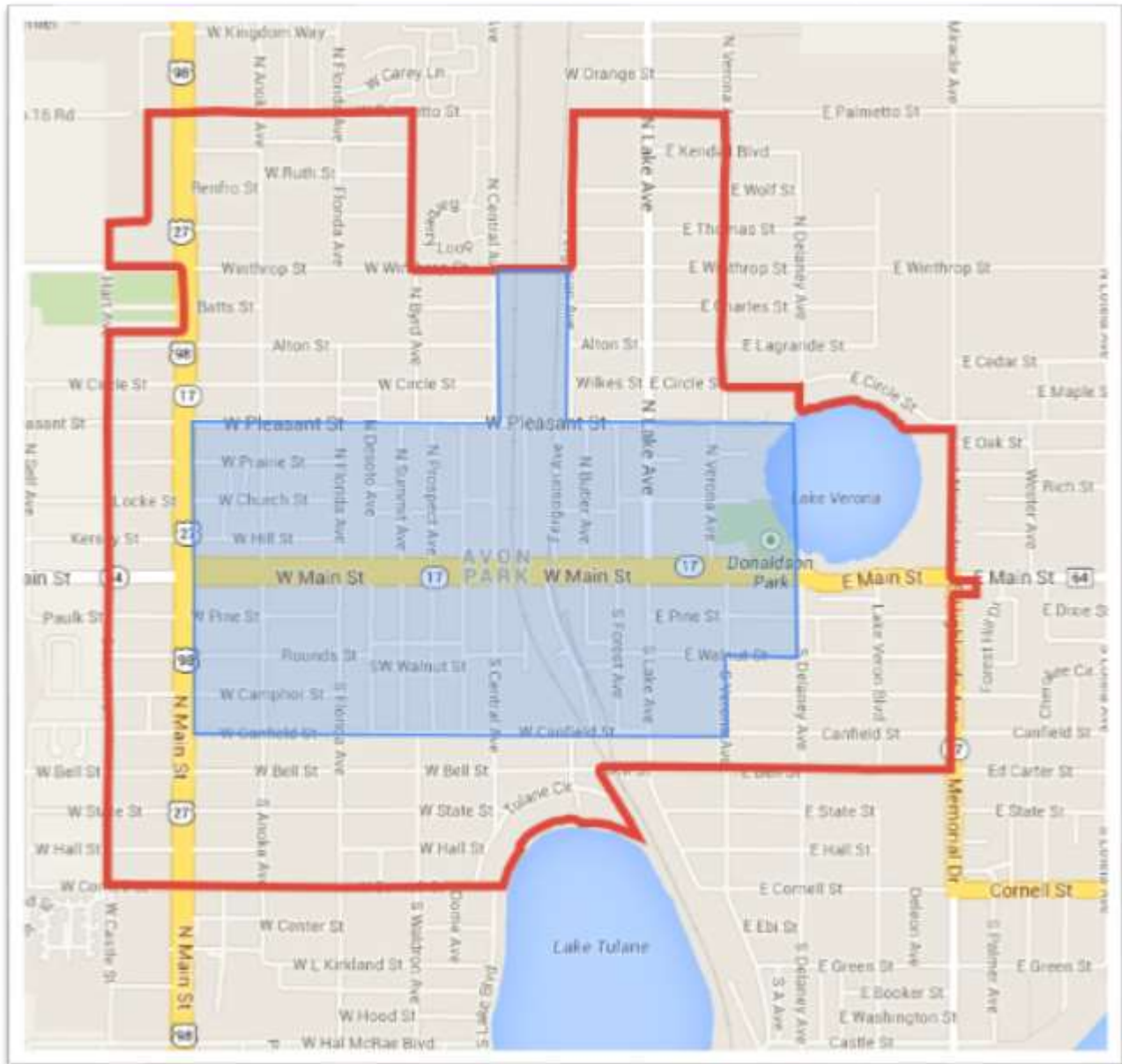
In general, the boundaries of the MSCRA were expanded towards the west, north and south to include a larger land area proximate to US Highway 27, north of Pleasant Street, and south to Bell Street. The area to the west includes commercial and industrial development that have stagnated or declined, are underutilized because of location or services and have elements of blight. Neighborhoods north of Main Street are in need of infrastructure improvements and many streets show typical homeowner maintenance issues. The area considered for expansion to the south shows underutilized property particularly several large areas within this predominantly residential area that currently contain agricultural uses which do not fit existing zoning or land use.

MAP 1. MAIN STREET REDEVELOPMENT AREA SHOWING EXPANDED BOUNDARY



Source: LaRue Planning, 2014

MAP 2. MAIN STREET REDEVELOPMENT AREA – ORIGINAL (BLUE) AND EXPANDED (RED)



Source: LaRue Planning, 2014

Throughout this document the terms, “Main Street Community Redevelopment Area,” or “MSCRA” are used to identify the total 898-acre area of the combined CRA and the expanded area. (Map 2).



## BACKGROUND AND ANALYSIS OF EXISTING PLAN



### EXISTING MAIN STREET COMMUNITY REDEVELOPMENT PLAN

The existing MSCRA was created in 1988 through statutorily defined actions by the City Council. The original area is shown in Map 3. The present MSCRA was selected because it “...constitutes the majority of commercial land within the boundaries of the City...” That position has now shifted to the US 27 corridor. That the commercial spine of the city has shifted to a major thoroughfare is no surprise since it can more easily accommodate a higher number of automobiles and therefore, now the preferred location for auto-dependent uses such as fast food restaurants and drive-through banking institutions.

MAP 3. EXISTING MAIN STREET REDEVELOPMENT AREA BOUNDARY



Source: LaRue Planning, 2014

The current MSCRA redevelopment plan called for certain activities to relieve the conditions of slum and blight and are generally described below:

## HOUSING

In order to improve the quality of residential life for the citizens of Avon Park, single family neighborhoods should be protected from excessive noise, traffic and crime. To accomplish this task, dwellings may be graduated from the central business district in the following manner:

1. Multi-family housing bordering the central business corridor;
2. Mixed residential with single family units and duplexes bordering the multi-family housing; and
3. Single family housing buffered from normal business traffic.

This pattern of housing, providing buffer zones for single family residential areas, can be accomplished through changes to zoning. The creation of R-3 zones bordering the commercial establishments on Main Street will limit traffic to this area. R-2 zones should be created immediately behind R-3 zones, followed by R-1.

## COMMERCIAL

The revitalization of the central business district is necessary to maintain the economic viability of this area. The promotion of pedestrian traffic in this area will encourage continued patronage of the business establishments located in this area.

### PHASE I:

Phase I revitalization shall focus on the core of the central business district located on Main Street between Verona Avenue and Forest Avenue. This phase shall consist of the following activities:

1. Removal of overhead wiring on Main Street placing electrical lines underground;
2. Replacement and widening of sidewalks on Main Street, making them accessible to physically handicapped persons and promoting outdoor cafes and activities;
3. Replacement of street lights to be in conformance with the historic style of the buildings in the targeted area;
4. Provision of benches, brick pavers, and planters; and
5. Acquisition of lands for public parking lots to serve the business district.

One proposed site for acquisition is the parcel of land at the northwest corner of Verona Avenue and Main Street which temporarily houses an auto dealership. The existing building will be demolished and the lot will then be paved with adequate drainage providing approximately 30 parking spaces. Landscaping will be performed to ensure compatibility with the surrounding area.



The rear parking lot of the Jacaranda may be used under a lease arrangement allowing public parking in this area after clearance and repaving.

#### PHASE II:

Phase II is designed to complement the streetscape activities conducted in Phase I. The targeted area for Phase II begins at the corner of Pine Street and Lake Avenues, proceeds north to Main Street encompassing the south side of Main Street, and proceeds east to Verona Avenue. Similar activities will be conducted during this phase as outlined below.

1. Removal of overhead electrical lines and placement underground;
2. Replacement and widening of Sidewalks;
3. Replacement of street lights to conform to those installed during Phase I ;
4. Street paving on Lake Avenue; and
5. Provision of benches, planters, and brick pavers.

#### PHASE III:

Commercial revitalization activities for Phase III continue streetscape activities as sidewalks and lighting will be installed on Main Street from Delaney to Verona and from Forest to Butler. In addition, the north side of Main Street will be addressed from Lake to Butler. Again, all overhead wiring will be removed and placed underground.

#### PHASE IV:

Sidewalks will be replaced from Central Avenue to Desoto Avenue along Main Street and street lights will be installed. Overhead wiring will be placed underground. This phase will complete the commercial revitalization process.

In addition to the streetscape project, the City of Avon Park will operate a revolving loan fund for facade improvements on redevelopment area businesses composed of donations from local businesses and individuals.

### INDUSTRIAL

The location of heavy industrial establishments within the Community Redevelopment Area detracts from the central business district which depends on pedestrian traffic for its subsistence. In addition, this industrial area extends into the City's residential areas producing excessive noise, dust and traffic. Attempts to minimize the negative impacts of this area have been made by the

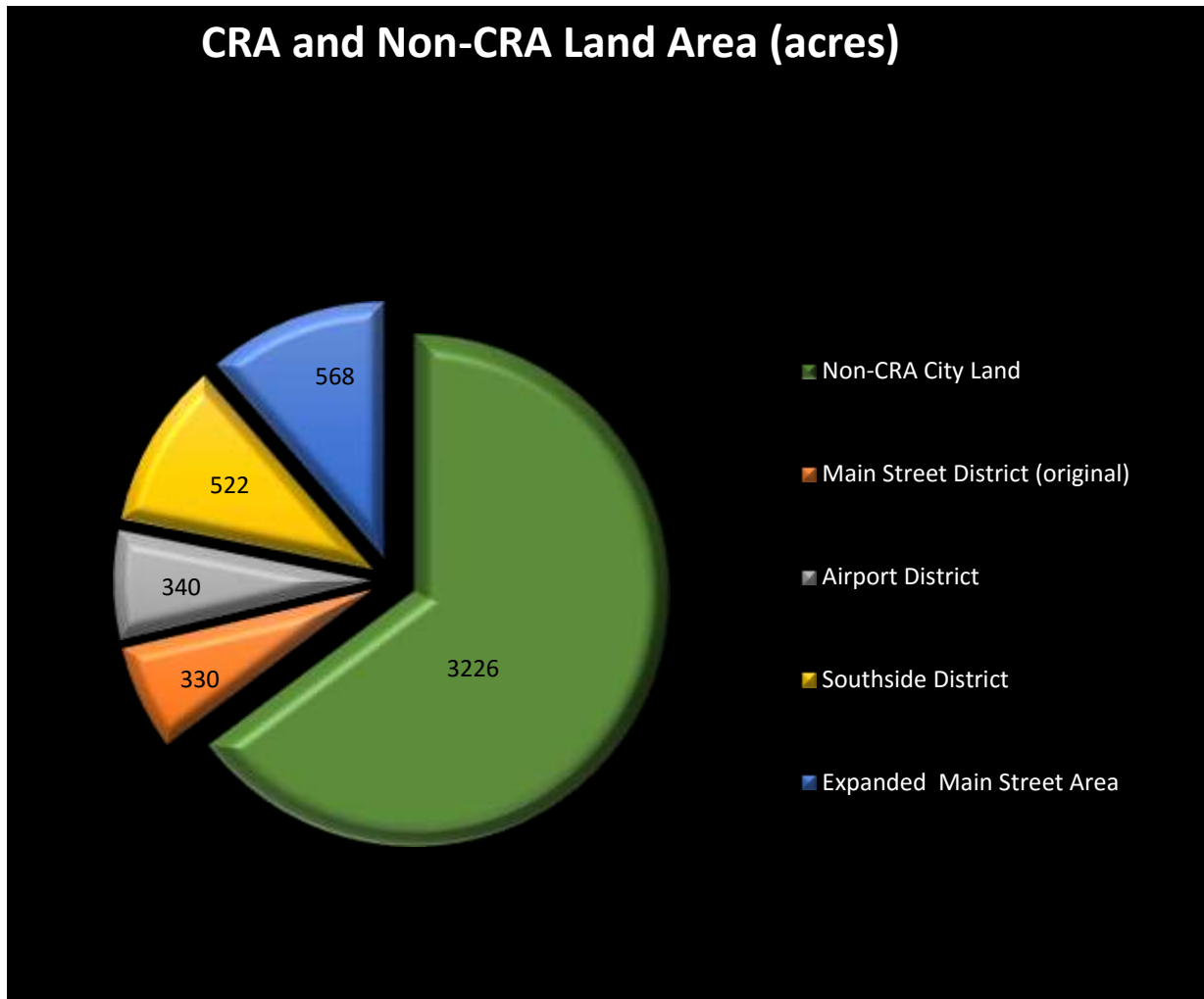
City by placing commercial businesses between it and Main Street and by locating public buildings to the northeast of the industrial area.

Ideally, these businesses could be relocated west of U.S.27 into the airport industrial area. This area, previously annexed by the City, currently houses several industrial establishments including a large boat manufacturer and contains ample vacant space to house the construction firms in question. The relocation of the construction industry to this area would have little impacts to the airport area but would greatly enhance conditions in the Community Redevelopment Area.

One means of achieving this task is the issuance of Revenue Bonds for the acquisition of an alternate industrial site and relocation payments to affected businesses. Construction establishments would utilize these location payments for moving expenses to the airport industrial area providing opportunities for growth. The City of Avon Park would then sell or lease the land owned in the central business corridor to commercial firms wishing to do business in the area with proceeds applied toward the repayment of the bonds.

The needs of each community must be assessed from time to time. Avon Park's CRA is now over 23 years old and has gone through minor changes within the last few years. However, the needs of the community surrounding the original MSCRA must now be considered for improvements, as well. The City of Avon Park is expanding the original boundaries of its MSCRA by approximately 568 acres to a total of 898 acres. The MSCRA expansion will comprise 28 % percent of the entire land area within the City of Avon Park (See Chart 1).

Chart 1. CRA and Non-CRA Land Area (acres)



SOURCE: LARUE PLANNING, 2014

## ANALYSIS OF EXISTING PLAN

### Key Issues

Some key issues were consistently identified at various community meetings and workshops. Below is a list of those items that were most often topics of discussion among the participants:

- Historic buildings and heritage
- Inconvenient hours for downtown businesses
- Lack of a use or uses that draw people downtown
- Lack of activities for families, young adults, and singles
- Need for entertainment opportunities
- Need for recreation and activity in the downtown area
- Attract and retain young professionals
- Proliferation of vacant or blighted structures (commercial and residential)
- Great community pride

However, there were a few things lacking in the plan itself. The following are the statutory requirements and how the CRA plan addressed each:

1. Contain a legal description of the boundaries of the CRA and the reasons for establishing such boundaries. If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area in the plan.

**The Plan was adopted by the Council, following approval of the Finding of Necessity. However, the Plan did not include a neighborhood impact element. In addition, enabling attachments such as required Resolution and Ordinance are not available.**

2. Show a diagram and in general terms:
  - a. The approximate amount of open space to be provided and the street layout.

**This was not provided. However, the retention of small citrus groves and private citrus trees was recommended:**

**“Every attempt should be made to preserve open spaces within the City. At the present time, small orange groves and single orange trees are predominant within the community redevelopment area. Encouragement of residents to maintain these trees will continue the unique identification of the City of Avon Park as a citrus community despite continued growth.”**

- b. Limitations on the type, size, height, number and proposed use of buildings.

**There was a survey of the types of businesses within the Main Street redevelopment area. There were also suggestions on the types of uses and buildings within the redevelopment area. However, this was limited to suggestions of zoning changes:**

**“The creation of R-3 zones bordering the commercial establishments on Main Street will limit traffic to this area. R-2 zones should be created immediately behind R-3 zones, followed by R-1.”**

**While not specific, the suggested zoning designations would provide details on the type, size, height, number and proposed use of buildings.**

- c. The approximate number of dwelling units.

**This was not addressed.**

- d. Such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature.

**This was not diagrammed.**

3. If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area.

**This was not provided.**

4. Identify specifically any publicly funded capital projects to be undertaken within the CRA.

**The Plan provided minimum descriptions of projects and costs for improvements.**

5. Contain adequate safeguards that the work of the redevelopment plan will be carried out pursuant to the plan.

**There was no statement of safeguards.**

6. Provide for the retention of controls and the establishment of any restrictions or covenants running with the 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 plan.

**There was no statement of control or restrictions.**

7. Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the CRA.

**There was no statement of assurance.**

8. Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan.

**The Plan readily acknowledged that there is considerable housing in the CRA area. One section - A PLAN TO IMPROVE HOUSING – included a discussion on zoning and what to do with mobile homes.**

9. Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the Community Redevelopment Area and any indebtedness of the Community Redevelopment Agency, the County or the Municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

**This was not included in the Plan.**

10. 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\(1\)](#).

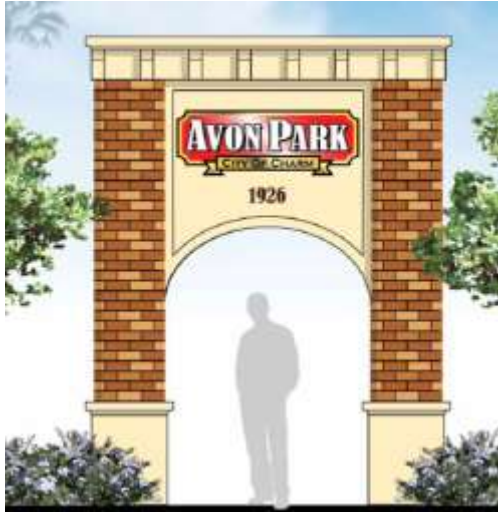
**A time certain was not acknowledged; however, it may have been included in the adoption ordinance.**



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## EXISTING CONDITIONS SUMMARY FOR REDEVELOPMENT AREA

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### DEMOGRAPHIC OVERVIEW

Avon Park has had a steady population for several years now, 8,836 residents according to the 2010 population estimate from the U.S. Census Bureau (the Bureau of Economic and Business Research at the University of Florida establish estimates a bit higher at 9,513). It is a racially diverse community with 55.5 percent White, 28.1 percent African-Americans and 12.4 percent Some Other race (Latino or Hispanic are a subcategory of either White or Some Other)

The median household income is well below the median for the State of Florida (\$46,956) at approximately \$28,774. However, the median household income of home-owners is slightly higher at \$32,118; while the median household income of renters is significantly lower at \$22,104.

Another import aspect of housing in Avon Park is the limited choice of the type of housing unit available. Single-family detached (single unit) and up to two attached housing accounts for 68.3 percent of all housing units (3,886 according the 2013 Census Bureau's American Fact Finder). In fact, according the Census Bureau, less than one quarter of housing units are comprised of three or more attached units (24.3 percent), while mobile homes account for 7.3 percent. These city-wide numbers are consistent with the conditions found within the MSCRA.

High housing (mortgage or rental rates), as a percentage of income in the residential markets; and, high poverty and unemployment rates are clearly borne out in the physical conditions of the area. These data are reinforced by extensive field survey results. The relationship between home owners and home renters provides another example of the potential, and in this case the reality of the lack of maintenance creating blighting conditions. Map 9, illustrates the proportion of home owners (homesteaded properties) to home renters (non-homesteaded residences) in Avon Park. The reality is that more than 35% of dwellings are occupied by renters, nearly 50% are owner-occupied.

The median home value in Avon Park is \$65,200. Avon Park home values have gone up 6.9% over the past year. The median list price per square foot in Avon Park is \$58, which is lower than the Sebring Metro average of \$66. The median price of homes currently listed in Avon Park is \$74,900

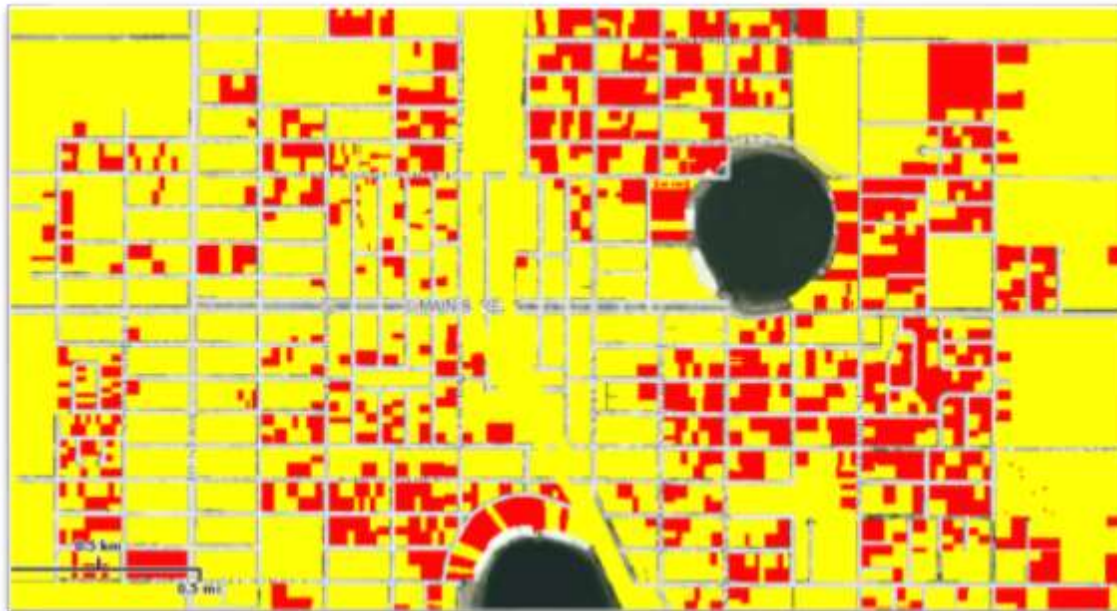
while the median price of homes that sold is \$70,465. The median rent price in Avon Park is \$500, which is lower than the Sebring Metro median of \$750.

As housing cost increase, as a percentage of income, maintenance of the home decreases because there is less money to spend on up-keep. And even though over 60% of housing units in the City are owner-occupied (2,371 units), these owners are spending a large percentage of their income on housing costs. Selected monthly costs, as a percentage of income, for owner-occupied units exceeded 35% for more than half of the units.

The same trend can be seen for rental units as well (1,580 units). The majority (55%) are spending more than 35% of their income on housing.

Mortgage delinquency is also an issues in the MSCRA. Delinquency is the first step in the foreclosure process. This is when a homeowner fails to make a mortgage payment. The percent of delinquent mortgages in Avon Park is 13.6%, which is higher than the national value of 8.0%. With U.S. home values having fallen by more than 20% nationally from their peak in 2007 until their trough in late 2011, many homeowners are now underwater on their mortgages, meaning they owe more than their home is worth. The percent of Avon Park homeowners underwater on their mortgage is 38.8%.

MAP 4. HOMESTEAD (RED) VS. NON-HOMESTEAD RESIDENTIAL (YELLOW)



SOURCE: HIGHLANDS COUNTY PROPERTY APPRAISER, 2014

## Existing Land Uses

Nearly one-third of the existing land uses in the MSCRA are residential uses and most of the residential uses are located away from the City's main corridors and separated from these corridors by commercial uses. This is consistent with the existing MSCRA. The intersection of US 27 and Main Street is a major node within the MSCRA and is surrounded by a mix of uses, with most consistent with current zoning and land use. The distribution of existing land uses within the expanded and existing MSCRA is shown in Chart 2. Future Land Use Categories as a Percentage of Proposed CRA Land, and depicted on Map 5.



## ECONOMIC OVERVIEW

This is a depressed area and has been for some time. Vacancy rates and underutilized properties are a drain on the community because empty, unproductive, non-revenue producing and underperforming, taxable sites cost more to maintain than what they contribute. There is a domino effect that occurs in communities with vacant and underutilized commercial space. The properties

become less attractive to potential commercial tenants, vacancy rates increase, businesses move elsewhere and the result is a downward spiral of property distress. Part of the MSCRA is located in an Enterprise Zone and could become a target for development in the future. The advantage of opening or expanding a business in such an area is the variety of tax incentives that are part of Enterprise Zone development for both business owners and their employees. However, the positive impacts of the Enterprise Zones have yet to be realized in the Community Redevelopment Area. Retail in the MSCRA is limited to Main Street, highway commercial or small office uses.

There are three primary areas of commercial and industrial development in the MSCRA boundaries. These include the Main Street area, the area between US Highway 27 and Hart Avenue; and the area on the east side of Highway US 27, north and south of the original MSCRA. In addition to these, there are a number of commercial or industrial areas that lie immediately adjacent to the original MSCRA boundaries or to residential areas that are being included in the area of the expanded MSCRA. The most notable of these is the gas station / convenience store at the intersection of East Main Street and Highlands Avenue and the tire recycler – Florida Tire Terminal – at the corner of Bell Street and Feagin Avenue.

Conditions in these areas include poor site layout, inadequate parking and deteriorated or missing infrastructure, particularly missing are sidewalks and drainage. In addition, the area between

Highway US 27 and Hart Avenue has a large number of residential units that are incompatible with both zoning and land use for this area. The small lots that were previously sub-divided for housing now provide a deterrent for larger scale commercial or industrial development because of the need to assemble several small parcels. Finally, instances of structural deterioration were observed on a number of sites.

According to the City, the expansion area is in need of upgrades to the water mains and sewer systems. All the water mains are aging, some approaching 50 years in age and can benefit from an upgrade to the water distribution system. The sewer system is in similar need of an upgrade. Specifically in the northern expansion area.

### Western Expansion

There are exceptions to consistency with zoning and land use, particularly in the western section of the expansion area, where residential uses abut commercial and industrial uses without buffers. These residential uses, while grandfathered, must continue to meet conditions set forth in Article 7, Section 7.12.00 Nonconformities, of the City's Land Development Regulations. (See Maps 4 and 5 for land use and zoning designations)

Industrial uses are located on the periphery of the expanded MSCRA boundaries; i.e., along Hart Avenue and along the CSX / Amtrak Railway. Most park and community facilities land uses lay either within the existing MSCRA or just outside the expanded MSCRA.

### Southern Expansion

The expansion to the south (to West Cornell St.) consists primarily of residential uses with the exception of highway commercial between US Highway 27 and Anoka Avenue; and several large parcels of agricultural land several blocks eastward of the highway. In many instances, low density residential abuts the highway commercial but remains consistent with the current zoning and land use. While this is not ideal (usually a buffer of medium density residential buffers the low density residential) it is typical of many smaller communities throughout the state that grew from "main street" corridors to "highway corridors".

### Northern Expansion

The northern area of expansion, is nearly all residential, with the exception of the commercial lands located near US Highway 27 and industrial along the railroad.

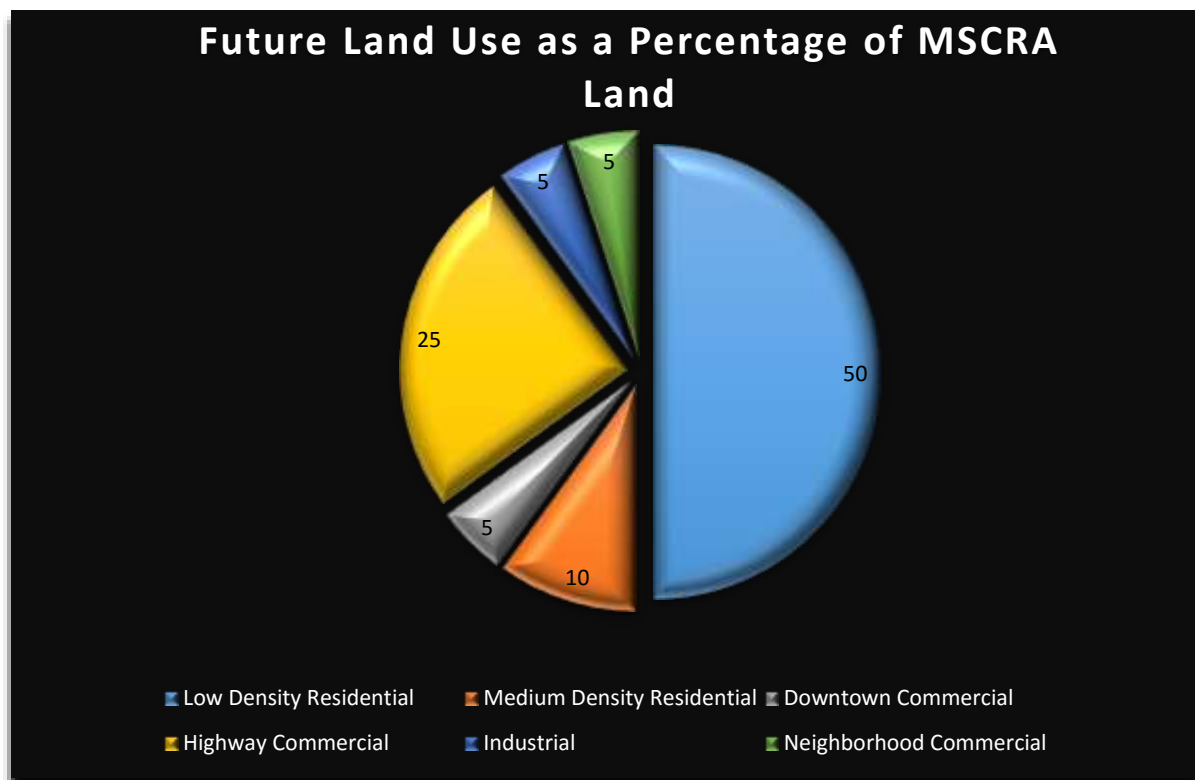
FUTURE LAND USES

There are a total of 12 separate future land use designations within the City and eight (8) can be found in the MSCRA. The most prevalent land use designation is Low Density Residential, which makes up approximately 50 percent of all land in the MSCRA. The Commercial (Neighborhood, Downtown, and Highway) future land uses comprise 25 percent of the land in the MSCRA. The other land uses that exist in the MSCRA to a much lesser degree are: Medium Density Residential, Industrial, Public Buildings and Grounds, Recreation and Open Space, Unassigned (recently annexed from unincorporated Highlands County and using County designation), and Water Bodies.

The MSCRA is designed to support a balanced mix of uses characterized by compact, pedestrian friendly design and neighborhood scale, and framed by architecture and landscape design appropriate to local history and ecology.

The distribution of future land uses within the MSCRA is shown in Chart 2 and on Map 5, below.

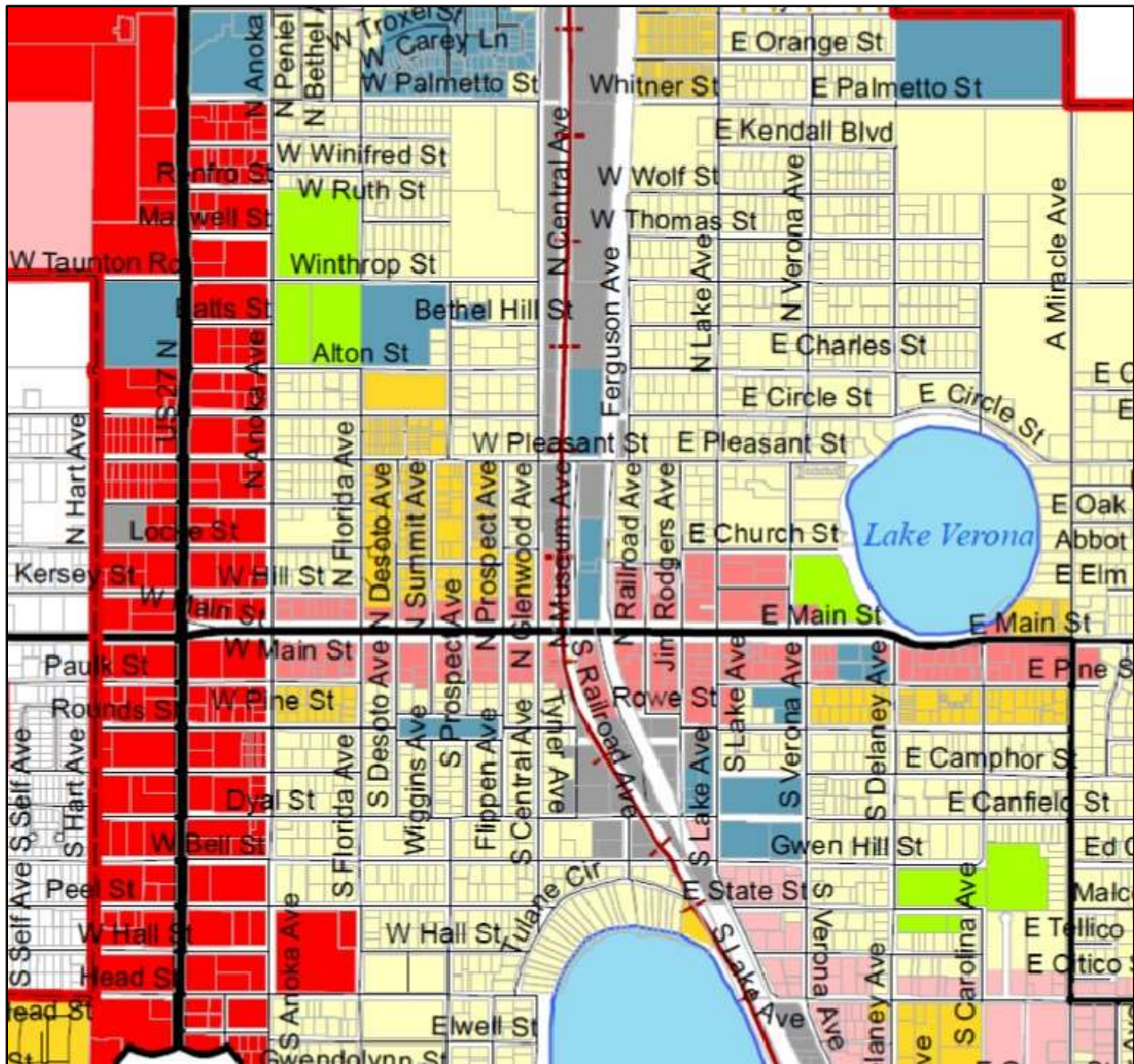
CHART 2. FUTURE LAND USE CATEGORIES AS A PERCENTAGE OF MSCRA LAND



SOURCE: LARUE PLANNING, 2014



MAP 5. FUTURE LAND USE MAP OF ORIGINAL CRA AND EXPANSION AREA



SOURCE: CFRPC, 2010

FIGURE 3. FUTURE LAND USE MAP LEGEND



### ZONING DISTRICTS

The City of Avon Park maintains 15 separate zoning districts throughout the City. The MSCRA contains nearly all 15: there are four (4) residential districts, three (3) commercial districts, one (1) industrial district, one (1) public institutional, and one (1) public recreational district. The distribution of zoning districts within the MSCRA is shown in Map 6.
















The largest portion of the area to be added is comprised of residential zoning and most is designated for single family (north of Pleasant Avenue and east of Anoka Avenue). There is a significant amount of commercially zoned land, which is located primarily along US Highway 27 for one block east and west (generally Anoka Ave. to Hart Ave).

Source: CFRPC, 2010





FIGURE 4. ZONING MAP LEGEND

Avon Park Zoning	
	R-1AA - Low Density Residential
	R-1A - Low Density Residential
	R-1 - Low Density Residential
	R-2 - Medium Density, Single-Family Attached, and Duplexes
	R-3 - High Density Multi-Family Residential
	PUD - Planned Unit Development
	C-1 - Neighborhood Commercial
	C-2 - General Commercial
	C-4 - Mixed-Use Commercial
	I-1 - Light Industry
	I-2 - Heavy Industry
	PI - Public Institutional
	PR - Public Recreation/Open Space
	PC - Public Conservation Land
	Unassigned

### PUBLIC LANDS

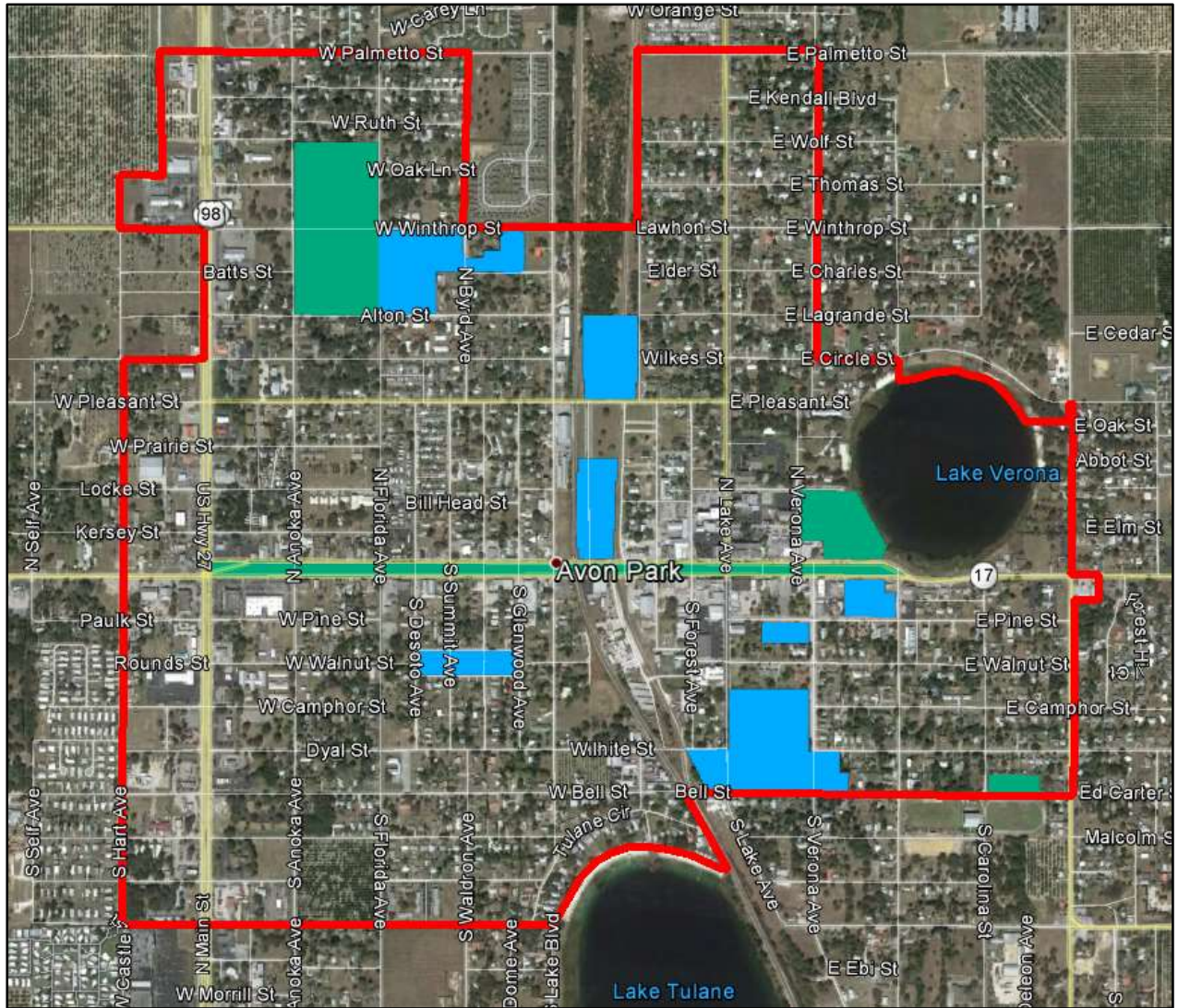
Open space means undeveloped lands suitable for passive recreation or conservation uses. Existing open space areas are depicted on Map 7. The City identifies approximately 38 acres as Recreation/Open Space on the Future Land Use Map (Public Recreation/Open Space on the Zoning map). The Main Street Mall, approximately one mile long and 85 feet wide, is included in the recreation and Open Space amount, even though it is not identified on the Future Land Use map as such. However, it serves

Source: CFRPC, 2010

the community as a main recreation area particularly for festivals and other gatherings. In addition, there are also 42 acres of land identified as Public Buildings and Grounds on the Future Land Use map (Public Institutional on the Zoning map).



MAP 7. RECREATION, OPEN SPACE, AND PUBLIC BUILDINGS AND GROUNDS



Source: LaRue Planning, 2015



- Main Street CRA Boundary
- Public Bldgs. and Grounds
- Recreation and Open Space Areas

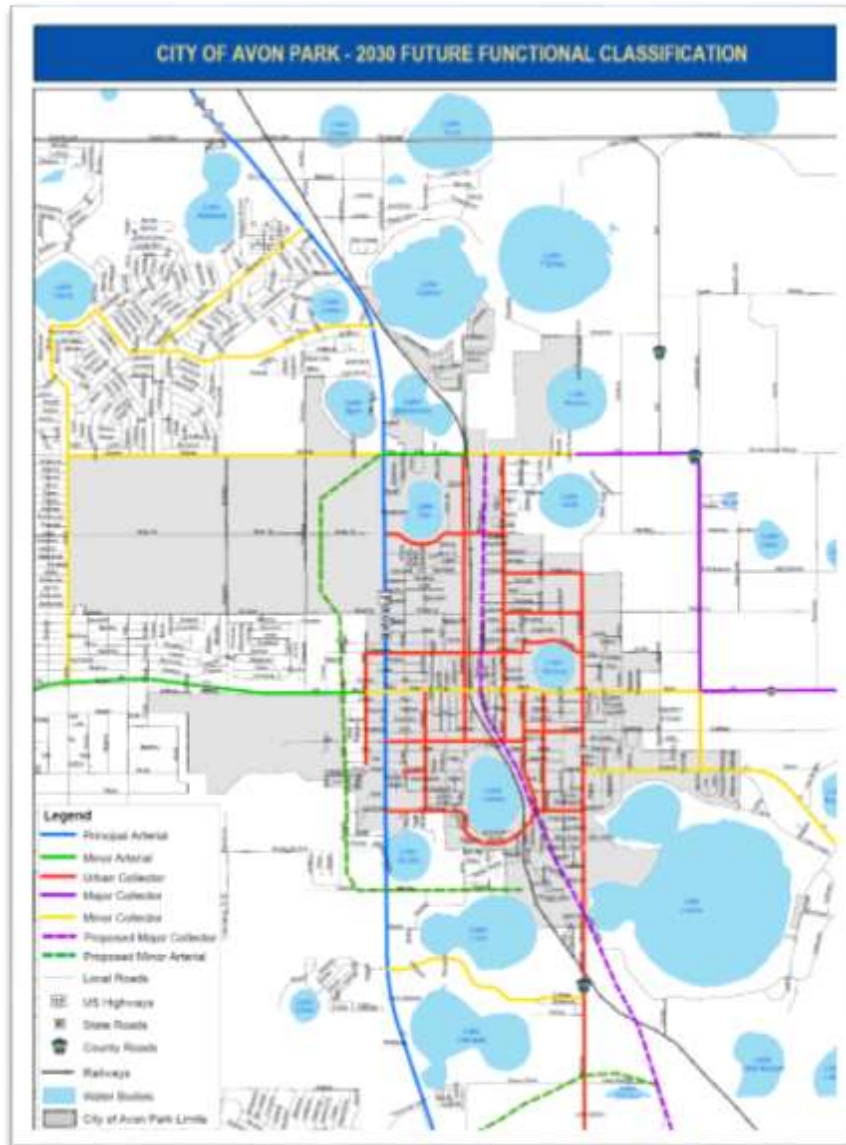
## TRANSPORTATION AND UTILITIES

The existing street layout is depicted on Map 8. The traffic circulation within the area is mainly a grid street system that is well formed, however, in many instances through traffic is cut off either by the railroad or dead end streets.

The provision of basic infrastructure is vital for commercial and residential uses to successfully locate or exist in the MSCRA. The City has identified major needs regarding deficient and inadequate publicly owned capital improvements infrastructure which were not known, scheduled or planned for. The CRA has committed to funding part or all of several infrastructure projects that are called for in many of the geographic areas within the MSCRA.

Projects that continue to improve the physical facilities of the MSCRA and the City will help establish a consistency of conditions throughout. High standards and consistency of facilities elevates the perception, if not the reality, that the City is making a progressive attempt to improve the development climate. Developers need to feel comfortable going into a redevelopment process that there won't be any surprises when it comes to infrastructure, often times the most expensive piece of the development puzzle.

MAP 8. FUNCTIONAL ROADWAY CLASSIFICATION



Deteriorated infrastructure, including widespread deterioration of swales used for drainage, which is generally caused by inadequate off-street parking or lack of funding to establish appropriate drainage systems, exist throughout. Because there is a lack of infrastructure improvements, such as sidewalks and drainage, the street edges suffer, causing further deterioration on what may be previously considered adequate roadway surfaces. This is particularly noticeable in the area between North Delany Avenue and the railroad. Most pressing is the condition of underground utilities such as water and sewer.

Source: City of Avon Park, CFRPC, 2010

The City is currently updating their utility mapping to more easily identify the areas in critical need of replacement. Recent communications with Public Works reveals the majority of water lines are approaching their useful lifespan of 40 to 50 years old.



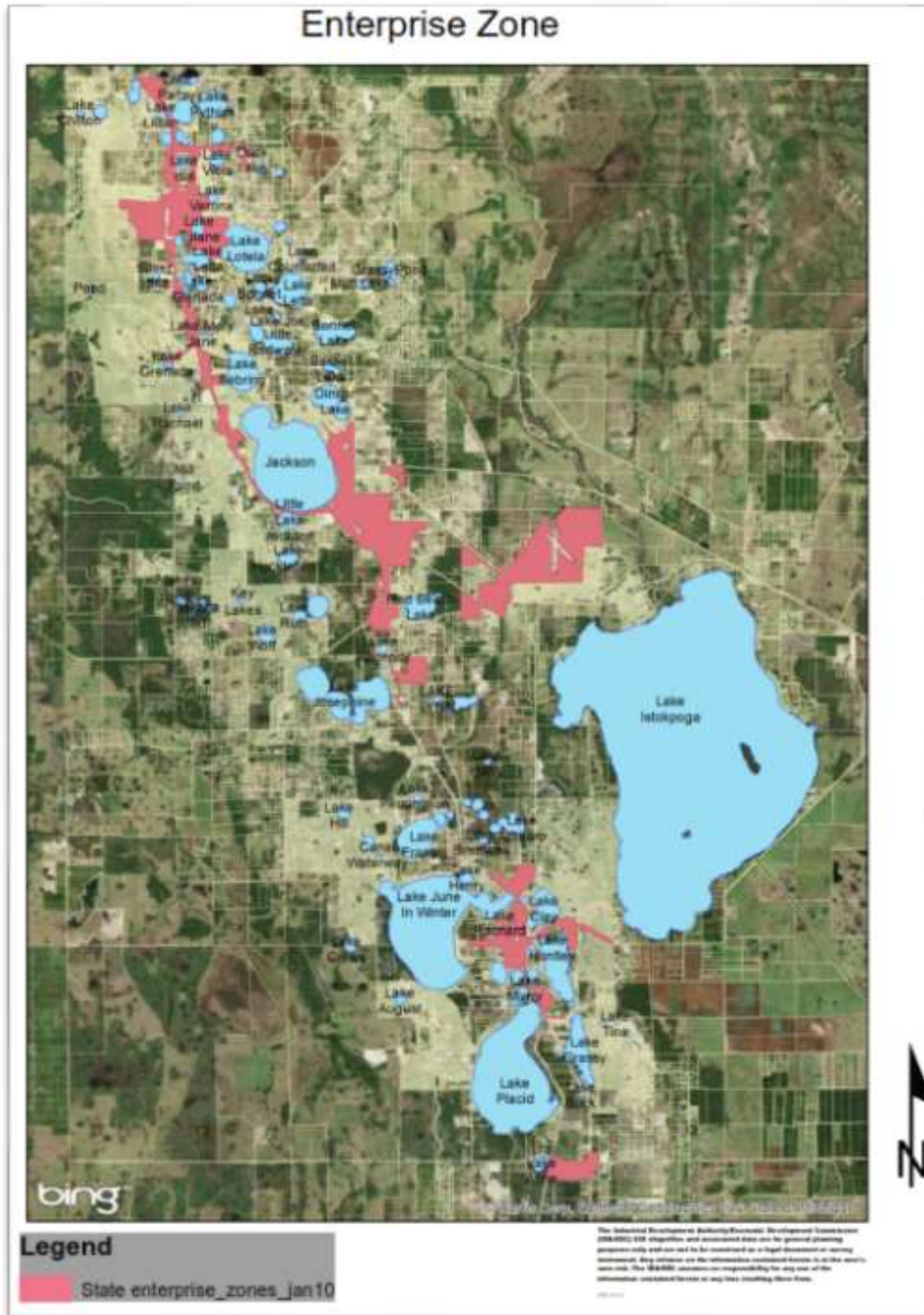
## BROWNFIELDS DESIGNATION IN THE MSCRA AREA

A brownfield area means a contiguous area of one or more brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. Such areas may include all or portions of community redevelopment areas, enterprise zones, empowerment zones, and other such designated economically deprived communities and areas, and Florida Department of Environment Protection or the Environmental Protection Agency-designated brownfield pilot projects. 376.79(4), F.S.

In October of 2005, the City Council adopted Resolution #05-32 requesting that the Enterprise Zone under its jurisdiction be designated as a Brownfields Area. An Interlocal Agreement between the City and Highlands County was also approved at the same meeting. The purpose was to join Highlands County, the City of Sebring and Town of Lake Placid in petitioning the State to designate the established Enterprise Zone as a brownfield. The Enterprise Zone is shown on (Map 9).



MAP 9. HIGHLANDS COUNTY ENTERPRISE ZONE



SOURCE: CFRPC, 2010



What makes brownfields important to recognize, as part of a redevelopment program, is that “...they are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence, potential presence or the perception of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties protects the environment, reduces blight, and takes development pressures off green spaces and working lands.

It is estimated that there are over a million of these opportunities nationwide. A survey of cities across the United States reports an average of 134 sites per community and as many as 20,000 sites per state. Most of the sites are smaller properties, with an average size of 6.5 acres.” (U.S. Conference of Mayors, Recycling America’s Land, A National Report on Brownfields Redevelopment, January 2008.)

Typical brownfield sites include: gas stations, auto repair shops and dry cleaners. In the MSCRA, the following sites have been identified by Florida Department of Environment Protection (FDEP) and Highlands County as locations needing monitoring:

- 7 sites that are being monitored for air contaminants through FDEP Air Resource Management System.
- 10 sites that are being monitored for Compliance and Enforcement for a range of issues.
- 1 Ground Water Contamination Area.
- 192 County Small Quantity Generator sites.
- 1 Dry Cleaning Solvent Program Cleanup site.
- 25 Petroleum Contamination Monitoring sites.
- 9 Retail Petroleum facilities.
- 2 Solid Waste facilities.
- 38 Registered Storage Tank and Monitoring sites.

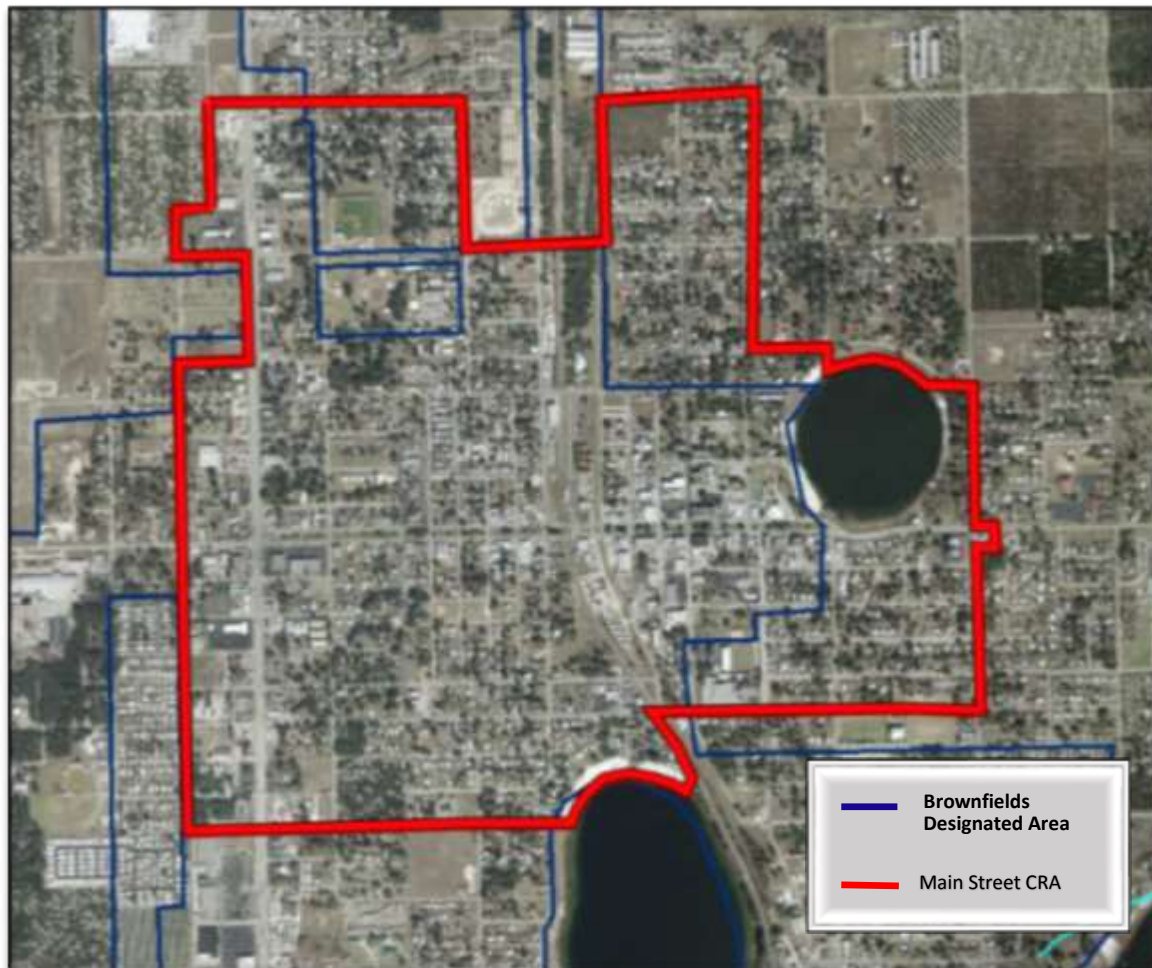
While it would appear that the number of sites being monitored is high, by definition, a brownfield designation does not mean contamination exists. However, the mere perception of contamination may severely reduce the potential of site redevelopment. The ultimate reuse of brownfield sites varies considerably, based on local economic and market conditions, community goals, and desires of property owners. Nationwide, the most common redevelopment uses are retail, housing, and open space.

Map 10, shows the extent of the Brownfields designation in relation to the MSCRA. The designated administrator of the Brownfield is the Central Florida Regional Planning Council (CFRPC), with assistance from the Heartland Brownfields Revitalization Partnership (HBRP). This partnership assists local governments in cleaning up and generating economic development on abandoned or underused commercial and industrial sites. With funding from the Environmental Protection Agency’s (EPA) brownfield program, and the cooperation of the property owners, sites were

assessed for the historical potential for environmental contamination, and, if needed, field testing of soil, water and buildings was conducted. If sites prove to be contaminated, loan and subgrant funding through a Revolving Loan Fund, created with a cleanup grant from the EPA, is available.

The Revolving Loan Fund is managed by CFRPC staff with advice from the HBRP Steering Committee, composed of staff from local government and agencies, and a loan/subgrant advisory committee of business and financial representatives. Applications are available from the CFRPC staff which also provides assistance in preparing the loan or subgrant application, and obtaining cost estimates from a panel of eligible consultants.

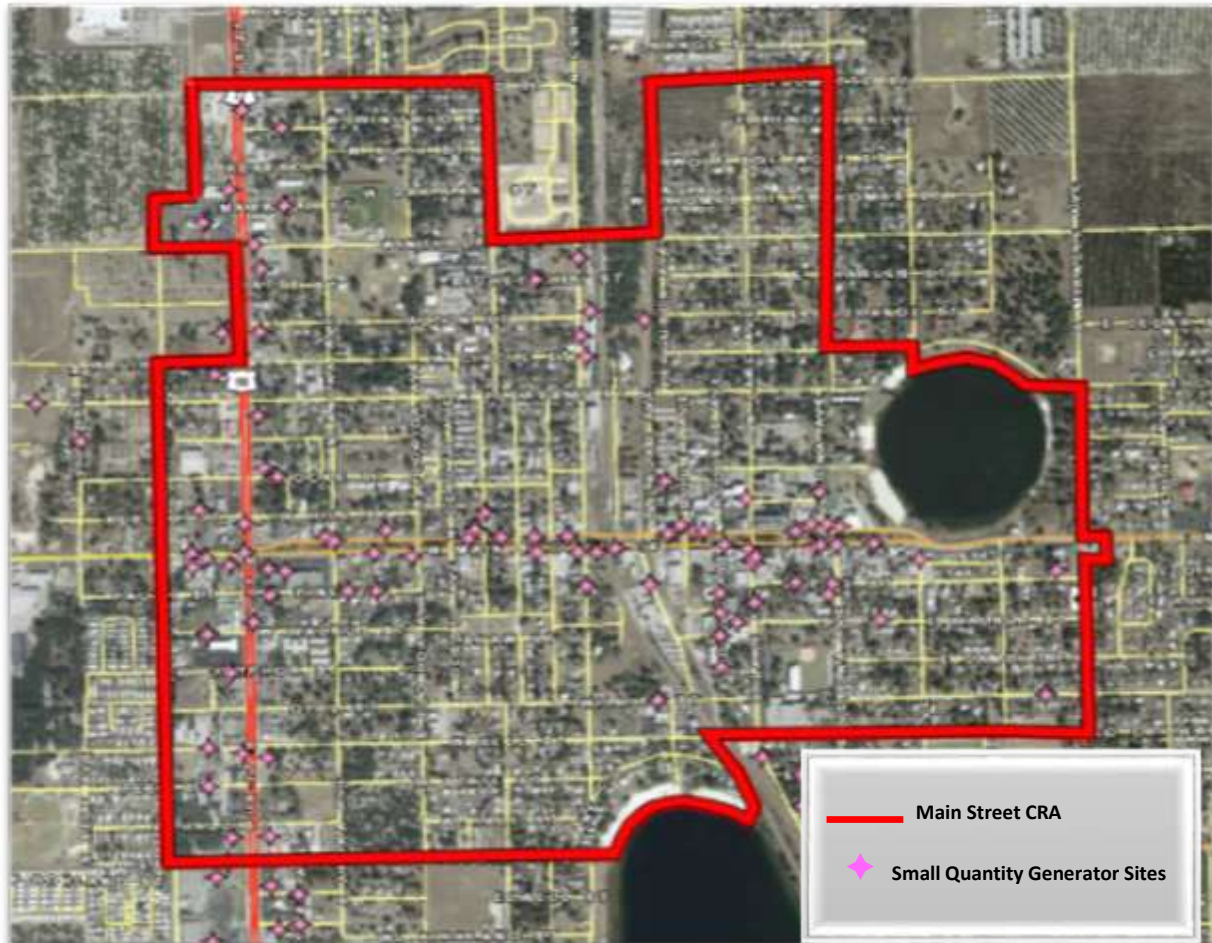
MAP 10. STATE BROWNFIELDS AREA (BLUE) AND MSCRA BOUNDARY (RED)



SOURCE: LARUE PLANNING, FDEP, 2014

The following Maps (11 and 12), identify sites within the proposed MSCRA that have been identified by Florida Department of Environmental Protection (FDEP) as sites containing (or had contained) hazardous waste and are tracked by FDEP or the County (as FDEP's small quantities tracking entity).

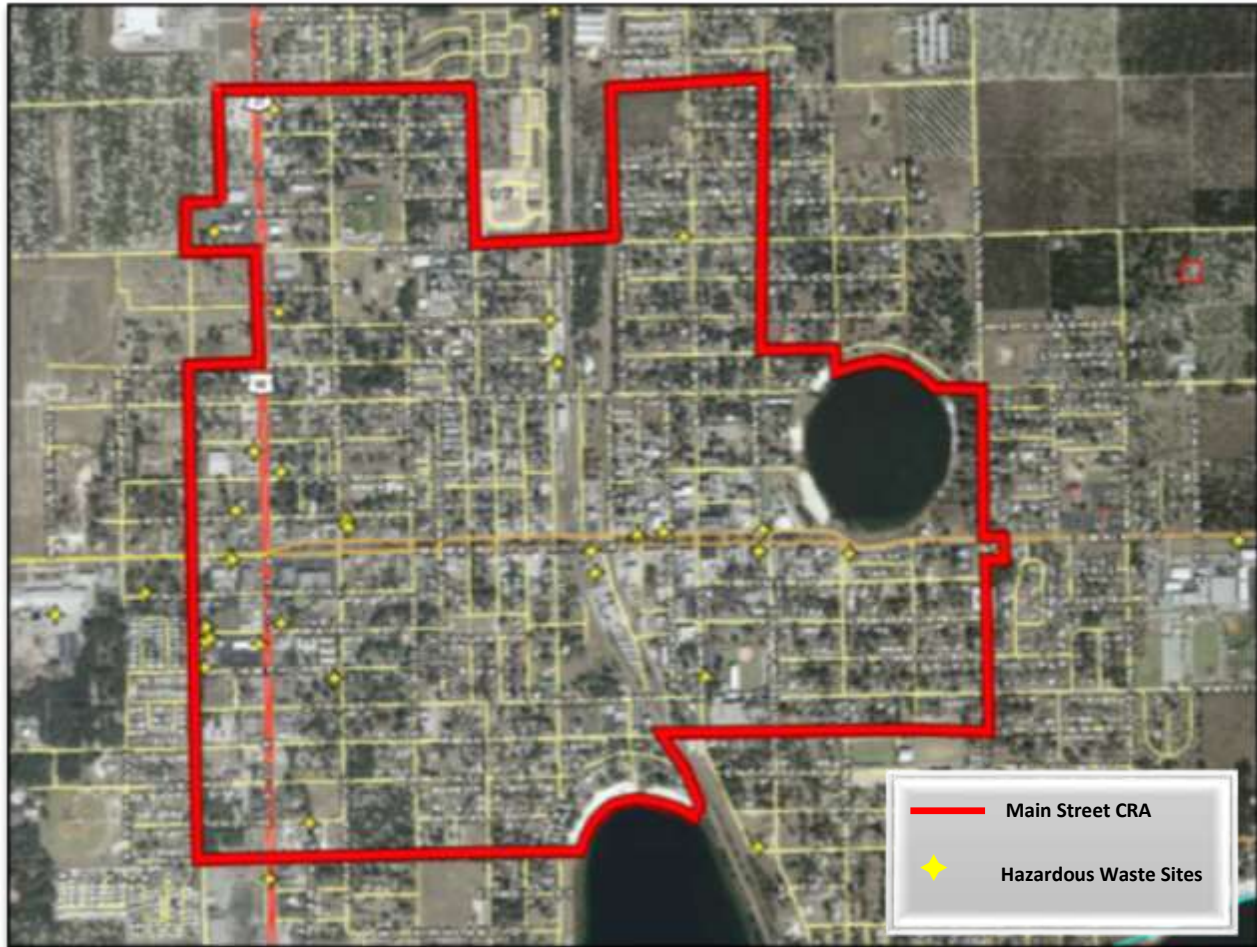
MAP 11. HIGHLANDS COUNTY TRACKING OF SMALL QUANTITY GENERATORS



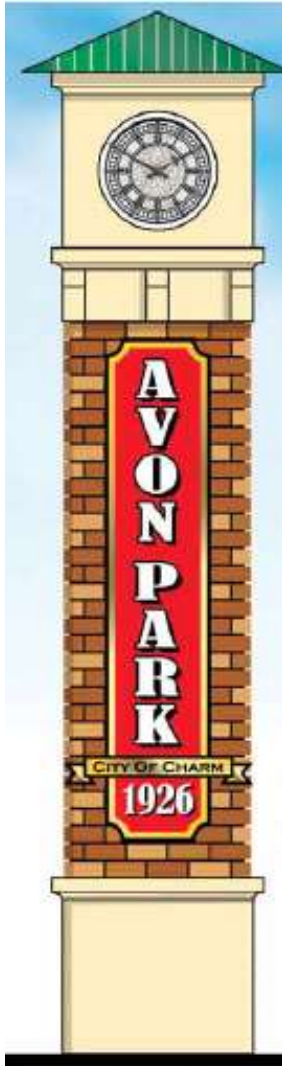
SOURCE: LARUE PLANNING, FDEP, 2014



MAP 12. FLORIDA DEP TRACKING OF HAZARDOUS WASTE SITES



Source: LaRue Planning, Florida DEP, 2014



## REDEVELOPMENT STRATEGIES

Every good redevelopment plan starts with a vision, one that is shared by all stakeholders. Visions are about possibilities, ideals, and standards of excellence; as much as they are about people, bricks, and mortar. Plans themselves; however, are only as good as the visions that inspire them and the actions that implement them. Daniel Burnham, a well-known planner of the late 19<sup>th</sup> and early 20<sup>th</sup> century once wrote: "Make no little plans, for they have not the power to stir men's minds." Therefore, the plans that will be developed within the Community Redevelopment Agency (CRA) community redevelopment areas, will encompass the ideals of the neighborhood and limited only by the visions of the people who create them.

The arena for redevelopment begins at the neighborhood level. Planning at the neighborhood level must involve the residents of that neighborhood. Any new plan is an encroachment into the residents' comfort zones; and although this comfort zone may be filled with crime, deteriorated housing units, and other code violations; it must still be considered a comfort zone. Any change will affect the people living there, and people react to change in many different ways. Therefore, including residents in the planning process is imperative.

Planners, in America, have been interested in the neighborhood as a catalyst for redevelopment for nearly 100 years. Its roots are in the final decades of the 19<sup>th</sup> Century, as America tried to understand and shape the modern city. It was during this time that the neighborhood was considered to have an almost symbiotic relationship with other neighborhoods and the city itself. It has become clear over the last century that planning is just one step in the overall organizing process. Used as a tool, planning can help blaze a path to revitalization. If, however; creating the plan becomes the ultimate goal of organizing, neighborhoods will quickly find themselves at a dead end - they will have a plan and no constituency or clout.

The neighborhood level of redevelopment is as critical as any large scale project which seeks to improve the quality of life for its residents. There is a hierarchy that is casually observed, but must be accommodated both socially and physically. There is the personal neighborhood demarcated by the people that live nearby; there is also a larger functional neighborhood, perhaps centering on a school or shopping area; and finally, there is the loose identity with the community as a whole (the city). The linkages of people go beyond the neighborhood, and in the case of redevelopment, these linkages play vital roles.

The linkages between public, private and nonprofits are an important factor in redevelopment efforts, as well. The use of the services provided by many agencies, such as: health, job service, child care, and educational, among others, provides residents with a more inclusive feeling within the community. Used properly, the services can unleash the human potential of the neighborhood. Used improperly, and the residents become too dependent to become involved.

Therefore, any redevelopment must be both physical and social. But the goal should not be to create a community of clients, but to create a community of service: build up the human capacity of the neighborhood as you build up the physical environment. Build one without the other, and redevelopment fails. The long-term goal of any successful redevelopment plan should provide for the development of the physical environment, as well as for the development of the human capital within the neighborhood.

The following elements must be included in a redevelopment program, if it is to be successful:

**Public Involvement** The neighbors must be involved from the beginning and share the vision for the neighborhood. Citizens will actively support planning initiatives if they have been invited to participate and their concerns have been addressed.

**Quality of The Built Environment:** The plans must improve the quality of the residents' lives. They must feel comfortable in their neighborhoods, as well as in the city as a whole.

**Neighborhood Centered:** The residents are most affected by their immediate surroundings. Neighborhood centered planning can address issues that most affect quality of life situations. Planning on this scale is also more manageable and the results more immediate.

**Political Process:** It is also important to involve citizens in the larger picture. This will ensure that the elected officials will have input into the equitable allocation of scarce resources.

**Economic Element:** Programs without funding are ineffective, to say the least. The fastest way to kill a planning program, which includes physical and social improvements, is by not providing funds, or under funding the program.

To ensure community ownership in redevelopment and neighborhood revitalization, neighborhood residents must be involved in every phase of the process. Their input on potential neighborhood resources, and solutions to residents' concerns, is invaluable since the residents have more functional knowledge of their neighborhood dynamics and relationships. Neighborhood residents will also contribute long-term commitments to increasing their knowledge about how to create change in their neighborhood; engaging in planning, monitoring, and coordinating the implementation of these changes; and constructively advocating for community redevelopment projects.

The neighborhoods comprising the largest portion of the MSCRA exhibit convincing evidence of deteriorated conditions. The area includes a mix of aging residential and a few newer single family and multi-family housing units. In several instances, particularly in the northwest section of the area (between US 27 and Hart Avenue and north of Main Street) and the southwestern area (between US 27 and Hart Avenue north of Head Street) single-family and multi-family residential are interspersed with existing commercial and industrial uses, with the land designated for commercial or industrial on the Zoning and Future Land Use maps. (Land Use Map 5 and Zoning Map 6). These existing residential uses sit on land subdivided to accommodate single-family residential development. This pattern further exacerbates the barriers to appropriate commercial redevelopment in these areas.

The combination of these two factors; i.e., existing land use and small parcel size present a deterrent to development. Future redevelopers would: 1) need to relocate the existing residents (buying out land owners); and 2) assemble enough of the small parcels to make a commercial development viable.

Commercial development also suffers from deteriorating conditions, including lack of adequate parking (for existing development), lack of adequate infrastructure such as drainage and sidewalks, and as noted above, often conflicts with adjacent residential development.



In addition, there are vacant lots that are overgrown and often serve as dumping grounds. Further, because these areas are representative of affordable housing, maintenance also becomes an issue. Homes that are in need of repair exist throughout the MSCRA, and the MSCRA is no exception. This is a function of the homeowner (or property owner) not having the funds to maintain the property to certain community standards (see Code of Ordinances - Chapter 22 BUILDINGS AND BUILDING REGULATIONS, ARTICLE XIV and Chapter 74 PLANNING, ARTICLE III for required standards for buildings and yards).



## RESIDENTIAL MARKET

The residential areas in the MSCRA have several problems that call for a concentrated redevelopment plan. Structural deterioration, vacancy, absentee ownership are typical conditions that exist throughout the area. Some units are substandard. Many, particularly in the western and southern sections of the area are incompatible with surrounding commercial or industrial use which further degrades the quality of life for the residents.

The residential component of the MSCRA boundary is comprised mostly of three areas: Hart Avenue / US 27 corridor, Northern Main Street area, and Bell Street area. (See Map 2 for general limits of these areas).

Additionally, the northern section of the MSCRA consists mainly of residential (with the exception of some commercial along US Highway 27). This area has seen some roadway improvements in recent years, but continues to need updated infrastructure such as continuous sidewalks, which is a critical need particularly because of the location of an elementary school and recreation facilities in this part of the MSCRA.

The median home value in Avon Park is \$65,200. Avon Park home values have gone up 6.9% over the past year. The median list price per square foot in Avon Park is \$58, which is lower than the Sebring Metro average of \$66. The median price of homes currently listed in Avon Park is \$74,900 while the median price of homes that sold is \$70,465. The median rent price in Avon Park is \$500, which is lower than the Sebring Metro median of \$750.

As housing costs increase, as a percentage of income, maintenance of the home decreases because there is less money to spend on up-keep. And even though over 60% of housing units in the City are owner-occupied (2,371 units), these owners are spending a large percentage of their

income on housing costs. Selected monthly costs, as a percentage of income, for owner-occupied units exceeded 35% for more than half of the units.

The same trend can be seen for rental units as well (1,580 units). The majority (55%) are spending more than 35% of their income on housing.

Mortgage delinquency is the first step in the foreclosure process. This is when a homeowner fails to make a mortgage payment. The percent of delinquent mortgages in Avon Park is 13.6%, which is higher than the national value of 8.0%. With U.S. home values having fallen by more than 20% nationally from their peak in 2007 until their trough in late 2011, many homeowners are now underwater on their mortgages, meaning they owe more than their home is worth. The percent of Avon Park homeowners underwater on their mortgage is 38.8%.



### COMMERCIAL AND INDUSTRIAL MARKET

This is a depressed area. Vacancy rates and underutilized property of this level are a drain on the community because empty, unproductive, non-revenue contributing and underperforming, taxable sites cost more to maintain than what they produce. There is a domino effect that occurs in communities with vacant and underutilized commercial space. The properties become less attractive to potential commercial tenants, vacancy rates increase, businesses move elsewhere and the result is a downward spiral of property distress. Part of the CRA is located in an Enterprise Zone and could become a target for development in the future. The advantage of opening or expanding a business in such an area is the variety of tax incentives that are part of Enterprise Zone development for both business owners and their employees. However, the positive impacts of the Enterprise Zones have yet to be realized in the Community Redevelopment Area.

There are two primary areas of commercial and industrial development that are included in the expanded MSCRA boundaries. These include the area west of US Highway 27 (to Hart Avenue); and the area on the east side of Highway US 27, north and south of the existing MSCRA. In addition to these, there are a number of commercial or industrial areas that lie immediately adjacent to the existing MSCRA boundaries or to residential areas that are being proposed for inclusion in the expanded MSCRA. The most notable of these is the gas station / convenience store at the intersection of Main Street and Highlands Avenue and the tire recycler – Florida Tire Terminal – at the corner of Bell Street and Feagin Avenue.

Conditions in these areas include poor site layout, inadequate parking and deteriorated or missing infrastructure, particularly missing are sidewalks and drainage. In addition, the area between Highway US 27 and Hart Avenue has a large number of residential units that are incompatible with both zoning and land use for this area. The small lots that were previously sub-divided for housing now provide a deterrent for larger scale commercial or industrial development because of the need to assemble several small parcels. Finally, instances of structural deterioration were observed on a number of sites.

According to the City, the expansion area is definitely in need of upgrades to the water main and sewer systems. All the water mains are aging and can benefit from an upgrade to the water distribution system. The sewer system is in similar need of an upgrade. Specifically in the northern expansion area.



#### GENERAL DESCRIPTION OF PHYSICAL DETERIORATION

Field observation clearly shows that the MSCRA exhibits extensive physical deterioration of residential and non-residential structures and sites. Likewise, aging and incomplete infrastructure provides a weak and inadequate framework upon which to improve community conditions. Infrastructure deterioration includes broken sidewalks, obstructions in walkways, unpaved roads or roads in poor condition, and widespread lack of a stormwater system. Inadequate and unsafe access for the physically challenged residents is also a common issue. Aging, dilapidated and obsolete housing conditions are prevalent in many areas and the area exhibits a general lack of street landscaping.

#### DESCRIPTION OF EXISTING AND PLANNED INFRASTRUCTURE IMPROVEMENTS

The major problems within the MSCRA in 1988 were the incompatibility of land uses, lack of visual appeal, and older infrastructure. The improvements called for upgrading water and sewer, sidewalk improvements, undergrounding overhead utilities, “buying-out” existing industrial uses (to limit land use incompatibilities), and new street lights. It would appear that improvements funded and constructed by the City and CRA have been limited to sidewalk improvements, parking improvements and façade grants.

The City continues to upgrade its infrastructure, particularly with targeted replacement of older galvanized water lines found throughout the city. And while many of the targeted improvements

have been done, particularly along Main Street; with limited funds, a major overhaul of the utility systems remains an on-going process; while the issue of land use incompatibility may exist for years to come because of the extreme cost of relocation of established businesses.

In a brief update to the 1988 Plan, completed in 2011, the update continued to call for infrastructure improvements, with parking improvements continuing to be a main priority, particularly along the historic “Mile Long Mall.”

The improvements anticipated for the MSCRA are very similar to those mentioned in the original plan for Main Street area. However, the difference is, in many cases, that the facilities are not just obsolete but nonexistent; i.e., sidewalks and drainage, while the same issue of land use incompatibility still exists in both the current MSCRA and the proposed expansion area.

The following excerpts (Tables 1 and 2 and Chart 3), from the Avon Park “5 YEAR CAPITAL IMPROVEMENT PLAN PROPOSED FY 2012-2013 THRU FY 2016-2017” provides a brief description of planned improvements. The full report is included as Appendix 3.

TABLE 1. SUMMARY: APPROPRIATIONS BY FUNCTIONAL AREA

	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
Transportation	\$221,000	\$150,000	\$654,991	\$400,000	\$200,000
Parks & Recreation	220,000	200,000	200,000	200,000	220,000
General Gov't.	25,000	515,587	840,000		
Water/Sewer	495,000	560,000	460,000	560,000	550,000
Airport	80,000	300,000	75,000	150,000	1,800,000
Solid Waste		230,000	215,000	215,000	
<b>Total</b>	<b>\$1,041,000</b>	<b>\$1,955,587</b>	<b>\$2,444,991</b>	<b>\$1,525,000</b>	<b>\$2,770,000</b>

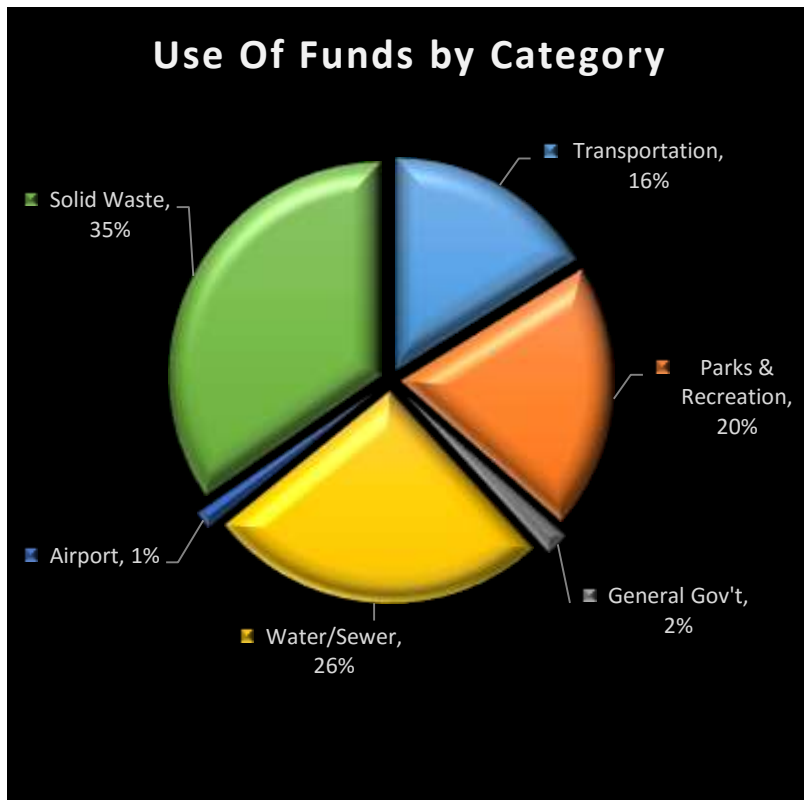
SOURCE: CITY OF AVON PARK, FL., 2013

TABLE 2. TRANSPORTATION EXPENDITURES

PROJECTS	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Street Improvements	75,000	100,000	100,000	100,000	100,000
Sidewalks & Curbs	50,000	50,000	50,000	100,000	100,000
Storm water/Drainage	96,000		504,991	200,000	
<b>Total Projects</b>	<b>\$221,000</b>	<b>\$150,000</b>	<b>\$654,991</b>	<b>\$400,000</b>	<b>\$200,000</b>
<b>REVENUE SOURCES</b>					
SWFMWD					
Infrastructure Surtax	221,000	150,000	654,991	400,000	200,000
<b>Total Revenues</b>	<b>\$221,000</b>	<b>\$150,000</b>	<b>\$654,991</b>	<b>\$400,000</b>	<b>\$200,000</b>

SOURCE: CITY OF AVON PARK, FL., 2013

CHART 3. USE OF FUNDS BY CATEGORY



SOURCE: CITY OF AVON PARK, FL., 2013

Projects that continue to improve the physical facilities of the MSCRA and the City will help establish a consistency of conditions throughout. High standards and consistency of facilities elevates the perception, if not the reality, that the City is making a progressive attempt to improve the development climate. Developers need to feel comfortable going into a redevelopment process that there won't be any surprises when it comes to infrastructure, often times the most expensive piece of the development puzzle.

The City has completed a survey of all roadways within its corporate limits to establish baseline data for future expenditures in the CIP (FY 2013-2017 CIP is included in Appendix 7 and the Roadway Evaluation is included in Appendix 8). It should be noted that roads listed as "Poor" have been paved in FY 2010/2011. Information about pavement condition and performance is critical to the decision making that occurs to successfully manage highway pavements. Accurate and timely data is used to assess system performance and deterioration, identify maintenance and reconstruction needs, and determine financing requirements.

Of particular note in the Roadway Evaluation are the columns "Pavement Width" and "Overall Condition Index". These columns, along with the "Overall Condition Rating" are useful in determining: 1) consistency of the pavement width with the requirements set out in the Land Development Regulations (Table 3); 2) the general condition of the road surface; and 3) providing an estimate of the lifespan of the road surface.

TABLE 3. LAND DEVELOPMENT REGULATIONS PAVEMENT WIDTHS

Pavement Widths	
Type of Street	Curb and Gutter
Major Arterial	48 feet
Local Streets	20-22 feet

Source: Avon Park, Land Development Regulations, 2010

According to the recent study by the City: Avon Park Road Evaluations, only two (2) of streets in the MSCRA have pavements less than the required width. In terms of the "Pavement Condition Index" (PCI), a roadway segment with a PCI = 80 is considered "good" condition, with a projected life span of 12 years from the evaluation date; a roadway segment with a PCI from 65 to 79 is considered "fair" condition, with a projected life span of eight (8) years from the evaluation date; and any roadway segment with a PCI of less than 60 is indicative that repaving is needed within two years. Finally, a PCI of less than 30 is indicative of serious and immediate pavement problems.

According to the evaluation, there were 28 roadway segments in “poor” condition within the City (three within the MSCRA), but these have already been or are scheduled to be repaved, as noted earlier. However, of the 151 roadway segments listed in “fair” condition, 53 have a PCI between 50 – 60, and thirty-six percent (36%) of these roadway segments are found in the MSCRA. This is critical information, since the estimated life expectancy of a roadway segment in “fair” condition with a PCI of 60 or less would need repaving within two (2) years, not eight (8). Therefore the CRA must plan for these roadway segments to be repaved within the next two (2) years, if the CRA is to maintain roadways in “good” condition, which is an important factor in attracting development.

Finally, an estimate of the roadway segments listed in “fair” condition (with a PCI between 60 and 80) in the MSCRA, concluded that nearly 24% fall within the range needing repaving within eight (8) years.

TABLE 4. ROADWAY CONDITIONS IN THE MSCRA

Roadway Condition	Total Segments Evaluated	Total Segments in MSCRA	Percent of Total Segments Evaluated
Unpaved	4	0	0
Poor	28	3	11
Fair	151	45	30
Good	42	7	17

Source: LaRue Planning, 2014

## DESCRIPTION OF THE IMPACT THAT THE CRA WILL HAVE ON PHYSICAL CONDITIONS.

The CRA will establish a renewed opportunity to bring about beneficial change in Avon Park through the proposed improvements of redevelopment. The inclusion of parcels east and west of US Highway 27 allow larger tracts of land to be developed with consistent uses (as opposed to many inconsistent uses located in these areas today, such as scattered residential) and the expansion of borders to include existing commercial and industrial areas will allow the MSCRA to consider incentives to owners of private vacant parcels that may require further assistance with development. The expansion of the MSCRA will also provide an opportunity for the MSCRA to assist in parcel assembly in areas where residential is inappropriate, allowing commercial users to develop on lots that meet current code. With each parcel that can be redeveloped, an opportunity will be created to bring the parcel up to current standards including standards for parking, street layout, and accessibility.



An important component of the MSCRA plan will be a targeted planning effort that includes master planning many of the areas surrounding commercial and industrial districts. This will allow for public facility improvements and the creation of well-defined districts based on commonality and functional relationships.

## NEEDS AND OPPORTUNITIES WITHIN GEOGRAPHIC SUB-AREAS OF MAIN STREET CRA

The purpose of this section of the Redevelopment Plan is to provide a list of needs and opportunities identified within each of the geographic sub-areas of the Community Redevelopment Area (besides those previously identified infrastructure improvements). These items are addressed within the “Community Redevelopment Program” through sub-area redevelopment strategies, which include the implementation of specific programs and projects of the Community Redevelopment Agency, the City of Avon Park and other governmental agencies operating within the Community Redevelopment Area.

### 1. Main Street: The Mall Area

#### Problems

- Limited market appeal of the existing Mall retail core due to current mix of uses.
- There are a number of unoccupied and underutilized commercial buildings.
- The public’s awareness of public parking is lacking.
- Lack of public parking.
- Lack of consumers to support Mall area retailers.
- Lack of entertainment and activities along the Mall.
- Underutilization of pedestrian sidewalks and spaces adjacent to the Mall.

#### Needs

- Additional residential development.
- Increase the potential for new development.
- Create additional nighttime activity (restaurants, entertainment).
- Continue to develop Mall area civic spaces.
- Continue to promote recreational activities in the Mall area.
- Coordinate marketing strategy for the Mall retail core.
- Increased economic stimulation through private investment.
- Strategy to attract new businesses to the Mall area.
- Refurbish the open air Mall.

- Continue to support high quality design on all public and private buildings and spaces.
- Maintain and improve existing historic buildings.
- Provide adequate lighting for nighttime activity.
- Remove blighting influences.
- Continue to erase the image that the Mall area is an unsafe place.

### **Opportunities**

- Avon Park offers a historic downtown which can provide a unique shopping experience to serve as an alternative to the suburban outlying shopping malls and strip centers.
- The City and CRA are motivated to pursue redevelopment opportunities.
- The preservation of historic buildings will attract new investment from businesses and developers.
- Several vacant land parcels are ripe for redevelopment sites.
- Build Avon Park's reputation as a city under a renaissance type revival.

## **2. Main Street: The Neighborhoods**

### **Problems**

- Decades of visual blight plague the older neighborhoods.
- The housing stock is in fair to poor physical condition and many in need of repair.
- There are a substantial number of vacant lots in the area.
- Residential lot landscaping is either nonexistent or not well maintained.
- Lack of sidewalks prevents linkages to schools, commercial and recreational areas.
- The renters and owners are approximately 50/50% mix.
- Lack of private investment in the area.
- Residential development encroaches into commercially zoned land which deters commercial development.
- Area contains vacant and underutilized property.
- Vacant property provides a place for littering and tends to collect trash and debris resulting in a poor image.
- Many existing buildings are so deteriorated that demolition and new construction may be more economical.

**Needs**

- Develop a strategy for single family home ownership.
- The need to remove the blighting influences.
- Need to create a neighborhood free of substandard housing.
- Need to create a neighborhood free of blighted vacant lots.
- Existing good quality housing needs to be protected.
- Area needs additional landscaping and better maintenance of existing landscaping.
- Need to upgrade infrastructure, including water, sanitary sewer, and roadways.
- Need to improve pedestrian linkages to schools, commercial and the Mall area.
- Need to provide a positive image on major gateways to the Mall area.
- Need to foster positive attitudes toward redevelopment efforts through incorporation of maximum citizen participation into the planning process.

**Opportunities**

- Utilize the abundance of vacant lots for new construction and home ownership.
- Design a program that allows the City and CRA to buy rental property and convert to owner occupied.
- Home Owner Associations can be nurtured and assisted in playing a role in the redevelopment of the neighborhoods.
- The location of schools in the area provides additional recreational opportunities for the area's youth.
- Vacant buildings and land can be redevelopment sites.
- The single-family character may provide a catalyst for stabilization efforts.

**3. Main Street: U.S. 27 Corridor****Problems**

- U.S. 27 is not as vibrant a retail area as it could be.
- The corridor consists of many nonconforming properties.
- Lack of parking for shoppers at many of the shops along the corridor.
- Lack of quality retailing.
- The corridor projects an image of strip centers and fast food.
- The visual appearance of U.S 27 is lacking.

**Needs**

- The corridor area needs a sense of place, a sense of identity.
- Create a theme for the landscaping on U.S 27.
- Need to enhance parking and access.
- Redevelop land adjacent to the corridor.
- Acquire additional land for public space (parking in particular).
- Redevelop the adjacent vacant land and underutilized parcels for redevelopment.
- Need for additional quality restaurants and entertainment.

**Opportunities**

- Utilize State transportation funds for enhancement of US 27.
- Vacant land and underutilized parcels can be used for creating parking lots and new redevelopment projects.
- Create appealing “gateways” from both the north, the south along US 27, as well as the entries from east and west.

## IMPLEMENTATION

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The success or failure of the Redevelopment Plan hinges on the ability of the City to stimulate reinvestment, undertake public improvement projects and to engender community support. Avon Park has been working towards these goals for nearly 25 years. This Plan, like those before it, is a guide to further those goals. The

City's most important role in the redevelopment process is as facilitator. This role includes being a catalyst to encourage public involvement, stimulate private investment and recognize the importance of a shared vision.

This section of the Plan identifies a series of implementation strategies which have the highest potential for aiding Avon Park in reaching these goals.

Through the public workshops and discussion with the CRA Board, the following objectives were drawn up to guide redevelopment strategies. The objectives act as the CRA's values and provide a defined purpose and guidance for decision-making.

### COMMUNITY REDEVELOPMENT AGENCY OBJECTIVES

1. **Review return on investment on CRA projects.** Each CRA project should show its ability to increase property values and the tax base. An analysis on potential for a return on investment may be included in staff reports.
2. **Conservative, fiscal driven growth.** CRA spending should be planned conservatively with adequate bids on projects contracted out to private companies. The CRA budget should be balanced and any debt should be carefully considered.
3. **Ensure business friendly implementation of building and zoning codes.** Building and zoning codes provide an important role in protecting the health and safety of residents and property rights and values. Predictable and efficient implementation of the building and zoning codes allow businesses to move forward and make investments.
4. **Enhance attractive, small town atmosphere for residents and visitors.** The charm of Avon Park is its casual, laid back atmosphere that is attractive for families and visitors. Improving Avon Park's attractiveness and aesthetics will enhance community pride and attract new customers.



5. **Attract uses that serve the local community.** Avon Park residents enjoy patronizing local businesses and the community spirit gained by working, shopping, eating out, and recreating with neighbors near their homes. New uses should fit the needs of Avon Park residents.
6. **Utilize Communities for a Lifetime principles.** Seniors are well-served by having medical, commercial, social, and recreational services nearby within the community. Diversifying uses and ensuring the availability of programming for seniors will allow Avon Park residents to comfortably “age in place.”
7. **Increase employment.** Providing jobs for Avon Park residents within the CRA enhances community and ensures additional private capital is invested within the City. Providing employment opportunities within the City increases the overall viability of the local economy.
8. **Enhance tax base.** Enhancing the tax base is the ultimate goal of the CRA. Improving property values in the CRA will allow the City to maintain its reduced millage rates. This will allow the tax burden to be more equitably spread out through the community.

## CRA OPERATION

### [Interlocal Agreement/Memorandums of Understanding](#)

It is likely and desirable for the City to provide services to the CRA or to undertake certain activities on behalf of the CRA, therefore, the CRA and City should enter into an inter-local agreement for such services as previously mentioned. This agreement should outline the responsibilities of each party, the method by which the CRA would request services, and the rate of reimbursement the CRA will pay to the City. Statutory interpretation by agencies of the State have determined that the City can only be reimbursed for its cost to provide services and no profit or other fee over and above cost can be charged to the CRA. Therefore, the Inter-local Agreement should provide the rates of reimbursement for persons or positions which may be utilized to undertake CRA activities as well as a statement that materials or related expenses paid for by the City will be reimbursed at cost.

In order to provide sufficient documentation to justify the reimbursement of costs to the City, the CRA and City should establish a memorandum of understanding (MOU) for each significant activity the City will undertake on behalf of the CRA. Each MOU should, at minimum, outline the activity (ies) to be undertaken and the anticipated timeframe for which the activities will be undertaken. Where possible, the CRA should consider including in an MOU positions that will be utilized and an estimated or not-to-exceed cost.

Minor services, such as tasks that will require minimal cost reimbursement or minimal time by City staff on an irregular basis, need not be covered by an MOU, but should be reimbursed based on reimbursement terms of the Inter-local Agreement. Requests from the CRA to the City should be memorialized in a memo or email to insure documentation of the request.

### Annual Budget

Provisions for budgeting of dependent special districts outlined in §189.418, Fla. Stat. provide the requirements for annual budgeting of the special district and the information that must be contained in the annual budget. The CRA should insure that each year it approves a budget by a resolution of the CRA Board that meets all requirements outlined in the statute.

Additionally, §189.418(5), Fla. Stat. requires that the proposed budget of a dependent special district must be contained within the general budget of the local governing authority to which it is dependent and be clearly stated as the budget of the dependent district. However, with the concurrence of the local governing authority, a dependent district may be budgeted separately. The dependent district must provide any budget information requested by the local governing authority at the time and place designated by the local governing authority.

Careful consideration should be given to this approach. Separation of budgets provides a clearer understanding that the CRA is a separate entity from the City and will ensure that future officials and residents understand that the CRA is the sole approver of its own budget allocations. More importantly, as the CRA's major source of income, increment revenue, is based on the final millage rates adopted by the taxing authorities that contribute increment to the CRA, separating the CRA's budget from the City's will allow the CRA to adopt a budget with final revenue numbers rather than estimates of revenue. This will eliminate uncertainty and will eliminate the need for a future budget amendment to adjust revenue levels.

### Purchasing of Products and Services

The CRA will need to contract for products or services from time to time in order to fulfill its mission. When contracting out or purchasing products, the CRA shall meet all requirements of its by-laws (as amended from time to time) and of all statutory provisions related to purchasing.

### Audits and Annual Reporting of CRA Activities

The CRA needs to insure that it files all required reports each year and provides for its statutorily required annual audit. The reports required as of the authoring of this Community Redevelopment Plan include:

### Special District Report

The CRA is a dependent special district under Chapter 189 of the Florida Statutes. As such, the CRA is required to annually report to the Florida Department of Economic Opportunity (DEO) each year. This report consists of the payment of an annual Special District Fee and the updating of pertinent information related to the CRA such as the CRA's Registered Agent, its business address, and the district's boundaries.

### Annual Report to the Governing Body

The CRA is required under §163.356(3)(c), Fla. Stat. to submit to the Governing Body (City Council) by March 31st of each year a report of its activities for the previous year. This report shall include a description of the CRA's activities during the preceding fiscal year and shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. The CRA must also publish in a newspaper of general circulation in Highlands County a statement that the report has been submitted and is available for inspection by the general public at the Avon Park City Clerk's Office and the Office of the CRA. The CRA should also strive to make this report available for viewing at the local library and to have it posted on both the City and CRA's websites.

### Annual CRA Audit

§163.387(8), Fla. Stat. requires the CRA to provide for an annual audit of the Redevelopment Trust Fund and an audit report to be conducted and prepared by an independent certified public accountant or firm. The audit report must describe the amount and source of deposits into, and the amount and purpose of withdrawals from, the trust fund during the fiscal year. The report must also include the amount of principal and interest paid during the year on any indebtedness to which increment revenues are pledged and the remaining amount of such indebtedness. The CRA is further required to provide a copy of the report to each taxing authority levying taxes within the CRA (whether the taxing authority contributes increment to the CRA or not) by registered (certified) mail.

The CRA may choose to have its own auditors perform this audit or it may contract with the same auditors as the City is utilizing provided that the final audit report for the CRA is provided as a separate section or document that can be distributed independently of the City's audit.

### Annual Financial Report

The CRA, as a special district, is also required, under §218.32, Fla. Stat., to provide for a Comprehensive Annual Financial Report to be submitted to the Florida Department of

Financial Services (DFS). This report must follow a format prescribed by the DFS and must be completed in accordance with generally accepted accounting principles.

CRA's are generally accounted for as blended component units of the governing body that created them and as such, the CRA report would be contained within the City's Comprehensive Annual Financial Report. There are several CRAs which submit their own CAFR, but this number is limited. If part of the City's report, the CRA must ensure that all relevant information is submitted to the City in a timely manner and that the City submits its report to the DFS in a timely manner.

## THE REDEVELOPMENT PROGRAM

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### COMMUNITY REDEVELOPMENT AGENCY PROJECTS AND PROGRAMS

The projects and programs of the Community Redevelopment Agency are designed to solve underlying problems which have a blighting influence on the redevelopment area, satisfy basic needs of the populace or take advantage of opportunities for economic, social or aesthetic improvement. Overall redevelopment strategies of both the CRA and the City are embodied within these projects and programs undertaken by the CRA. Most of the projects and programs are ambitious; however, in order to improve the conditions of the target areas, considerable work has to be done. Granted, much of this work will be carried out over long periods of time and be constrained by the financial gains made within these target areas. But redevelopment is a long term process.

The following sections provide descriptions of proposed projects and programs for which funding maybe provided or will be provided, by the Community Redevelopment Agency. The execution of each is dependent on funding availability and do not constitute all programs that may be used for redevelopment in the MSCRA. There are also projects and programs in Appendix 4. Main Street Work Program that should also be considered for funding. These projects and programs (Main Street Work Program) were based on a very brief 2011 Main Street CRA Plan update. Finally, the Redevelopment Plan should be amended from time to time to allow for flexibility in the use of available funds.

For organizational purposes, these projects and programs have been divided into three groups: Group "1": Planning; Group "2": Redevelopment; and Group "3": Community Improvement. This organizational structure is not; however meant to be mutually exclusive, since many projects contain components, which fit into more than one category.

#### Group "1": Planning

##### "Community Redevelopment Area Planning"

The general planning program discussed below intends to provide the framework for future studies and evaluations of specific issues in the CRA Redevelopment Area. The CRA Plan has



subdivided its area into three sub-areas for purposes of planning, which include the Main Street Mall, the Neighborhoods, and the US 27 Corridor.

### **Project Objectives**

- Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions.
- Continue the planning process to improve long range strategies.
- Support the City's planning efforts.
- Provide a basis for new ideas and research for grants.
- Identify new issues which may arise which meet the objectives of the CRA.
- Encourage both affordable housing and market rate housing in the district.
- Study the opportunities for the creation of public open spaces.
- Encourage the construction of parking, both public and private, to meet the current and future demand.
- Promote historic preservation.
- Increase employment and business opportunities in the area.
- Improve street appearance by beautification.

### **Project Description**

- Study the parking needs, issues, and requirements, including retaining parking consultants.
- Study the feasibility of creating parking assessment districts to improve the parking in a specific area.
- Evaluate automobile and pedestrian traffic patterns and make recommendations for improving roadways and walkways.
- Provide support to the City for a historic building survey in the Redevelopment Area.
- Create a program for encouraging the preservation of historic structures, including utilizing adaptive reuse.
- Review building codes, zoning regulations and land development regulations in order to improve the redevelopment process and implementation, particularly housing.
- Create design guidelines in sub-areas or neighborhoods in order to encourage quality development.
- Identify important structures and properties for acquisition and redevelopment.

- Study the feasibility of establishing assessment districts or business improvement districts with the CRA Redevelopment Area in order to accelerate improvements.
- Evaluate mobile home park for reuse and redevelopment.
- Identify infrastructure requirements which will be needed to accommodate the ultimate level of development intensity.
- Review long-range infrastructure needs.
- Increase housing opportunities, both affordable home ownership in the neighborhoods and market rate housing in the downtown.
- Encourage minority business development.
- Study and plan all issues which relate to meeting the objectives of the CRA.
- Implement the recommendations of the “Urban Design Analysis” prepared by HHI Design, in 2012. Expand the recommendations to include gateways at major entry points; e.g., US 27.

#### **Project Participants and Administration**

- The Community Redevelopment Agency and the City of Avon Park will administer the planning activities. The City will provide the staff support for planning services.
- Other participants in the program may include, but are not limited to, the County, the Regional Planning Council, Chamber of Commerce, downtown merchants, home owner associations, businesses, citizens and elected officials.

#### **Funding Sources**

- The CRA, the City and others, as appropriate, will provide funding for staff support and professional consultants.

#### **Project Schedule**

##### **• Short-term:**

- Completion and adoption of the CRA Plan in FY 2015.
- Downtown parking needs study FY 2016, or as funds become available.
- Begin implementation of wayfinding and gateways in FY 2016 or as funds become available.

##### **• Mid-term:**

- Historic building survey FY 2018, or as funds become available.
- Future revisions to the CRA Plan will be made as required and planning for specific issues will be made as required.

## Group “2”: Redevelopment

### 2.1 “Affordable Housing”

The City and the CRA have a goal of improving the area of the CRA Redevelopment Area, known in this plan as the Neighborhoods. These areas are found north, south and west of the original Main Street area. These areas have many positive attributes including historic structures and affordable homes, but the area is also blighted, dominated by rental housing and in a state of disinvestments. In many instances, single family homes are located in commercially zoned land immediately adjacent to commercial businesses. If a prospective homebuyer were to evaluate the area as a potential site for a home, it would be clear that the cost of rehabilitating an older home together with the purchase price would exceed the fair market value of the home after renovations. The fact that many of these homes exist without any buffer between them and commercial businesses is also a deterrent. In addition there are a substantial number of vacant lots in the area.

The overall objective is to invigorate the neighborhood with new homebuyers and establish the area as a viable home ownership community.

#### **Project Objectives**

- Provide decent, affordable housing for residents who are of low to moderate-income level.
- Stabilize and preserve the neighborhoods through redevelopment and the elimination of slum and blight.
- Encourage fee simple home ownership.
- Encourage multi-family structures in the neighborhood as buffers between commercial and residential.

#### **Project Description**

- The target area for establishing affordable housing is generally the area described in the earlier part of the plan as the Neighborhood Sub-Area. However all of the CRA must be considered a target area.
- The details of the program may be set forth in program guidelines adopted by the CRA. Components of the program may include, but are not limited to the following:
  - Home Buyer Assistance (subsidies secured by CRA soft junior mortgages).
  - Credit Enhancement for Builders through loan guarantees for a portion of construction loans for speculative homes.
  - Homebuyer's marketing program.

- Referral of prospective homebuyers to other agencies, which provide education on home ownership and credit repair.
  - Architectural and engineering design assistance to builders, homebuyers, and non-profits at minimal cost.
  - CRA acquisition of vacant residential lots and residences for resale and development or redevelopment.
  - Apply for grants and other aid to enhance the program including economic development, credit repair, beautification projects and administration.
  - Provide grants to homebuyers converting multi-family structures to single-family home ownership.
  - Provide additional incentives for all employees of the City who purchase structures for single-family home ownership.
  - Provide additional incentives to historic structures.
- The CRA may also provide the above services as part of a joint program between other public and private sector participants.
  - The CRA may also provide, on a temporary basis, vacant lots leased to the City or neighborhood associations for use as community gardens, open space, or neighborhood parks.
  - Provide architectural and engineering design for sample affordable housing structures, including the issuance of a design competition.

#### **Project Participants and Administration**

- Participants may include, but are not limited to, the CRA, private developers/homebuilders, non-profit housing sponsors, homebuyers, lending institutions, the City, the County, the Housing Authority, and other foundations, the State of Florida Housing Finance Agency, and public/private sponsors.
- The roles and the various participants will be set forth in the program guidelines adopted by the CRA and City.

#### **Funding Sources**

- Funding of the program elements, for which the CRA is responsible, will be provided by the CRA.
- Other potential funding sources include, but are not limited to, Local, State and Federal Governmental Grants, and private contributions.

### **Project Schedule**

- **Short-term:**

- Programs will be initiated (programs developed and marketed) in FY 2017, or as funds become available.

- **Long-term:**

- Acquisition, architectural and engineering services.

## 2.2 “Residential Infill Redevelopment”

The City and CRA as part of their long range strategy for redevelopment should encourage private development on infill sites in all of the sub-areas of the CRA Redevelopment Area. The CRA and City have begun to expend great resources in improving the infrastructure and the appearance of particularly the downtown as part of the strategy. Time is ripe for the private sector to invest their capital in response to the public investment that has been made in the last few years. Infill sites can be as small as a single lot for a new home or as large as the 10 acres of citrus grove at South Anoka Avenue and West Cornell Street. More typical will be small infill sites.

### **Project Objectives**

- Provide economic stimulation and private investment in each of the sub-areas.
- Assemble a site large enough for a small, medium and large-scale projects.
- Improve marketability and demand of the retail in each of the sub-areas.
- Increase nighttime activity in the commercial areas of each of the sub-areas.
- Provide housing opportunities in each of the sub-areas, both affordable and market-rate.
- Eliminate blighting influences each of the sub-areas.
- Create jobs in areas suitable for employment opportunities.

### **Project Description**

- Development of mixed-use redevelopment projects, housing projects and commercial revitalization projects, where appropriate.
- The CRA will develop incentives to attract major tenant(s) including but not limited to financial assistance for parking, architectural design, off-site infrastructure, construction, and others.



- The CRA may offer incentives to encourage mixed-use projects including but not limited to financial assistance for parking, architectural design, off-site infrastructure and others. Refer to other incentive programs in the Plan for a more detailed description of potential incentives.
- The CRA and City will study building, zoning and other land development regulations for infill buildings and make recommendations to the City Commission for changes to the respective codes in order to encourage infill development.
- The CRA will acquire infill sites for the purpose of reselling to the private sector. The sites may require multiple acquisitions, demolition of structures, environmental clean-up, site planning analysis, market research and other investigation by the CRA in order to enhance the sale of sites.

#### **Project Participants and Administration**

- The project will be administered and coordinated by the CRA.
- Other participants may include, but are not limited to, the City, the County, merchants associations, major tenant(s), purchasers and project developers.

#### **Funding Sources**

- With respect to public investments the CRA, the City and others, as appropriate, will provide the funding for incentives, technical assistance, land acquisition and other.
- With respect to private investments funding sources for redevelopment will be provided by the developer, tenants, and property owners as appropriate.

#### **Project Schedule**

- **Short-term:**
  - Much of the program (code review and incentive development) will be implemented in FY 2016, or as funds become available.
- **Long-term:**
  - Acquisition, site planning and incentives will be a long-term programs.

### 2.3 “Main Street Improvement Program”

The downtown core Main Street program is designed to build upon previous efforts and set the stage for future initiatives to improve the downtown core as a center of business and social activity. Helping establish businesses that create foot traffic should be a major goal in reinvigorating the downtown.

**Project Objectives**

- Provide economic stimulation and increase investment in the downtown core.
- Increase nighttime activity.
- Improve visual appearance of existing structures and pedestrian accesses to parking areas.
- Strengthen the relationship between parking areas and destinations for downtown workers and visitors.

**Project Description**

- Creation of a downtown historic district.
- Establish a downtown sign program, including regulations, and design guidelines.
- Continue the improvement of streets, alleys, and other rights of way improvements.
- Establish a sidewalk vendors program.
- Study the establishment of an area-wide free “Wi-Fi” system for businesses and visitors to the downtown.
- Continue to provide grants and loans for façade improvements to downtown properties.
- Establish a program for “art in public places.”
- Provide grants and loans to property owners to correct code deficiencies in existing structures.
- Provide grants and loans for the redevelopment of historic structures.
- Provide financial assistance for the development of parking lots and structured parking, for public and private spaces.
- Establish a street banner program.
- Provide architectural and planning assistance to private and public projects

**Project Participants and Administration**

- The project will be administered and coordinated by the City and the CRA jointly.
- Other participants may include, but are not limited to, the County, the Chamber of Commerce, downtown property owners, business owners and new project tenants and developers.

**Funding Sources**

- Funding of the program elements, for which the CRA and/or the City are responsible, will be provided by the CRA and the City.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, and private contributions.

**Project Schedule**

- **Short-term:**
  - The program will commence in FY 2016, or as funds become available.

#### 2.4 “Neighborhood Improvement Program”

When the CRA was established in 1988, the blighted neighborhoods of the north, west and south areas were not included. Residential, in those days, were not thought of as the most important land use to revitalize but rather it was the traditional downtown commercial area (thus it was identified as Main Street CRA). However after years of continuing disinvestments in the neighborhoods, the CRA now expanded its district to include these important neighborhoods.

These neighborhoods are important for several reasons. First they are historic and secondly they contain valuable consumers who must be encouraged to shop in the downtown. These neighborhoods represent the first band of urban development outside of the downtown and they should be preserved, revitalized and enhanced. The CRA has, as one of its primary goals, the revitalization of these neighborhoods. For this reason the CRA’s program will aide in the revitalization process.

**Project Objectives**

- Elimination of blighting influences.
- Physical and economic revitalization of the neighborhoods.
- Increase resident participation in the revitalization process.
- Promote historic preservation and maintain the historic character of the neighborhood.
- Encourage a mix of income groups in the residential areas.
- Improve the appearance of the area.
- Improve infrastructure in the area.

- Improve safety for residents and their guests.
- Improve visual appearance of existing structures.
- Improve the livability of the neighborhoods.
- Promote home ownership.

### **Project Description**

- Establish a program of neighborhood associations to carry out the objectives of the program including acquisition of blighted property for redevelopment and neighborhood code enforcement.
- Acquire problem properties, rehabilitate and resell to homebuyers.
- Establish the “Keep Avon Park Beautiful” program in the neighborhoods.
- Establish a maintenance and clean-up program to eliminate trash, unsightly structures, and other blighting influences.
- Provide grants and loans for correcting code issues in historic buildings.
- Acquire single family and multi-family structures for conversion to single-family home ownership.
- Provide grants and loans to homebuyers for rehabilitating blighted and/or historic residential structures for home ownership.
- Establish a special incentive program for city employees to acquire residential structures in the neighborhoods for home ownership. The incentives include, but not limited to, low interest loans for acquisition and rehabilitation, grants and loans for conversion of multi-family structures to single family, down payment assistance, and architectural, engineering and planning assistance.
- Provide home improvement grants for correcting code deficiencies.
- Provide architectural assistance for new construction and rehabilitation of existing structures.
- Provide architectural and engineering design for sample affordable and market rate housing structures, including the issuance of a design competition for obtaining architectural designs.

### **Project Participants and Administration**

- The project will be administered and coordinated by the City and the CRA jointly.
- Other participants may include, but are not limited to, the County, property owners associations, builders, residents, homebuyers, lending institutions, the Housing Authority, and non-profit housing sponsors.

**Funding Sources**

- The CRA and the City will provide funding of the program elements, for which the CRA and/or the City are responsible.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

**Project Schedule**

- **Short-term:**
  - The program will commence in FY 2017, or as funds become available.

### 2.5 “Historic Preservation Program”

Historic downtowns and neighborhoods possess those elements that create livable, viable, communities by encouraging mixed-use and more compact development. The benefits of historic preservation are numerous. Features of historic neighborhoods and historic commercial areas feature buildings and homes built close to the street. Abundant sidewalks and the proliferation of front porches create a pedestrian friendly environment. This creates an increase of social interaction that not only is good for creating a sense of community but also increases the “eyes on the street,” which in turn results in a reduction of crime. Historic preservation makes good economic sense as well. Because historic preservation deals with the redevelopment of areas already equipped with infrastructure, there is no need for taxpayers to spend more of their dollars on new streets, water lines, schools, and police and fire services (unless upgrading obsolete structures).

Historic neighborhoods have traditionally proved themselves to stabilize and even increase property values. There are environmental benefits as well. Having shops and offices located near homes encourages pedestrian activity. Becoming less dependent on automobiles helps to reduce the amount of air pollution they create. Redevelopment of city cores also helps to reduce the amount of rural and undeveloped land from being needlessly used. Cities will also have some kind of socio-economic problems that revolve around vacant lots, properties overrun with vagrants, and places of drug activity. Some solutions such as demolition or condemnation do nothing to improve that property’s value, but simply create more vacant lots. More than any other method, historic preservation has proven to be most effective in fostering civic pride among those neighbors and encouraging the revitalization of blighted areas. There is also an educational benefit to historic preservation. Having the buildings and



homes of our past with us today bring history lessons “alive”, serve as physical evidence, and are tangible tools that people can associate historic moments with.

Avon Park has several examples of both private and public successful historic preservation projects that are benefits to the character of the community, including City Hall, the Jacaranda, and the Brickell Building. For both residents and visitors, the preservation of these historic structures sends a strong signal that the community is proud of its heritage and wishes to build upon that strength.

### **Project Objectives**

- Preserve the heritage of Avon Park.
- Use historic preservation as a tool for economic development.
- Utilize historic preservation to combat and eliminate blight.
- Encourage residential restoration of historic buildings.
- Maintain and restore all public historic buildings.
- Encourage the compatibility of historic structures and new structures in residential and commercial areas.
- Utilize the historical architectural styles of Avon Park as a reference for new construction styles.
- Provide sites for historic buildings displaced by redevelopment.

### **Project Description**

- Support a downtown historic district.
- The CRA will purchase vacant lots for use for sites for historic homes displaced by redevelopment in the CRA district.
- Support historic building renovation standards that meet both the Department of Interior Standards and the City’s building codes.
- Prioritize façade grants for historic façade restoration, including the taking façade easements in return for such incentives. Any structure receiving assistance by the CRA and/or City must be listed on the local historic preservation register.
- Provide grants and loans for parking facilities for commercial historic structures, which are in need of assistance.
- Review and recommend changes to the building codes, zoning codes and other land development regulations for adaptive reuse and renovation of existing historic structures.

- Provide architectural, engineering and planning assistance to the private and public sector for historic preservation projects.
- Acquire historic buildings, which are threatened by decay and/or demolition and provide, if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment.
- Acquire historic buildings, which are underutilized and are ripe for redevelopment. The CRA may provide if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment. The CRA is currently in the process of buying the historic Brickell Building. This will make a fine example of this type of program.
- Acquire land for purposes of adding property to a historic redevelopment project for parking and open space.
- Acquire land for purposes of providing a site for any historic structure threatened by demolition. The program will include the acquisition of the threatened structure, the moving of the structure to a new site and the construction of adequate foundation for the structure. The CRA may provide if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment.
- Provide incentives to businesses located in historic structures.

### **Project Participants and Administration**

- The project will be administered and coordinated by the CRA but the City will play an active part in the program.
- Other participants may include, but are not limited to, the County, the State of Florida, preservation organizations, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

### **Funding Sources**

- The CRA and the City will provide funding of the program elements, for which the CRA and/or the City are responsible, respectively.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, banks, builders, homebuyers, foundations and private contributions.

## Project Schedule

### • Short-term:

- The CRA has identified the Brickell Building as the first project for buying and renovating an historic building.
- Providing a CRA-wide historic building survey should commence in FY 2016-2017.

### • Mid-term:

- New elements of the program will commence in FY 2018, or as funds become available.

## 2.6 “Façade Improvement Grant Program”

The program provides matching funds for exterior design and improvements to both commercial and residential properties in the CRA. The funding levels will be set by the Board of County Commissioners as tax increment revenue becomes available.

### Project Participants and Administration

- The project will be administered and coordinated by the CRA; and other participants may include, but are not limited to developers and builders, residents, homebuyers, lending institutions, and property owners.

### Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhoods and commercial areas;
- Promote historic preservation and maintain the historic character of both neighborhood and commercial areas;
- Improve visual appearance of existing structures;
- Provide grants and loans for correcting code issues if available;
- Improve the appearance of the area; and
- Improve safety for residents, shoppers and tourists.

### Funding Sources

- The CRA will provide funding of the program elements; other potential funding sources include, but are not limited to the County, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

**Project Description**

- Establish a program with the Advisory Committee to carry out the objectives of the program and participation in the program.

**Project Schedule**

- **On-going:**
  - The program has been in existence for several years.

**Group “3”: Community Improvement Programs****3.1: “Small Business Development and Lending Program”**

In anticipation of an increase in the private investment cycle, the CRA believes that access to capital and technical expertise will be important for the future entrepreneurs. Therefore, this program has been created to assist particularly the smaller entrepreneur, even those that have little experience but wish to open a new business. It is considered by experienced building owners that one’s best prospects for vacant space can often be found at your own doorsteps. Some of the future tenants and developers of Avon Park will be those who reside in the community and have a stake at seeing it improve.

The intent of one part of this program is to develop a pool of money from one or more local banks, which could be used to provide loans to Community Redevelopment Area businesses for expansion and or the establishment of a new business. As an incentive and inducement the CRA may assist borrowers by buying down the interest rate that banks charge and effectively enable the lenders to make low interest loans.

**Project Objectives**

- To enhance the physical appearance of the CRA District.
- To eliminate and prevent the spread of slum and blighted conditions.
- Create incentive for spin-off investment within the Area.
- Increase investment within current CRA projects.
- Stimulate new business activity.
- Educate the new entrepreneurs of the future.
- Attract new industry to the Area.

### **Project Description**

- Provide funds for a subsidized loan pool for businesses to make permanently fixed interior and exterior improvements; and, to landlords/building owners to make permanently fixed interior and exterior improvements in preparation for lease to business tenants or to make additions to their structures as part of a business expansion.
- The CRA will maintain policy guidelines regarding loan limits, subsidy levels, project eligibility and list of qualified improvements.
- Matching grants to entrepreneurs for business development courses at an approved educational institution.
- Grants for training workforce particularly in order to attract a new industry to locate in the CRA Area.
- Support a mentoring program for entrepreneurs where established businesses provide a watch over a new business. Utilize the resources of SCORE.
- Work with South Florida State College and the Florida Workforce Program to train residents of the CRA area for jobs in the City.

### **Project Participants and Administration**

- The program will be administered and coordinated by the CRA.
- Other participants include one or more financial lending institutions, loan applicants, and entrepreneurs, South Florida State College, the Florida Workforce Program and the City of Avon Park.

### **Funding Sources**

- The CRA will provide an initial allocation in their FY 2017-2018 budget.
- Additional program allocations shall be determined annually during the budget process or at the discretion of the CRA on an as-needed basis to maintain the loan pool.
- Grants will be sought for training and education.

### **Project Schedule**

- **Mid to long-term:**
  - The Program will be implemented in FY 2020, or as funds become available.

### 3.2 “Site and Building Development Assistance Program”

In order to assist private sector redevelopment efforts, the CRA, through an annual allocation of funds (as funds become available), will provide assistance for site development on a case-

by case basis for private development and redevelopment projects, including site design, architectural, and engineering services.

### **Project Objectives**

- Encourage private redevelopment initiatives by providing assistance to overcome technical, administrative and economic obstacles to the site development of selected projects within the Community Redevelopment Area.
- Increase investment within current CRA projects.
- Provide economic stimulation and increase investment in the Area.

### **Project Description**

- Use of the allocated funds for individual projects shall be solely at the discretion of the CRA and the Board may set from time to time a series of policies and guidelines for the program.
- Use of Loans, Grants and direct contracting of work by the CRA for site development purposes.
- In order to preserve the City's historic heritage, the CRA may provide grants for the relocation of historic structures. These grants may be paid to the property owner in annual installments, equal to a percentage of the Tax Increment Revenue received by the CRA due to the increased assessment on the property where the structure has been relocated. The CRA Board will maintain Policy guidelines regarding grant limits, annual payment amounts (based on percentage of TIF revenue), and time frame over which grant is to be paid.
- In order to assist larger redevelopment projects, the CRA may also provide the following:
  - Grants to developers paid in annual installments, equal to a percentage of the Tax Increment Revenue received by the CRA due to the increased assessment on the property.
  - Credit enhancement to developers wherein the CRA pledges its full faith and credit to the developer's lender for payment of a portion of the loan. The enhancement may be a percentage of the loan amount or may be a pledge to provide adequate debt service coverage.
  - In order to qualify for either the grant or the credit enhancement, a redevelopment project must reinforce the overall CRA redevelopment effort. This may occur by creating jobs, increasing surrounding property values, preserving a historical structure, providing a cultural amenity or by any other means approved by the CRA Board.



- The CRA Board will maintain Policy guidelines regarding grant limits, annual payment amounts (based on percentage of TIF revenue), and time frame over which grant is to be paid.
- The CRA Board will maintain Policy guidelines regarding credit enhancement including the amount, time limitations and other issues.
- Grant and Loan program for the improvement of commercial structures, particularly but not limited to US 27, Main Street, Lake Avenue and Verona Avenue within the CRA Redevelopment Area.
- Grant and Loan program for signage on commercial structures, particularly but not limited to US 27, Main Street, Lake Avenue and Verona Avenue within the CRA Redevelopment Area.
- Provide architectural design fees to projects selected by the Board. The CRA Board will maintain policy guidelines regarding grant limits, annual payment amounts and time frame over which grant is to be paid.
- Provide a grant or perform directly for structural analysis, fire code deficiencies, handicap accessibility issues, and other building code issues and/or repair of items found in the analysis of existing buildings selected by the CRA.
- Provide parking and traffic analysis of selected projects and provide subsidies including financial assistance for construction and maintenance. Part of the criteria for selecting a project for assistance is the ability to jointly share the use of parking by the public on off-peak times.
- Provide grants and loans for utility relocation if the relocation is deemed critical to the economic feasibility of the project and if the relocation results in an enhanced site design.
- Provide grants and loans to businesses for the purpose of attracting the business to the CRA Area and for moving existing business because of expansion or because the moving results in attracting an additional business for the CRA Area.
- Provide water and sewer impact and connection fee assistance for selected projects.
- Provide environmental clean-up assistance for selected projects.

#### **Project Participants and Administration**

- The program is administered by the CRA.
- Other participants may include, but are not limited to, the City of Avon Park, property owners and project developers and investors.

#### **Funding Sources**

- The CRA will provide the funding for the program but may borrow funds from the City as required and approved by the City.

- Program allocations shall be determined annually during the budget process or at the discretion of the CRA.
- Utilize grants such as CDBG initially until the program can be self- supporting from tax increment revenue.

### **Project Schedule**

- **Mid to long-term:**
  - Program will be implemented beginning in FY 2020, and fully implemented as funding becomes available.

### 3.3: “Community Activities Sponsorship Program”

The Community Redevelopment Agency, over the last few years, has been asked to participate in and/or provide funding for a number of community events and projects. Since the programs and projects of the CRA have a direct impact on the residents of the district, the CRA must consider the problems, needs and desires of the people in its project decision-making process. Therefore, it is important to maintain an open line of communication between the agency and the residents. Expenditures for community projects and events, which further the goals of the CRA, are necessary from time to time in order to maintain and promote the CRA's role in community redevelopment.

#### **Program Objectives**

- Maintain a positive and involved role within the community.
- Further the goals of the CRA through participation of community events.

#### **Program Description**

- Continue to promote and sponsor community events, projects and programs which will lead to stabilization and expansion of the economic environment within commercial and residential areas, revitalization and rehabilitation of the existing housing supply or further other basic goals of the CRA.

**Program Participants and Administration**

- The project will continue to be administered by the CRA.
- Other participants may include, but are not limited to, community groups and organizations, public bodies and private not-for-profit corporations.

**Funding Sources**

- The CRA will provide the funding for the program.
- Program allocations shall be determined annually during the budget process or at the discretion of the CRA but shall not exceed a limit determined by the CRA Board in each annual budget.

**Program Schedule**

- **On-going:**
  - Program is in existence and will continue provided funds are available.

### 3.4: "Business Development Program"

Increasing economic activity within the Community Redevelopment Area is a major objective of the overall Community Redevelopment Program. Investments by the CRA which result in increased business opportunities have positive impacts on employment, the tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions. Many other CRA programs are aimed at increasing economic activity within the CRA district. The purpose of this "Business Development Program" is to provide a means to focus the effort. The primary goal of the program is to facilitate small business development within the Community Redevelopment Area. Types of businesses to be encouraged include artist studios, galleries, craft shops, apparel shops, specialty shops and other unique businesses which add vitality, attract visitors and help Avon Park to find its niche in the market.

The program will encourage and assist businesses by providing assistance during the crucial first year of operation or expansion. The program will provide additional benefits to the local economy by helping to eliminate some of the vacant commercial space within the area. This not only improves the overall appearance of the area, but also contributes toward the development of a critical mass of activity, whereby individual businesses draw additional customers for each other.

**Program Objectives**

- Provide economic stimulation to the area.
- Increase business opportunities.
- Increase employment opportunities.
- Decrease unoccupied commercial space within the area.
- Prevent the spread of slum and blighted conditions.

**Program Description**

- Provide business rental subsidies for the first year of multi-year leases.
- Although at the discretion of the CRA, generally the rental subsidy shall not be given when total rent, including subsidy exceeds the fair market rent for the area.
- Additional items toward which financial support may be given include, but are not limited to, security deposits, last month rental deposit, utility deposits, advertisement, signage, licenses, and legal assistance.
- The CRA Board shall maintain policy guidelines regarding types of assistance, funding limits and eligibility requirements.
- Although the CRA shall make its decision on a case-by-case basis, generally assistance shall not be given for uses which do not reinforce and further the redevelopment strategy and goals for the geographic sub-area in which they are located or are non-conforming with regards to the City's Land Development Regulations.

**Program Participants and Administration**

- The program will be administered and coordinated by the CRA.
- Other participants include Local, County, State and Federal Agencies, non-profits, banks, private foundations, businesses and landlords.

**Funding Sources**

- Funding for the program will be by the CRA, the City, the County, MSFP, DBA, Chamber of Commerce, banks, and others as appropriate.

**Program Schedule**

- **Mid to long-term:**
  - The Program will be implemented in FY 2020, or as funds become available.

### 3.5 “Grant Administration Program”

To facilitate additional investment within the Community Redevelopment area, the CRA will administer grants, which complement the redevelopment efforts of the CRA and the goals of the Community Redevelopment Plan. It is anticipated that this additional investment within the CRA district will result in increased opportunities for residents and have positive impacts on employment, housing, the tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions.

#### **Program Objectives**

- Provide economic stimulation to the area.
- Increase business opportunities.
- Increase employment opportunities.
- Increase housing opportunities.

#### **Program Description**

The CRA may apply for, accept, and administer grants from Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds for the planning and carrying out of redevelopment efforts in pursuit of the purposes of the Community Redevelopment Plan.

#### **Program Participants and Administration**

- The program will be administered and coordinated by the CRA with the City as a joint venture partner, as required.
- Other participants include, but are not limited to, Federal, State, and local governmental entities, the Housing Authority, charitable foundations and entities, and such other organizations as may offer grant funds, and organizations, businesses or individuals who may participate in the program to receive such grant funds.

#### **Funding Sources**

- Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds.

#### **Program Schedule**

- **On-going:**
  - This is currently in-place and administered by the CRA and City, as appropriate according to the terms of the grant(s).

### 3.6: “Public Space and Public Property Improvement Program”

The City must pay close attention to the detail of public space in all of its public works projects. The City and the CRA as a partner must encourage the development of public open space. This program is designed to enhance the public spaces created on public property but also is designed to encourage private developers to create public spaces on their projects as well.

#### **Project Objectives**

- Enlarge the public open space for residents of Avon Park.
- Improve the quality of life for the residents.
- Provide recreation in open spaces.
- Provide more public access to the water.
- Provide improved public facilities for the residents.

#### **Project Description**

- Solicit grants and loans for public space improvement on both public land and private land. These improvements may include but are not limited to design, parking, lighting, landscaping, signage, access road improvements, art in public spaces, utilities, restroom facilities, plazas, bicycle pathways, and park furniture.
- Acquire land for public open space for use as recreation.
- Enhance communication within public spaces with signage, lighting, markers, and sound systems.

#### **Project Participants and Administration**

- The project will be supported by the CRA but the City will play the active part in the program.
- Other participants may include, but are not limited to, the County, Chamber of Commerce, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

#### **Funding Sources**

- The CRA and the City will provide funding of the program elements, for which the CRA and/or the City are responsible, respectively.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, businesses, banks, builders, homebuyers, foundations and private contributions.



## **Project Schedule**

- **Mid to long-term:**

- Elements of the program will commence in FY 2020 and others will follow, as funds become available.

### 3.7 “Community Marketing and Promotion”

The CRA or other organizations must take on the role of promoting the community, particularly its commercial area, much like a “Main Street” organization. Main Street is a particular type of organization, founded by the National Trust for Historic Preservation, and its strategies include a program for design standards for the community and programs for promotion of the community through holding events and advertising. Main Street has been an effective organization in many parts of Florida. The CRA would assist in developing the organization to carry out a Main Street-type program.

#### **Project Objectives**

- Physical and economic revitalization of the community;
- Enhance the pedestrian nature of community streets;
- Assist in promoting the community as a destination;
- Recruit businesses to relocate to the community;
- Market the unique qualities of the historic community; and
- Revitalize the neighborhood retail.

#### **Project Description**

- Support the creation and administration of a Main Street-type program;
- Provide grants and loans for the marketing of the community including events, advertising, and other media;
- Support business recruitment for the community;
- Provide grants and loans for the village center murals and art works;
- Provide matching grants and loans for redevelopment; and
- Provide incentives for businesses and property owners.

#### **Project Participants and Administration**

- The CRA shall generally administer and coordinate the program;
- The CRA may participate through the utilization of its unique powers and financial resources as appropriate for selected elements of the Program; and
- Other participants may include, but are not limited to, the Advisory Committee, the County, the Chamber of Commerce, business owners, and property owners.

## Funding Sources

- Funding of the program elements, for which the CRA is responsible, will be provided by the CRA;
- Funding of the program elements, for which the County or the State is responsible, will be provided by the County and the State; and
- Other potential funding sources include, but are not limited to State and Federal Governments, members, businesses and private contributions.

## Project Schedule

- **Short-term**
  - The program will begin its organization in 2017, or as funding becomes available.

Table 5. Major Projects and Programs with Potential Funding Sources, identifies several programs and projects that may, depending on funding availability, be implemented by the MSCRA.

TABLE 5. MAJOR PROJECTS AND PROGRAMS WITH POTENTIAL FUNDING SOURCES

Major Projects / Programs	Projected Time Table	Cost Estimate	Potential Funding Source
<b>Group 1: Planning</b>			
<b>Short-term</b>			
Completion of updated CRA Plan	0-6 months	\$15,000	CRA/City
Downtown parking needs study	1-3 years	\$5,000	CRA
Begin implementation of wayfinding and gateways	1-3 years	\$150,000	CRA, City, private entities
<b>Mid-term</b>			
Historic buildings survey	3-5 years	\$12,000	CRA
<b>On-going</b>			
CRA plan updates	ongoing	N/A	CRA
	<b>Sub-total</b>	<b>\$182,000</b>	
<b>Group 2: Redevelopment</b>			
<b>Short-term</b>			
Community gardens initiated	1-2 years	\$2,000	CRA, City, private entities
Review land development regulations	1-2 years	\$5,000	CRA/City
Downtown Wi-Fi study	1-2 years	\$5,000	CRA, Chamber, private entities
Keep Avon Park Beautiful program	1-2 years	\$5,000	CRA/City
Sidewalk vendors program	1-3 years	\$2,500	CRA, City, Chamber private entities
Neighborhood associations	1-3 years	\$2,500	CRA/City
Affordable Housing incentives developed	1-3 years	\$5,000	CRA, City, Housing Authority

Major Projects / Programs	Projected Time Table	Cost Estimate	Potential Funding Source
Residential Infill programs developed	1-3 years	\$5,000	CRA, City, Housing Authority, State
Develop package of incentives for developers	1-3 years	\$5,000	CRA/City
Develop grant and loan program for artists	1-3 years	\$7,500	CRA, City, County, private entities
Develop marketing package for events, activities, etc.	1-3 years	\$7,500	CRA, City, Chamber, private entities
Main Street-type Program initiated	2-3 years	\$40,000	CRA, City, private entities
Consider creating downtown historic district	2-3 years	staff time	CRA, City, State, private entities
<b>Mid-term</b>			
Establish maintenance and clean-up program	3-5 years	\$25,000	CRA/City
Develop marketing package of vacant space	3-5 years	\$5,000	CRA, Chamber, private entities
Provide incentives to businesses locating in historic structures	3-5 years	\$15,000	CRA, City, County, State, Federal, private entities
<b>Long-term</b>			
Architectural and engineering services	5-10 years	\$50,000	CRA
Grants and loans for historic preservation	5-10 years	\$25,000	CRA, State, Federal
Financial assistance for parking facilities	5-10 years	\$50,000	CRA/City
Provide grants and loans for homeowners for rehab	5-10 years	\$25,000	CRA
Provide grants and loans to bring historic structures up to code	5-10 years	\$50,000	CRA, State, Federal, private entities
Acquisition, site planning and other incentives	10-15 years	\$100,000	CRA/City
Acquire problem properties	10-15 years	\$75,000	CRA/City
<b>On-going</b>			
Façade grants for restoration	on-going	\$15,000	CRA
Acquire historic buildings that are underutilized	on-going	\$200,000	CRA, City, State, private entities
	<b>Sub-total</b>	<b>\$727,000</b>	
<b>Group 3: Community Improvement Programs</b>			
<b>Short-term</b>			
Support business recruitment activities	1-3 years	\$5,000	CRA, City, private entities
Provide grants for Main Street art, such as murals and art shows.	2-3 years	\$5,000	CRA

Major Projects / Programs	Projected Time Table	Cost Estimate	Potential Funding Source
Provide Phase I Environmental Assessment for redevelopment	2-3 years	\$25,000	CRA, Federal EPA, State DEP, private entities
<b>Mid-term</b>			
Matching grants for entrepreneurs to take business development courses at approved institutions	5-10 years	\$5,000	CRA, private entities
Establish micro-loan program for small businesses	5-10 years	\$5,000	CRA, local banks, State College
Provide parking and traffic analysis for redevelopment projects	5-10 years	\$10,000	CRA, private entities
Provide grants and loans for utility upgrades or relocation	5-10 years	\$50,000	CRA, City, private entities
Provide water and sewer and connection fees for redevelopment projects	5-10 years	\$50,000	CRA, City, private entities
Provide business rental subsidies for first year multi-year leases	5-10 years	\$20,000	CRA, City, private entities
Complete gateways projects along Main Street	5-10 years	\$1,500,000	CRA, City, private entities
<b>Long-term</b>			
Create subsidized loan pool for business owners for property improvements	10-15 years	\$20,000	CRA/City
Establish a menu of developer incentives for large projects	10-15 years	\$5,000	CRA/City
Solicit grants and loans for public space improvements to both public and private land	10-15 years	\$5,000	CRA, City, private enterprises
<b>On-going</b>			
Promote and sponsor community events	on-going	\$15,000	CRA, City, private entities
Grant administration	on-going	staff time	CRA/City
	<b>Sub-total</b>	<b>\$1,720,000</b>	
	<b>TOTAL</b>	<b>\$2,629,000</b>	

Source: LaRue Planning, 2015

## TAX INCREMENT PROJECTIONS

TABLE 6. MSCRA INCREMENT REVENUE PROJECTIONS THROUGH REMAINING YEARS: 2012-2019

Tax Year	Year	Taxable Value	% Annual Change	Taxable Value Increment	Cumulative Tax Increment Since 2011	Millage Rate City*	Millage Rate County*	Total CRA Millage Rate*	Tax Increment	Statutory Increment %	Final CRA Tax Increment	Year-to-Year Change	% Change
1988	Base Year	19,442,710											
2012	Year 23	32,705,929		\$13,263,219	\$13,263,219	0.3	6.8	7.1	\$94,169	95%	\$89,460		
2013	Year 24	31,622,579	0%	\$12,179,869	\$25,443,088	0.3	6.8	7.1	\$86,477	95%	\$82,153	-\$7,307	-8%
2014	Year 25	31,226,571	0%	\$11,783,861	\$37,226,949	0.3	6.8	7.1	\$83,665	95%	\$79,482	-\$2,671	-3%
2015	Year 26	31,484,341	0%	\$12,041,631	\$49,268,580	0.3	6.8	7.1	\$85,496	95%	\$81,221	\$1,739	2%
2016	Year 27	31,822,611	0%	\$12,379,901	\$61,648,481	0.3	8.25	8.55	\$105,848	95%	\$100,556	\$19,335	24%
2017	Year 28	32,459,063	2%	\$13,016,353	\$74,664,834	0.3	8.25	8.55	\$111,290	95%	\$105,725	\$5,170	5%
2018	Year 29	33,432,835	3%	\$13,990,215	\$88,655,049	0.3	8.25	8.55	\$119,616	95%	\$113,636	\$7,910	7%
2019	Year 30	34,435,820	3%	\$14,993,110	\$103,648,159	0.3	8.25	8.55	\$128,191	95%	\$121,782	\$8,146	7%

Source: LaRue Planning, HCPA, 2015

TABLE 7. MSCRA INCREMENT REVENUE PROJECTS FOR EXTENDED 20 YEARS

Tax Year	Year	Taxable Value	% Annual Change	Taxable Value Increment	Cumulative Tax Increment Since 2015	Millage Rate City*	Millage Rate County*	Total CRA Millage Rate*	Tax Increment	Statutory Increment %	CRA Tax Increment	Year-to-Year Change	% Change
2015	Base Year	41,010,447											
2016	Year 1	42,240,760	3%	\$1,267,223	\$1,267,223	0.3	8.25	8.55	\$10,834.75	95%	\$10,293		
2017	Year 2	43,507,983	3%	\$1,305,239	\$2,572,462	0.3	8.25	8.55	\$11,159.80	95%	\$10,602	\$309	
2018	Year 3	44,813,223	3%	\$1,344,397	\$3,916,859	0.3	8.25	8.55	\$11,494.59	95%	\$10,920	\$318	3%
2019	Year 4	46,157,619	3%	\$1,384,729	\$5,301,588	0.3	8.25	8.55	\$11,839.43	95%	\$11,247	\$328	3%
2020	Year 5	47,542,347	3%	\$1,426,270	\$6,727,858	0.3	8.25	8.55	\$12,194.61	95%	\$11,585	\$337	3%
2021	Year 6	48,968,617	3%	\$1,469,059	\$8,196,916	0.3	8.25	8.55	\$12,560.45	95%	\$11,932	\$348	3%
2022	Year 7	50,437,677	3%	\$1,513,130	\$9,710,047	0.3	8.25	8.55	\$12,561.00	95%	\$11,933	\$1	0%
2023	Year 8	51,950,807	3%	\$1,558,524	\$11,268,571	0.3	8.25	8.55	\$13,325.38	95%	\$12,659	\$726	6%
2024	Year 9	53,509,332	3%	\$1,605,280	\$12,873,851	0.3	8.25	8.55	\$13,725.14	95%	\$13,039	\$380	3%
2025	Year 10	56,184,798	5%	\$2,809,240	\$15,683,091	0.5	8.25	8.75	\$24,580.85	95%	\$23,352	\$10,313	79%
2026	Year 11	58,994,038	5%	\$2,949,702	\$18,632,793	0.5	8.25	8.75	\$25,809.89	95%	\$24,519	\$1,168	5%
2027	Year 12	61,943,740	5%	\$3,097,187	\$21,729,980	0.5	8.25	8.75	\$27,100.39	95%	\$25,745	\$1,226	5%
2028	Year 13	65,040,927	5%	\$3,252,046	\$24,982,026	0.5	8.25	8.75	\$28,455.41	95%	\$27,033	\$1,287	5%
2029	Year 14	68,292,973	5%	\$3,414,649	\$28,396,675	0.5	8.25	8.75	\$29,878.18	95%	\$28,384	\$1,352	5%
2030	Year 15	71,707,622	5%	\$3,585,381	\$31,982,056	0.5	8.25	8.75	\$31,372.08	95%	\$29,803	\$1,419	5%
2031	Year 16	75,293,003	5%	\$3,764,650	\$35,746,706	0.5	8.25	8.75	\$32,940.69	95%	\$31,294	\$1,490	5%
2032	Year 17	79,057,653	5%	\$3,952,883	\$39,699,589	0.5	8.25	8.75	\$34,587.72	95%	\$32,858	\$1,565	5%
2033	Year 18	83,010,536	5%	\$4,150,527	\$43,850,115	0.5	8.25	8.75	\$36,317.11	95%	\$34,501	\$1,643	5%
2034	Year 19	87,161,063	5%	\$4,358,053	\$48,208,169	0.5	8.25	8.75	\$38,132.96	95%	\$36,226	\$1,725	5%
2035	Year 20	91,519,116	5%	\$4,575,956	\$52,784,124	0.5	8.25	8.75	\$40,039.61	95%	\$38,038	\$1,811	5%
									<b>Cumulative Revenue</b>		\$429,771		

\*FUTURE MILLAGE RATES DO NOT CONTEMPLATE ANY CHANGE IN MILLAGE RATES. MILLAGE RATE REDUCTIONS MAY BE UNAVOIDABLE HOWEVER, DUE TO LEGISLATION DICTATING METHODS FOR APPROVING MILLAGE RATES THAT WOULD INCREASE PROPERTY TAX COLLECTIONS OVER THE JURISDICTION'S COLLECTION IN THE PREVIOUS FISCAL YEAR.

## APPENDICES

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## APPENDIX 1. ORIGINAL AND EXPANSION AREA LEGAL DESCRIPTIONS

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### ORIGINAL MAIN STREET COMMUNITY REDEVELOPMENT AREA LEGAL DESCRIPTION:

BEGINNING at the northeastern intersection of U.S. Highway 27 and Canfield Street heading easterly along the northern right-of-way of Canfield Street approximately 4,613 feet to the intersection of Canfield Street with Verona Avenue, then northerly along the eastern right-of-way of Verona Avenue for approximately 700 feet to the intersection of Verona Avenue and Walnut Street, then easterly along the southern right-of-way of Walnut Street approximately 622 feet to the intersection of Walnut Street and South Delaney Avenue, then northerly along South Delaney Avenue approximately 1,990 feet to a point of extension of Pleasant Street in Lake Verona, then westerly along the northern right-of-way of Pleasant Street approximately 1,900 feet to the intersection with Ferguson Avenue, then northerly along Ferguson Avenue approximately 1,285 feet to the intersection of Ferguson Avenue and Lahon Street, then westerly approximately 690 feet to the northwest corner of Winthrop Street and Central Avenue, then southerly along the western right-of-way of Central Avenue approximately 1,324 feet to the intersection of Central Avenue and Pleasant Street, then westerly along the northern right-of-way of Pleasant Street approximately 2,615 feet to the intersection with U.S. Highway 27, then southerly along the eastern boundary of U.S. Highway 27 approximately 2,618 feet to POINT OF BEGINNING.

### EXPANSION OF THE EXISTING MAIN STREET COMMUNITY REDEVELOPMENT AREA LEGAL DESCRIPTION:

BEGINNING at the intersection of Tauton Road and US Highway 27 then southerly along the western right-of-way of US Highway 27 to the intersection of LaGrande street, then westerly along the northern right-of-way of West Circle Street to the intersection with Hart Street, then south along the western right-of-way of Hart Street to the intersection with W. Cornell Street, then east along the southern right-of-way of W. Cornell Street to shoreline of Lake Tulane, then northeasterly along the northern shoreline of Lake Tulane to the CSX/Amtrak railroad tracks, then northerly along the railroad property to a point of intersection with W. Bell Street, then east along the southern right-of-way of E. Bell Street continuing to the eastern right-of-way of S. Highlands Avenue; then north along the eastern right-of-way of S. Highlands Avenue then northerly to a point of intersection with E. Main Street, including the parcel described as Sunset Hills Resubdivision PB 2 – Pg 39 Lots 1-3 less road 341 right-of-way Block A, continuing northward to

the intersection of Highlands Avenue with East Pleasant Street, then west to the westerly right-of-way of Highlands Avenue, then southerly along the westerly right-of-way of Highlands Avenue for approximately 145 feet, then westerly to the shoreline of Lake Verona then along the northern shoreline of Lake Verona to a point intersecting with the extension of N. Delaney Avenue, then northerly to the north right-of-way of E. Circle Street; then westerly along the northern right-of-way E. Circle Street, to the intersection with N. Verona Avenue, then north along the eastern right-of-way of N. Verona Avenue to the intersection with E. Palmetto Street; then west along the northern right-of-way of E. Palmetto to the eastern right-of-way of the CSX/Amtrak railroad tracks, then southerly along said railroad right-of-way to the intersection with Lawhon Street; then westerly approximately 1,300 feet to a point then north approximately 1,320 feet to the northern right-of-way of W. Palmetto, then west along the northern right-of-way of W. Palmetto approximately 2,330 feet, then southerly approximately 920 feet then westerly approximately 310 feet, then south approximately 400 feet to the northern right-of-way line of Tauton Road, then east along the northern right-of-way line of Tauton Road to the POINT OF BEGINNING.

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## APPENDIX 2. NEIGHBORHOOD IMPACT STATEMENT

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### NEIGHBORHOOD IMPACT STATEMENT

The Community Redevelopment Area contains low and moderate income housing. Florida statutes require community redevelopment plans to include a detail on the impact of redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services and effect on school population.

#### A. Traffic Circulation

Suggested road and traffic improvements will be designed to enhance safety and increase convenience for the movement of pedestrians and vehicles to, within, and through the Redevelopment Area. This will include additional sidewalk for safety and aesthetic purposes, particularly as the sidewalks relate to the movements of school children from home to school and back.

The Plan does not include strategies for altering existing rights-of-ways. Map 7. Recreation, Open Space, and Public Buildings and Grounds graphically depicts existing and anticipated right of ways. The Plan does include provisions for roadway improvements that include sidewalk and street upgrades.

#### B. Environmental Quality

The CRA proposes to improve the environmental quality of the Redevelopment Area as redevelopment proceeds. Recommended improvements may include improvements to or the placement/replacement of pipes underground for improvements to the delivery of potable water and enhancements to sanitary sewer and storm sewer.

#### C. Community Facilities

CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. There will be continuing improvement to all service systems (parks, roads, sidewalks, drainage, and utilities). No increase in open space is anticipated by the Plan; however, the CRA may consider additional open space in the future. The figure titled Existing Land Uses in the CRA shows existing open spaces.

#### D. Schools

The Plan does not include any programs to increase residential development beyond what is allowed by the Comprehensive Plan and Land Development Code. The existing schools are anticipated to accommodate any increase in students from development occurring independent of redevelopment activities.

#### E. Land Use and Zoning

The Plan anticipates only minor changes to future land use and zoning code designations to allow mixed use in the commercial corridors. Please refer to Chart2 depicting land use percentages.

## APPENDIX 3. AFFORDABLE HOUSING STATEMENT

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### AFFORDABLE HOUSING STATEMENT

The Community Redevelopment Plan anticipates expenditures for rehabilitation of affordable housing units. However, should funding become available for the construction or financing of the construction of housing units, the Community Redevelopment Agency will endeavor to ensure the units will be affordable according to the latest U.S. Housing and Urban Development Income Limits guidelines for Highlands County.

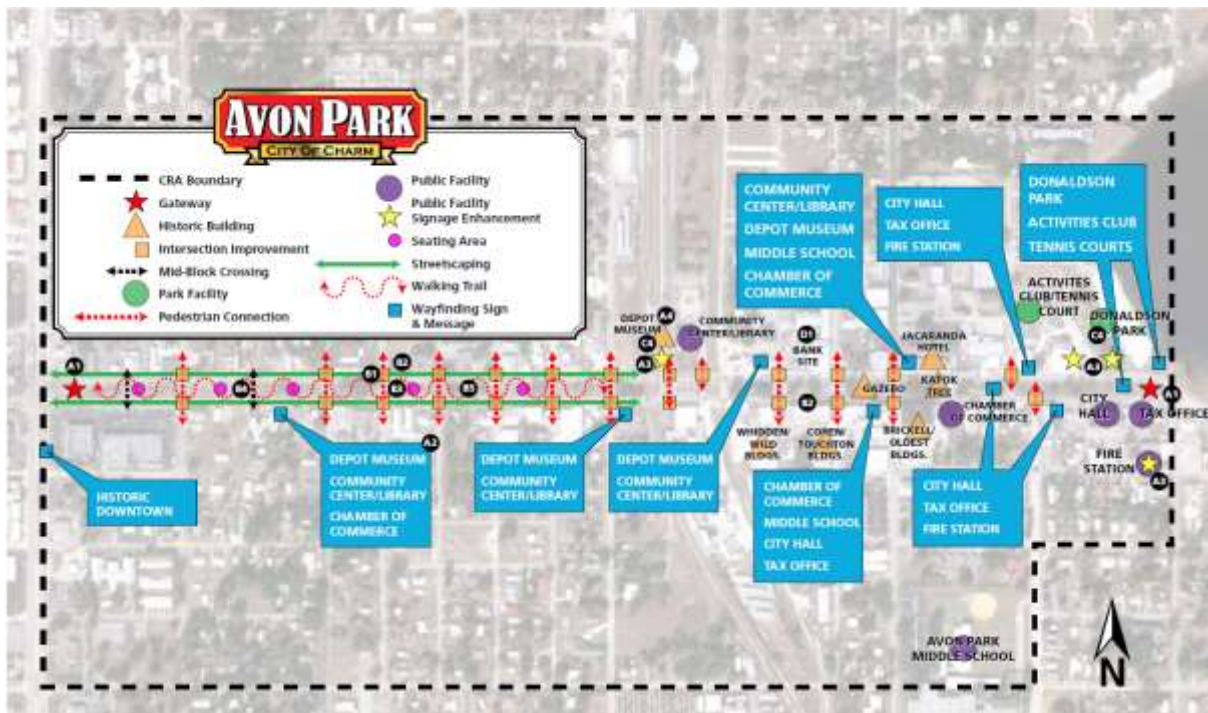
## APPENDIX 4. MAIN STREET ADVISORY COMMITTEE WORK PROGRAM MATRIX

PROJECT / GOAL	TIME FRAME FOR COMPLETION: SHORT, MEDIUM, LONG	COMPLETED Y/N	IN CURRENT WORK PROGRAM Y/N
<b>1988 PLAN</b>			
Housing			
The creation of R-3 zones bordering the commercial establishments on Main Street will limit traffic to this area. R-2 zones should be created immediately behind R-3 zones, followed by R-1	None		N
Apply for CDBG grant to purchase land and relocate mobile home park	None	N	N
Commercial			
PHASE I:			
Removal of overhead wiring on Main Street placing electrical lines underground	None		N
Replacement and widening of sidewalks on Main Street, making them accessible to physically handicapped persons and promoting outdoor cafes and activities	None		N
Replacement of street lights to be in conformance with the historic style of the buildings in the targeted area	None		N
Provision of benches, brick pavers, and planters	None	Various location on Mall	N
Acquisition of lands for public parking lots to serve the business district	None		N
PHASE II			
Removal of overhead electrical lines and placement underground;	None		N
Replacement and widening of Sidewalks;	None		N
Replacement of street lights to conform to those installed during Phase I	None		N
Street paving on Lake Avenue; and	None		N
Provision of benches, planters, and brick pavers	None	In various locations	N
PHASE III			
Continuation of Phase II	None	N/A	N
PHASE IV			



PROJECT / GOAL	TIME FRAME FOR COMPLETION: SHORT, MEDIUM, LONG	COMPLETED Y/N	IN CURRENT WORK PROGRAM Y/N
Sidewalks will be replaced from Central Avenue to Desoto Avenue along Main Street including lighting	None		N
Operate a revolving loan fund for facade improvements on redevelopment area businesses composed of donations from local businesses and individuals	None	No, but CRA does offer facade grants	Y only with CRA dollars
Industrial			
Relocation of the construction industry to west of U.S.27 into the airport industrial area	None	N	N
Issuance of Revenue Bonds for the acquisition of an alternate industrial site and relocation payments to affected businesses	None	No - tax increment has not been large enough to accomplish this	N
General / Main Street			
Apply for Florida Main Street Designation	None	N	N
Establish Merchant Organization to coordinate activities in along Main Street	None	N	N
Widen sidewalks along Main Street	None		N
Recruit businesses that cater to younger residents	None	N	N
Recruit entertainment businesses to help with downtown activities	None	N	N
<b>2011 PLAN UPDATE</b>			
Parking improvements	None	Y	Y
Facade grants	None	Y	Y
Matching grants for State and Federal projects	None	N	Y
Small business incubator	None	Y	Y
Property acquisition for parks, parking and redevelopment	None	N	Y
Loans for tenant-based improvements	None	N	Y
Micro-loans for energy efficiency	None	N	Y
Event sponsorship	None	Y	Y
Creation of web-based marketing program and community bulletin board	None	N	Y

# APPENDIX 5. URBAN DESIGN ANALYSIS



**CAPITAL PROJECTS**

Priority	Project Category	Project Type	Total	Total + 15 % Contingency
<b>Signage Improvements</b>				
1	Median Gateways	Break Away Monument Sign	\$20,000.00	\$23,000.00
2	Wayfinding Signage System	Break Away Decorative Pole, Aluminium Panels and Reinforced Footing	\$40,000.00	\$46,000.00
3	Public Facility Signs	Aluminum Posts and Panel	\$20,000.00	\$23,000.00
4	Historic Plaques	Wall Mounted Bronze Plaques	\$2,000.00	\$2,300.00
5	Decorative Street Signs	Decorative Pole and Aluminium Panels	\$70,000.00	\$80,500.00
Sub-Total			\$152,000.00	\$174,800.00
<b>Street/Pedestrian/Open Space Network Improvements</b>				
6	Street Banners Along Main Street	30" X 96" Banners and Arms	\$48,000.00	\$55,200.00
7	Mid-Block Crossings	Brick Pavers	\$12,000.00	\$13,800.00
8	North/South Connections	Minimum 8-Foot Wide Sidewalks at the Ends of the Medians (between US 27-98 to Railway Tracks)	\$30,000.00	\$34,500.00
9	Meandering Walkways	Minimum 8-Foot Wide Sidewalks	\$80,000.00	\$92,000.00
10	Seating Areas	Brick Pavers, Site Furnishings, Landscaping, Water Features	\$40,000.00	\$46,000.00
11	Intersection Improvements	Brick Pavers (Crosswalks), Bulb-Outs	\$300,000.00	\$345,000.00
12	Streetscaping	Acorn Lights, Street Trees, Bulb-Outs, Site Furnishings	\$1,000,000.00	\$1,150,000.00
Sub-Total			\$1,510,000.00	\$1,737,500.00
<b>TOTAL</b>			<b>\$1,662,000.00</b>	<b>\$1,912,300.00</b>

**3.0 CAPITAL PROGRAM**

The urban design analysis has identified projects ranging from signage, streetscaping, crosswalk and open space improvements, as depicted in the urban design graphic (see page 2), which will serve as the basis for preparing a capital plan and budget for the public enhancements within the Main Street District.

The capital program projects and dollar amounts are based on past studies. The projects and numbers listed in the work plan and operating budget have been used for budgetary purposes only, and are considered to be relatively conservative. The recommended costs for capital improvement projects include design and construction costs, as well as contingent costs for additional studies, data manipulation or research needed to implement each project (see the adjacent table on this page).

It is anticipated the cost of major capital components will be satisfied through a combination of existing and future capital budget commitments, fees, fee related credits, increment revenues generated from the redevelopment construction within the Main Street District. As the City of Avon Park deems appropriate, an additional millage levied through a municipal service taxing unit may be applied.

## APPENDIX 6. CAPITAL IMPROVEMENT PROGRAM

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# **CITY OF AVON PARK**



## **5 YEAR CAPITAL IMPROVEMENT PLAN PROPOSED**

**FY 2012-2013 THRU FY 2016-2017**



## CAPITAL IMPROVEMENT PLAN

**The full Capital Improvement Plan can be found on-line or at City Hall.** The Capital Improvement Plan for year ending 2013-2017 totals **\$9,736,578**.

### CIP Summary

#### Proposed 5-Year Capital Improvement Plan FY 2013-2017

#### Summary: Appropriations by Functional Area

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Transportation	\$221,000	\$150,000	\$654,991	\$400,000	\$200,000
Parks & Recreation	220,000	200,000	200,000	200,000	220,000
General Gov't.	25,000	515,587	840,000		
Water/Sewer	495,000	560,000	460,000	560,000	550,000
Airport	80,000	300,000	75,000	150,000	1,800,000
Solid Waste		230,000	215,000	215,000	
<b>Total</b>	<b>\$1,041,000</b>	<b>\$1,955,587</b>	<b>\$2,444,991</b>	<b>\$1,525,000</b>	<b>\$2,770,000</b>

#### Funding Sources: Estimated Revenues

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Grants Federal		265,587	750,000		
Grants State	225,000	450,000	200,000	200,000	200,000
SWFMWD					
State DOT	2,000		60,000	3,750	45,000
Infrastructure Surtax	221,000	150,000	654,991	400,000	200,000
Highlands County	21,000	30,000	7,500	1,875	22,500
Airport Enterprise Fund					
Fed. FAA	76,000	240,000		142,500	1,710,000
Fed. FEMA					
Capacity fees					
<b>CRA Funds</b>	<b>1,000</b>	<b>30,000</b>	<b>97,500</b>	<b>1,875</b>	<b>42,500</b>
Developer/residential					
Water/Sewer Fund	495,000	560,000	460,000	560,000	550,000
Solid Waste Fund		230,000	215,000	215,000	
Septage revenue					
Solid Waste Reserves					
<b>Total</b>	<b>\$1,041,000</b>	<b>\$1,955,587</b>	<b>\$2,444,991</b>	<b>\$1,525,000</b>	<b>\$2,770,000</b>

**TRANSPORTATION**

<b>PROJECTS</b>	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
Street Improvements	75,000	100,000	100,000	100,000	100,000
Sidewalks & Curbs	50,000	50,000	50,000	100,000	100,000
Storm water/Drainage	96,000		504,991	200,000	
<b>Total Projects</b>	<b>\$221,000</b>	<b>\$150,000</b>	<b>\$654,991</b>	<b>\$400,000</b>	<b>\$200,000</b>
<b>REVENUE SOURCES</b>					
SWFMWD					
Infrastructure Surtax	221,000	150,000	654,991	400,000	200,000
<b>Total Revenues</b>	<b>\$221,000</b>	<b>\$150,000</b>	<b>\$654,991</b>	<b>\$400,000</b>	<b>\$200,000</b>

**PARKS AND RECREATION**

<b>Project</b>	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
Memorial Field			200,000		
Lucy Derkman Softball				200,000	
Mall Development					
Donaldson Park					220,000
Boat Ramp					
Head Field					
Durrah Martin	220,000				
Lake Tulane		200,000			
<b>TOTAL PROJECTS</b>	<b>\$220,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$220,000</b>
<b>REVENUE SOURCES</b>					
	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
State Grants	200,000	200,000	200,000	200,000	200,000
Highlands County	20,000				
Community Redevelopment Funds					20,000
<b>TOTAL REVENUES</b>	<b>\$220,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>220,000</b>

**GENERAL GOVERNMENT**

<b>Project</b>	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
Avon Park Museum Refurbish		250,000			
Neighborhood Revitalization			840,000		
Avon Park Museum Survey & Planning	25,000				
Alt St Rd 17 Pedestrian Safety		265,587			
<b>TOTAL PROJECTS</b>	<b>\$25,000</b>	<b>\$515,587</b>	<b>\$840,000</b>	<b>\$</b>	<b>\$</b>
<b>REVENUE SOURCES</b>					
Federal Grants		265,587	750,000		
State Grants	25,000	250,000			
Infrastructure Surtax					
CRA Funds			90,000		
<b>TOTAL REVENUES</b>	<b>\$25,000</b>	<b>\$515,587</b>	<b>\$840,000</b>	<b>\$</b>	<b>\$</b>

**WATER/SEWER FUND**

<b>Project</b>	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
Lake Damon	200,000	150,000			
Avon Park Lakes		50,000	50,000	50,000	
Lift Station Upgrades	60,000		150,000		
Crystal Lake Water Trtmnt Plt Upgrade	60,000				
Fire Hydrant R/M		50,000			
Meter Replacement		40,000	40,000	40,000	
Grouper Booster Pump Station			150,000	400,000	550,000
Waterline Rehabilitation	20,000	30,000	30,000	30,000	
Wastewater Treatment Rehabilitation	85,000	200,000			
U.S. Hwy. # 27 Relocation	70,000				
Wastewater Collection System		40,000	40,000	40,000	
<b>TOTAL PROJECTS</b>	<b>\$495,000</b>	<b>\$560,000</b>	<b>\$460,000</b>	<b>\$560,000</b>	<b>\$550,000</b>
<b>REVENUE SOURCES</b>					
	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>
SWFWMD grant					
State Grants					
Capacity fees					
Developer/Residential					
City Funding WS	495,000	560,000	460,000	560,000	550,000
WstWtr Septage Rev.					
<b>TOTAL REVENUES</b>	<b>\$495,000</b>	<b>\$560,000</b>	<b>\$460,000</b>	<b>\$560,000</b>	<b>\$550,000</b>



## APPENDIX 7. ROADWAY ANALYSIS

## AVON PARK ROAD EVALUATIONS

Description	Location Description	Length (mi)	Pavement Width	Overall Condition Rating	CONDITION INDEX:	DWELLINGS /USERS:
FOGLE AVE	TULANE DR TO ERNEST E SIMS ST	0.15	12	UNPAVED	10	5
ELDER BLACK ST	WILLIAMS /GRAY CT TO C LOVE ST	0.09	18	UNPAVED	10	0
WOODMERE DR	US 27 TO THE EAST	0.04	18	UNPAVED	20	4
KATHLEEN ST	N LAKE AVE TO THE WEST	0.03	20	RECONSTRU	25	4
MELROSE AVE	MONROE ST TO THE SOUTH	0.12	22	POOR	35	42
WRAY AVE	MONROE ST TO THE SOUTH	0.11	24	POOR	35	34
NO STREET SIGN	N LAKE AVE TO THE WEST (JUST	0.08	22	POOR	35	25
E STATE ST	SOUTH OF KATHLEEN ST) S LAKE AVE TO S VERONA AVE	0.1	20	POOR	35	6
C LOVE ST	WILLIAMS / GRAY CT TO WILLIAMS / GRAY CT	0.12	20	POOR	35	3
MANORS DR	N LAKE AVE TO TROPICAL AVE	0.09	24	POOR	40	36
N LAKE ISIS DR	NORTON ST TOLAKE ISIS AVE	0.3	18	POOR	40	11
NORTON ST	CENTRAL AVE TO LAKE ISIS DR	0.08	18	POOR	40	5
N TROPICAL AVE	W MONROE ST TO THE SOUTH	0.12	24	POOR	45	18
S FLORIDA AVE	W BELL ST TO HAL MCRAE BLVD	0.36	20	POOR	45	14
LAKE VERONA BLVD	GWEN HILL ST TO E WALNUT ST	0.18	18	POOR	45	10
BARLOW AVE	LAKE DR TO SR 17	0.16	20	POOR	45	5
S BUTLER AVE	ROWE ST TO E MAIN ST	0.1	18	POOR	45	5
LAKE ISIS DR	CR 17A TO THE SOUTH	0.16	18	POOR	45	4
TULANE AVE	ALICE NELSON AVE TO ERNEST E SIMS ST	0.06	20	POOR	45	2
W ORANGE ST	N LAKE AVE TO THE WEST	0.14	20	POOR	50	35
WHITNER ST	N LAKE AVE TO THE WEST	0.1	18	POOR	50	15
MARYLAND AVE	CR 64 TO CUL DE SAC	0.11	20	POOR	50	13
ELM ST	WESTER AVE TO DEAD END	0.07	20	POOR	50	11
W PINE ST	S ANOKA AVE TO S FLORIDA AVE	0.12	20	POOR	50	10
FLORIDA AVE	CR 17A TO PALM DR	0.16	18	POOR	50	8
ODESSA AVE	KEMPTON ST TO ERNEST E SIMS ST	0.13	16	POOR	50	6
W STATE ST	S FLORIDA AVE TO US 27	0.24	20	POOR	50	6
W HALL ST	US 27 TO S ANOKA AVE	0.12	20	POOR	50	4
RAINBOW ST	WILLIAMS / GRAY CT TO DEAD END	0.07	20	POOR	50	3
STIVENDER AVE	W CORNELL ST TO THE SOUTH	0.09	18	POOR	50	3
KEMPTON ST	S VERONA AVE TO ODESSA AVE	0.04	16	POOR	50	2
LOTELA AVE	E GREEN ST TO SR 17	0.12	20	POOR	50	2
N CENTRAL AVE	W MAIN ST TO WINTHROP ST	0.48 ft	24	FAIR	55	100
S LAKE AVE	E MAIN ST TO S VERONA AVE	0.56	22	FAIR	55	100
S VERONA AVE	ERNEST E SIMS ST TO GWEN HILL ST	0.7	20	FAIR	55	100
W CIRCLE ST	HART AVE TO CENTRAL AVE	0.6	20	FAIR	55	69
N DESOTO AVE	W PLEASANT ST TO W MAIN ST	0.22	20	FAIR	55	48
EMMANUEL AVE	LAKE ISIS AVE TO WINTHROP ST	0.43	18	FAIR	55	43
N VERONA AVE	E PLEASANT ST TO	0.62	20	FAIR	55	32
W RAYMOND ST	N LAKE AVE TO THE WEST	0.11	18	FAIR	55	32
SOUTH CAROLINA AVE	E STATE ST TO MEMORIAL DR	0.85	20	FAIR	55	31
E CHARLES ST	N LAKE AVE TO LAKE VERONA AVE	0.35	20	FAIR	55	27
PENIEL AVE	LAKE ISIS AVE TO PALMETTO ST	0.19	20	FAIR	55	25
BETHEL AVE	LAKE ISIS AVE TO PALMETTO ST	0.18	20	FAIR	55	24
E THOMAS ST	N LAKE VERONA BLVD TO N LAKE AVE	0.36	20	FAIR	55	23
E WOLF ST	N LAKE AVE TO N DELANEY AVE	0.24	20	FAIR	55	23
FEAGIN AVE	W BELL ST TO TULANE CIRCLE	0.02	20	FAIR	55	20
W PRAIRIE ST	FLORIDA AVE TO CITY LIMITS	0.23	20	FAIR	55	19
LACEY ST	FLORIDA AVE TO WALDRON AVE	0.11	20	FAIR	55	15
CHEROKEE CIRCLE	S LOTELA AVE TO E CANFIELD ST	0.18	20	FAIR	55	14

PRESLEY BLVD	N LAKE LOTELA AVE TO WESTER AVE	0.12	20	FAIR	55	14
E OAK ST	WESTER AVE TO ADRACLE AVE	0.12	20	FAIR	55	13
FERGUSON AVE	W WOLF ST TO PLEASANT ST	0.38	20	FAIR	55	12
N LAKE LOTELA AVE	E CIRCLE ST TO CR 64	0.25	18	FAIR	55	12
PALM DR	CR 17A TO THE SOUTH	0.12	21	FAIR	55	10
ABBOT ST	A MIRACLE AVE TO WESTER AVE	0.11	20	FAIR	55	9
RUTH ST	N ANOKA AVE TO EMMANUEL AVE	0.12	20	FAIR	55	9
W LAGRANDE ST	FERGUSON AVE TO N LAKE AVE	0.12	20	FAIR	55	9
WINFRED ST	N ANOKA AVE TO EMMANUEL WAY	0.11	20	FAIR	55	9
WILKES ST	FERGUSON AVE TO N LAKE AVE	0.12	20	FAIR	55	8
E STATE ST	S VERONA AVE TO SOUTH CAROLINA AVE	0.24	20	FAIR	55	7
E LAGRANDE ST	N LAKE VERONA BLVD TO	0.36	20	FAIR	55	6
SAVAGE ST	S GLENWOOD AVE TO TYNER AVE	0.1	20	FAIR	55	5
BATTS ST	US 27 TO ANOKA AVE	0.11	20	FAIR	55	4
ROBERT BRITT ST	RAILROAD ST TO JIM RODGERS AQVE	0.1	20	FAIR	55	4
WOODLAWN AVE	CEDAR ST TO E CIRCLE ST	0.09	20	FAIR	55	4
S PINECREST AVE	BEN HICKS AVE TO JOE HILTON ST	0.06	20	FAIR	55	2
N DELAWARE AVE	CR 17A TO ROYAL DR	0.25	21	FAIR	60	68
KINGDOM WAY	US 27 TO EMMANUEL AVE	0.24	20	FAIR	60	54
E CAMPHOR ST	S VERONA AVE TO CHEROKEE CIRCLE	0.51	20	FAIR	60	41
N GLENWOOD AVE	W PLEASANT ST TO W MAIN ST	0.22	20	FAIR	60	31
W HILL ST	CITY LIMITS TO FLORIDA AVE	0.25	20	FAIR	60	31
WINTHROP ST	CITY LIMITS TO N LAKE AVE	0.74	20	FAIR	60	30
S PROSPECT AVE	W MAIN ST TO WILHITE ST	0.24	20	FAIR	60	25
S PALMER AVE	SR 17 TO LAKEVIEW DR	0.24	20	FAIR	60	15
W HOOD ST	S WALDRON AVE TO S FLORIDA AVE	0.11	20	FAIR	60	14
ALICE NELSON AVE	CUMMINGS AVE TO STRONG AVE	0.2	20	FAIR	60	10
ELDER ST	N LAKE AVE TO FERGUSON AVE	0.12	20	FAIR	60	10
N LAKE VERONA BLVD	W RAYMOND ST TO W PLEASANT ST	0.24	20	FAIR	60	10
E CEDAR ST	N LAKE LOTELA AVE TO WOODLAWN AVE	0.1	20	FAIR	60	9
REDDICK ST	YOUNG ST TO MARSHALL ST	0.09	20	FAIR	60	8
S WILLOW AVE	SR 17 TO TO DEAD END	0.12	18	FAIR	60	8
S SUMMIT AVE	S MAIN ST TO EDDIE CANNON ST	0.12	20	FAIR	60	5
BETHEL HILL ST	BYRD AVE TO CENTRAL AVE	0.12	22	FAIR	60	4
QUEEN COWARD AVE	ERNEST E SIMS ST TO HATCHER ST	0.19	46	FAIR	60	3
EDDIE CANNON ST	S DESOTO AVE TO S GLENWOOD AVE	0.24	20	FAIR	60	2
E CANFIELD ST	CITY LIMITS TO S VERONA AVE	0.74	20	FAIR	65	100
E CORNELL ST	MEMORIAL DR TO S LAKE AVE	0.36	22	FAIR	65	100
N CENTRAL AVE	CR 17A TO WINTHROP ST	1	22	FAIR	65	100
N LAKE AVE	CR 17A TO E MAIN ST	1.48	24	FAIR	65	100
S DELANEY AVE	E MAIN ST TO ERNEST E SIMS ST	1.01	24	FAIR	65	100
W BELL ST	US 27 TO S LAKE AVE	0.74	20	FAIR	65	100
W HAL MCRAE BLVD	CITY LIMITS TO S LAKE BLVD	0.57	20	FAIR	65	100
ALTON ST	US 27 TO CENTRAL AVE	0.48	20	FAIR	65	43
N PROSPECT AVE	W PLEASANT ST TO W MAIN ST	0.22	20	FAIR	65	36
E CIRCLE ST	N LAKE AVE TON LAKE LOTELA AVE	0.76	20	FAIR	65	32
S CENTRAL AVE	W MAIN ST TO TULANE CIRCLE	0.26	20	FAIR	65	21
S GLENWOOD AVE	WILHITE ST TO W MAIN ST	0.24	20	FAIR	65	19
WILHITE ST	S FLORIDA AVE TO THE EAST	0.38	20	FAIR	65	18

W CAMPHOR ST	US 27 TO S FLORIDA AVE	0.24	20	FAIR	65	17
FOREST HILL CT	FOREST HILL DR TO FOREST HILL DR	0.16	20	FAIR	65	13
GWEN HILL ST	LAKE VERONA BLVD TO S LAKE AVE	0.37	20	FAIR	65	13
S LOTELA AVE	SR 17 TO CR 84	0.5	20	FAIR	65	13
E CHURCH ST	JIM RODGERS AVE TO THE EAST	0.22	24	FAIR	65	11
FOREST HILL DR	CR 64 TO E CAMPHOR ST	0.18	20	FAIR	65	11
W WOLF ST	N LAKE AVE TO FERGUSON AVE	0.11	20	FAIR	65	11
STRONG AVE	ALICE NELSON AVE TO WILLIAMS /	0.14	20	FAIR	65	9
WILLIAMS / GRAY	GRAY CT					
CT	HATCHER AVE TO HATCHER AVE	0.42	20	FAIR	65	9
E MAPLE ST	N LAKE LOTELA AVE TO CUL DE SAC	0.12	20	FAIR	65	8
DELANEY LN	TULANE DR TO SOUTH LAKE BLVD	0.07	18	FAIR	65	7
OVERLOOK TER	E CORNELL ST TO MALCOLM ST	0.12	20	FAIR	65	7
LAKE DR	S TODD DR TO BARLOW AVE	0.11	20	FAIR	65	5
	E CANFIELD ST TO CHEROKEE	0.09	20	FAIR	65	4
SEMINOLE AVE	CIRCLE					
W CAMPHOR ST	HART AVE TO US 27	0.12	20	FAIR	65	2
HUSKEE ST	MALCOLM ST TO E CANFIELD ST	0.12	20	FAIR	65	1
S TODD DR	SR 17 TO LAKE DR	0.13	20	FAIR	65	1
ROYAL DR	US 27 TO THE EAST	0.1	18	FAIR	70	56
E WALNUT ST	MEMORIAL DR TO S FOREST AVE	0.54	20	FAIR	70	50
W CORNELL ST	S LAKE BLVD TO US 27	0.5	20	FAIR	70	50
FAIRVIEW TER	MALCOLM ST TO E CORNELL ST	0.12	20	FAIR	70	40
N ANOKA AVE	WINTHROP ST TO LAKE ISIS AVE	0.47	20	FAIR	70	34
	W CORNELL ST TO THE NORTH AND					
TULANE CIRCLE	EAST	0.34	20	FAIR	70	34
W HALL ST	S FLORIDA AVE TO TULANE CIRCLE	0.23	20	FAIR	70	32
JOE HILTON ST	DEAD END TO S DELANEY AVE	0.35	18	FAIR	70	28
N DELANEY AVE	E CIRCLE ST TO E KENDALL	0.37	20	FAIR	70	23
BEN HICKS ST	S DELANEY AVE TO BOAT RAMP	0.39	18	FAIR	70	22
S WALDRON AVE	W HAL MCRAE BLVD TO WILHITE ST	0.5	20	FAIR	70	21
W STATE ST	S FLORIDA AVE TO TULANE CIRCLE	0.27	20	FAIR	70	20
N BYRD AVE	WINTHROP ST TO W PLEASANT ST	0.25	20	FAIR	70	18
W PEEL ST	HART TO US 27	0.12	20	FAIR	70	15
BILL HEAD ST	N DESOTO AVE TO N GLENWOOD AVE	0.15	20	FAIR	70	13
W THOMAS ST	FERGUSON AVE TO N LAKE AVE	0.12	24	FAIR	70	13
LAWHON ST	FERGUSON AVE TO N LAKE AVE	0.12	20	FAIR	70	11
SHAW ST	S GLENWOOD AVE TO S DESOTO AVE	0.14	20	FAIR	70	10
LAKE VERONA BLVD	E WALNUT ST TO E MAIN ST	0.12	18	FAIR	70	6
S SUMMIT AVE	SHAW ST TO WILHITE ST	0.1	20	FAIR	70	5
TERRY DR	OFF HIBISCUS AVE	0.14	20	FAIR	70	5
N BUTLER AVE	E MAIN ST TO W PLEASANT ST	0.23	20	FAIR	70	4
W MONROE ST	N LAKE AVE TO TROPICAL AVE	0.09	20	FAIR	70	4
WAYCROSS ST	N LAKE AVE TO N VERONA AVE	0.1	20	FAIR	70	3
WILHITE ST	S LAKE AVE TO S FOREST AVE	0.05	20	FAIR	70	3
BRADBURY ST	US 27 TO HART AVE	0.12	20	FAIR	70	1
HIBISCUS AVE	SR 17 TO TERRY DR	0.19	20	FAIR	70	1
LAKEVIEW DR	E GREEN ST TO THE SOUTH	0.06	20	FAIR	70	1
LAKE ISIS AVE	US 27 TO N LAKE AVE	0.77	18	FAIR	75	100
S ANOKA AVE	W MAIN ST TO WL KIRKLAND ST	0.82	22	FAIR	75	100
PALMETTO ST	US 27 TO N CENTRAL AVE	0.48	20	FAIR	75	78
PALMETTO ST	ADRACLE AVE TO N LAKE AVE	0.49	22	FAIR	75	50
WL KIRKLAND ST	S ANOKA AVE TO S LAKE BLVD	0.37	20	FAIR	75	34
SHORELINE DR	S LAKE BLVD TO TULANE DR	0.36	22	FAIR	75	33
W WALNUT ST	US 27 TO S FLORIDA AVE	0.29	20	FAIR	75	30
LOCKE ST	CITY LIMITS TO FLORIDA AVE	0.35	20	FAIR	75	23
MARGARET DR	N LAKE AVE TO N LAKE AVE	0.19	22	FAIR	75	23



S DESOTO AVE	W MAIN ST TO WILHITE ST	0.24	20	FAIR	75	21
S FLORIDA AVE	W BELL ST TO W MAIN ST	0.3	24	FAIR	75	21
E HAL MCRAE BLVD	S VERONA AVE TO MEMORIAL DR	0.3	22	FAIR	75	18
LASSITER ST	CAROLINA AVE TO S LAKE AVE	0.31	20	FAIR	75	18
E WASHINGTON ST	MEMORIAL DR TO WOODROE ST	0.18	18	FAIR	75	15
HEAD ST	HART AVE TO US 27	0.11	20	FAIR	75	15
MALCOLM ST	MEMORIAL DR TO S LOTELA AVE	0.24	20	FAIR	75	15
W HALL ST	HART AVE TO US 27	0.11	20	FAIR	75	15
E GREEN ST	LOTELA AVE TO S VERONA AVE	0.57	20	FAIR	75	14
S WOODROE ST	E HAL MCRAE BLVD TO E GREEN ST	0.12	20	FAIR	75	12
DYAL ST	US 27 TO S FLORIDA AVE	0.24	20	FAIR	75	11
E DIXIE ST	S LOTELA AVE TO S LANTANA AVE	0.09	20	FAIR	75	10
E RIVEIRIA ST	S LANTANA AVE TO S LOTELA AVE	0.09	20	FAIR	75	10
LAKEVIEW DR	S PALMER AVE TO MEMORIAL DR	0.06	20	FAIR	75	10
JIM RODGERS AVE	E MAIN ST TO W PLEASANT ST	0.23	20	FAIR	75	9
S FOREST AVE	E MAIN ST TO WILHITE ST	0.24	22	FAIR	75	9
DURRANCE ST	US 27 TO N ANOKA AVE	0.11	20	FAIR	75	8
ERNEST E SIMS ST	FOGLE AVE TO CUMMINGS AVE	0.13	22	FAIR	75	8
HATCHER ST	MEMORIAL DR TO STRONG AVE	0.33	20	FAIR	75	8
E RICH ST	WESTER AVE TO N LOTELA AVE	0.12	20	FAIR	75	7
GWENDOLYN ST	S ANOKA AVE TO S FLORIDA AVE	0.12	20	FAIR	75	7
GRANDVIEW TER	MALCOLM ST TO CUL DE SAC	0.05	20	FAIR	75	6
ROUNDS ST	US 27 TO HART AVE	0.12	20	FAIR	75	6
S LANTANA AVE	CR 84 TO E RIVIERA ST	0.09	20	FAIR	75	6
SEMINOLE AVE	SR 17 TO E GREEN ST	0.12	18	FAIR	75	6
E EBI ST	S DELANEY AVE TO S LAKE AVE	0.09	18	FAIR	75	5
KERSEY ST	HART AVE TO US 27	0.11	20	FAIR	75	5
MORRILL ST	S ANOKA AVE TO US 27	0.12	20	FAIR	75	5
DOVE AVE	WL KIRKLAND ST TO CORNELL	0.12	20	FAIR	75	4
LAKESIDE PARK AVE	TULANE DR TO SHORELINE DR	0.04	22	FAIR	75	4
RENFRO ST	US 27 TO N ANOKA AVE	0.11	20	FAIR	75	4
W BELL ST	CITY LIMITS TO US 27	0.12	20	FAIR	75	4
W PINE ST	US 27 TO S ANOKA AVE	0.12	20	FAIR	75	4
GIDDENS ST	N GLENWOOD AVE TO N CENTRAL AVE	0.04	20	FAIR	75	1
S PINELAND AVE	E GREEN ST TO E HAL MCRAE BLVD	0.12	16	FAIR	76	13
S LAKE BLVD	CITY LIMITS TO W CORNELL ST	0.41	20	GOOD	80	100
S VERONA AVE	E MAIN ST TO GWEN HILL ST	0.25	38	GOOD	80	100
TULANE DR	S LAKE BLVD TO VERONA AVE	0.5	22	GOOD	80	100
W PLEASANT ST	CITY LIMITS TO LAKE VERONA	1.01	22	GOOD	80	100
N ANOKA AVE	W MAIN ST TO WINTHROP ST	0.47	22	GOOD	80	80
AORACLE AVE	S 17 TO PALMETTO ST	0.73	20	GOOD	80	50
E PINE ST	S LAKE TO AVE MEMORIAL DR	0.49	40	GOOD	80	38
SAM ASBURY AVE	CR 17A TO ROYAL DR	0.25	21	GOOD	80	29
E BOOKER ST	S WOODROE AVE TO MEMORIAL DR	0.18	18	GOOD	80	26
ED CARTER ST	S LOTELA AVE TO MEMORIAL DR	0.24	20	GOOD	80	20
WINFRED ST	EMMANUEL WAY TO CUL DE SAC	0.13	22	GOOD	80	20
ERNEST E SIMS ST	CITY LIMITS TO MEMORIAL DR	0.33	22	GOOD	80	18
RUTH ST	EMMANUEL AVE TO CUL DE SAC	0.12	22	GOOD	80	18
FRED CONNER ST	MEMORIAL DR TO S DELANEY AVE	0.24	20	GOOD	80	14
OAK LANE ST	EMMANUEL AVE TO THE EAST	0.11	22	GOOD	80	14
E KENDALL BLVD	N DELANEY AVE TO N LAKE AVE	0.25	20	GOOD	80	13
TULANE AVE	ERNEST E SIMS ST TO TULANE DR	0.1	22	GOOD	80	13

LEO JEFFERSON AVE	SOUTH CAROLINA AVE TO ERNEST E SIMS ST	0.1	20	GOOD	80	8
W HOOD ST	S WALDRON AVE TO S LAKE BLVD	0.11	20	GOOD	80	8
TELLICO ST	MEMORIAL DR TO CUL DE SAC	0.06	20	GOOD	80	7
WOODLAWN AVE	CR 64 TO E CIRCLE ST	0.24	20	GOOD	80	7
AVENUE A	E GREEN ST TO E HAL MCRAE BLVD	0.12	16	GOOD	80	6
METCALF ST	CUMMINGS AVE TO TULANE AVE	0.09	22	GOOD	80	6
N RAILROAD ST	E MAIN ST TO W PLEASANT ST	0.22	20	GOOD	80	5
PAULK ST	US 27 TO HART AVE	0.11	20	GOOD	80	5
CHEROKEE AVE	E GREEN ST TO SR 17	0.12	20	GOOD	80	4
YOUNG ST	REDDICK ST TO BRIDGEWATER ST	0.06	20	GOOD	80	4
ELWELL ST	S WALDRON AVE TO S LAKE BLVD	0.12	20	GOOD	80	3
OAKDALE AVE	YATES DR TO SR 17	0.1	20	GOOD	80	3
PALMDALE AVE	SR 17 TO YATES AVE	0.1	20	GOOD	80	2
TOWNSEND ST	US 27 TO S ANOKA AVE	0.12	20	GOOD	80	2
YATES DR	PALMDALE AVE TO OAKDALE AVE	0.06	20	GOOD	80	0
N SUMMIT AVE	W PLEASANT ST TO	0.22	20	GOOD	85	26
E ORANGE ST	N LAKE AVE TO THE EAST	0.18	20	GOOD	85	19
LACEY ST	S LAKE AVE TO WALDRON AVE	0.11	20	GOOD	85	15
DUNCHRIS DR	SR 17 TO CUL DE SAC	0.09	20	GOOD	85	12
MAXWELL ST	US 27 TO N ANOKA AVE	0.12	20	GOOD	85	5
FEAGIN AVE	WILHITE ST TO W BELL ST	0.05	22	GOOD	85	3
ROWE ST	S BUTLER AVE TO S FOREST AVE	0.05	24	GOOD	85	3
STRONG AVE	ALICE NELSON ST TO ERNEST E SIMS ST	0.08	22	GOOD	85	1
SW WALNUT ST	S FOREST AVE TO RXR	0.06	20	GOOD	85	1
E CEDAR ST	WOODLAWN AVE TO A MIRACLE AVE	0.14	20	GOOD	90	1
MUSEUM AVE	W MAIN ST TO W PLEASANT ST	0.22	20	GOOD	95	4