



CITY OF BARTOW
COMMUNITY REDEVELOPMENT AGENCY WORK SESSION MEETING
THURSDAY, JANUARY 8, 2026 AT 8:30 AM
OR AS SOON THEREAFTER AS POSSIBLE
2150 S. BROADWAY AVENUE, BARTOW, FL 33830

***PLEASE NOTE: ONE OR MORE OF THE CITY COMMISSIONERS MAY ATTEND
AND MAY NOT MAKE PUBLIC COMMENTS OR PARTICIPATE IN PUBLIC
DISCUSSION.***

AGENDA

1. CALL TO ORDER AND ROLL CALL
2. NEW BUSINESS
 - a. Board review of the CRA's current Strategic Two-Year Work Plan objectives related to Corridor Redevelopment, Housing Stock Expansion, Targeted East and West End Revitalization, and Complete Streets Initiatives.
 - b. Board preview of the CRA's revised Redevelopment Plan and Outline of Key Project(s) and Programming Focus Areas that include Land Acquisition, Public-Private Partnerships, Connectivity/Activation of Public Places, and Special Projects within the East and West End CRA areas for Redevelopment
 - c. Board discussion on the CRA's Marketing, Branding, and Communication Plan and Implementation Timeline.
 - d. Develop a Strategic Three-Year Project and Implementation Plan Outline for Approval at the next CRA Board Meeting.
3. COMMENTS
 - a. Executive Director
 - b. CRA Attorney
 - c. City Commissioner
 - d. CRA Board Members
4. NEXT MEETING DATE
 - a. Wednesday, January 28, 2026, 8:30 A.M Regular Meeting
5. ADJOURNMENT

Please be advised that if you desire to appeal from any decisions made because of the above hearing or meeting, you will need a record of the proceedings and in some cases a verbatim record is required. You must make your own arrangements to produce this record. (Florida Statute 286.0105). The City Commission may continue the public hearing(s) to other dates and times as it deems necessary. Any interested party shall be advised that the date, time, and place of any continuation of these or continued public hearings may be announced during the hearing and that no further notices regarding this matter will be published. If you are a person with a disability who needs any accommodation to participate in this proceeding, you are entitled, at no cost to you, to the provision of certain assistance. Please contact the City Clerk's Office at 450 N. Wilson Avenue, P.O. Box 1069, Bartow, Florida 33831-1069 or phone (863) 534-0100 within 2 working days of your receipt of this meeting notification; if you are hearing or voice impaired, call 1-800-955-8771.



GENERAL INFORMATION

Request: Discussion and Review of the 2026 Updated Redevelopment Plan and Key Project(s) and Programming Focus Areas and the proposed expansion sites for inclusion within the Bartow Community Redevelopment Area (CRA).

STAFF ANALYSIS

The purpose of this agenda item is to present the CRA's 2026 Updated Redevelopment Plan for review and discussion by the Community Redevelopment Agency of the City of Bartow. This item includes an overview of the Finding of Necessity (FON) prepared by the Central Florida Regional Planning Council (CFRPC) and an evaluation of Key Project(s) and Programming Focus Areas and the proposed expansion sites for inclusion within the Bartow Community Redevelopment Area (CRA).

This Updated Plan serves as an amendment to the 2021 Bartow Community Redevelopment Plan and provides updated planning analysis, redevelopment goals, and revised Tax Increment Financing (TIF) projections to support future redevelopment activities.

STATUTORY FRAMEWORK

The process for creating or amending a Community Redevelopment Area, including boundary expansion, is governed by Chapter 163, Part III, Florida Statutes. Pursuant to Section 163.340(7), Florida Statutes, parcels proposed for inclusion within a CRA must meet the statutory definition of "Slum" or "Blight."

The Finding of Necessity evaluates existing conditions within the proposed expansion sites to determine compliance with statutory requirements and provides the legal and planning basis for potential CRA boundary modification.

PROPOSED CRA EXPANSION AREA

The following sites were evaluated by CFRPC for potential inclusion within the Bartow CRA:

- **Carver Recreation Center**
520 Herbert Dixon Blvd, Bartow, FL 33830
- **Tuscan Masonic Lodge**
320 S. Florida Avenue, Bartow, FL 33830

These two sites were selected due to their strategic location, redevelopment potential, and alignment with CRA revitalization goals.

FINDING OF NECESSITY (FON) SUMMARY

The Finding of Necessity prepared by CFRPC evaluates physical, economic, and social conditions at the proposed expansion sites to determine whether conditions satisfy the statutory criteria of slum and blight as defined in Section 163.340(7), Florida Statutes.

The analysis includes, but is not limited to:

- Age and condition of structures;
- Infrastructure and site conditions;
- Land use patterns and functional obsolescence;
- Indicators of economic distress and underutilization;
- Public safety and environmental considerations.

Based on the evaluation, CFRPC provides findings regarding whether the proposed expansion sites meet the statutory threshold to support CRA boundary expansion.



Tucson Masonic Lodge
320 S Florida Ave, Bartow, FL 33830

Carver Recreation Center
520 Herbert Dixon Blvd, Bartow, FL 33830

Ownership:

- Privately owned
- Property Size: 12,000 sq ft
- Zoning: PI Public Institution
- Structure:
 - Three stories, banquet hall, commercial kitchen
- Year Built: 1927

Ownership:

- City of Bartow (not on tax roll)
- Property Size: 10.02 acres
- Facilities:
 - Three buildings (13,640 sq ft, newest built in 1999)
- Community Impact:
 - Provides daily services and hosts year-round events

2026 CRA PLAN OVERVIEW

The 2026 CRA Plan Update builds upon the framework established in the 2021 CRA Plan and incorporates updated data, community input, and financial projections. The Updated Plan is intended to guide future public investment, policy decisions, and redevelopment programming.

COMMUNITY ENGAGEMENT AND INPUT

The goals and objectives included in the Updated Plan were informed by community outreach efforts and relevant community planning documents. This input reflects local priorities and provides direction for future redevelopment initiatives.

DEVELOPMENT OBJECTIVES AND GOALS

The Updated 2026 Plan identifies five development objectives and six priority goals designed to:

- Address conditions of Slum and Blight;
- Encourage reinvestment and economic development;
- Support housing, connectivity, and placemaking;
- Strengthen partnerships and leverage public and private resources;
- Improve quality of life within the CRA district.

These objectives and goals serve as a policy framework for the development of programs, projects, and partnerships to advance redevelopment outcomes.

TAX INCREMENT FINANCING

The 2026 CRA Plan Update includes updated Tax Increment Financing (TIF) projections based on current property values, anticipated growth trends, and potential CRA boundary expansion. The updated projections provide a financial planning tool to support implementation of redevelopment initiatives and long-term capital planning.

IMPLEMENTATION AND NEXT STEPS

Following CRA Board review and discussion, the following steps are anticipated:

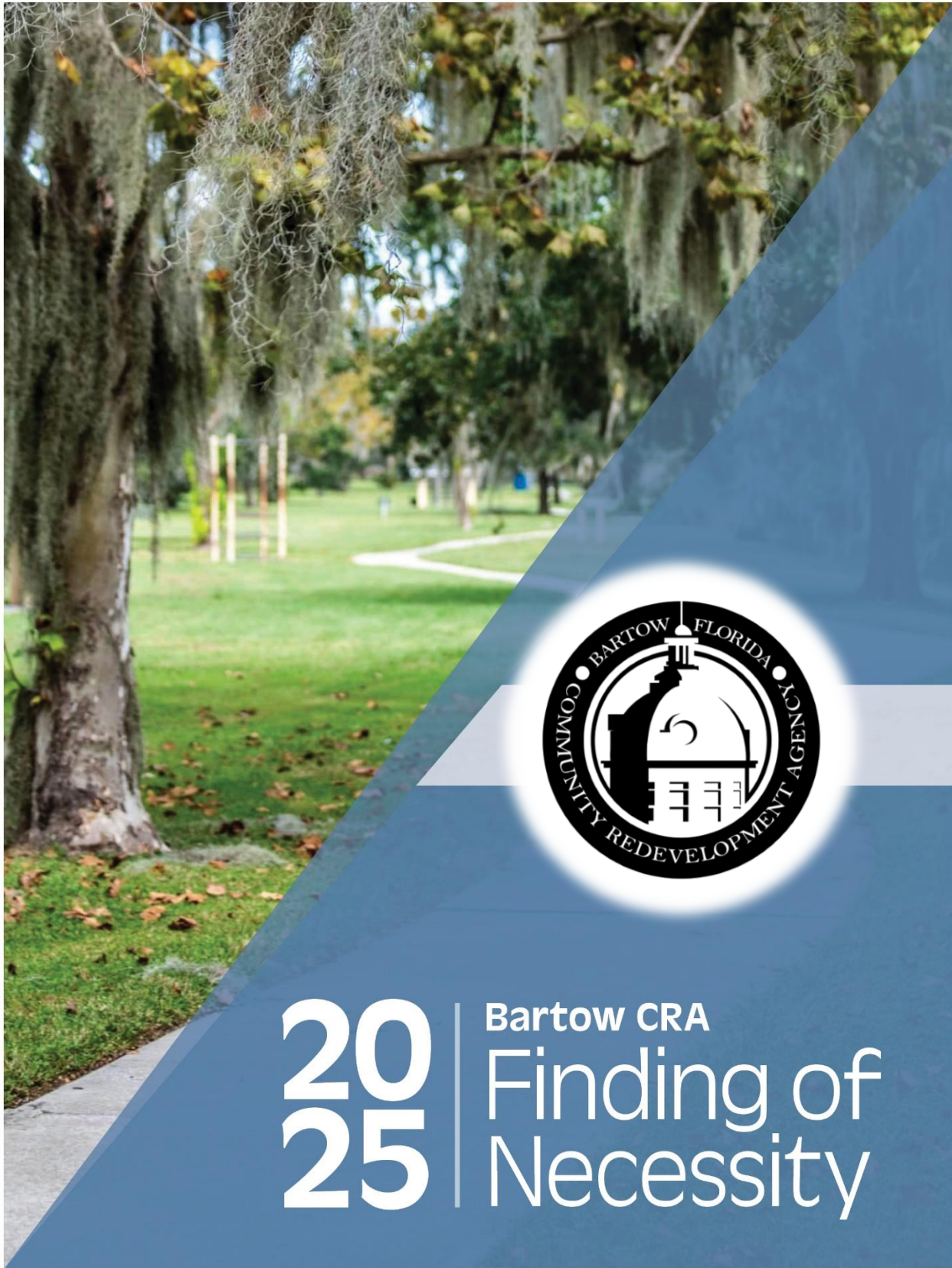
- CRA Board consideration of the Finding of Necessity;
- Recommendation to the City Commission regarding CRA boundary expansion, if supported;
- Advancement of the 2025 CRA Plan Update through the required statutory adoption process;
- Alignment of CRA work plans, budgets, and redevelopment initiatives with the Updated Plan.

STAFF RECOMMENDATION

Staff recommend that the CRA Board review and discuss the CRA 2026 Updated Redevelopment Plan and its Programming Focus Areas including the Finding of Necessity prepared by the Central Florida Regional Planning Council and the evaluation of proposed CRA expansion sites and provide direction regarding advancement of the Plan and potential CRA boundary expansion in accordance with Florida Statutes.

ATTACHMENTS:

2026 Updated Redevelopment Plan by CFRPC
2026 FON Document by CFRPC



2025 | Bartow CRA Finding of Necessity

August 2025

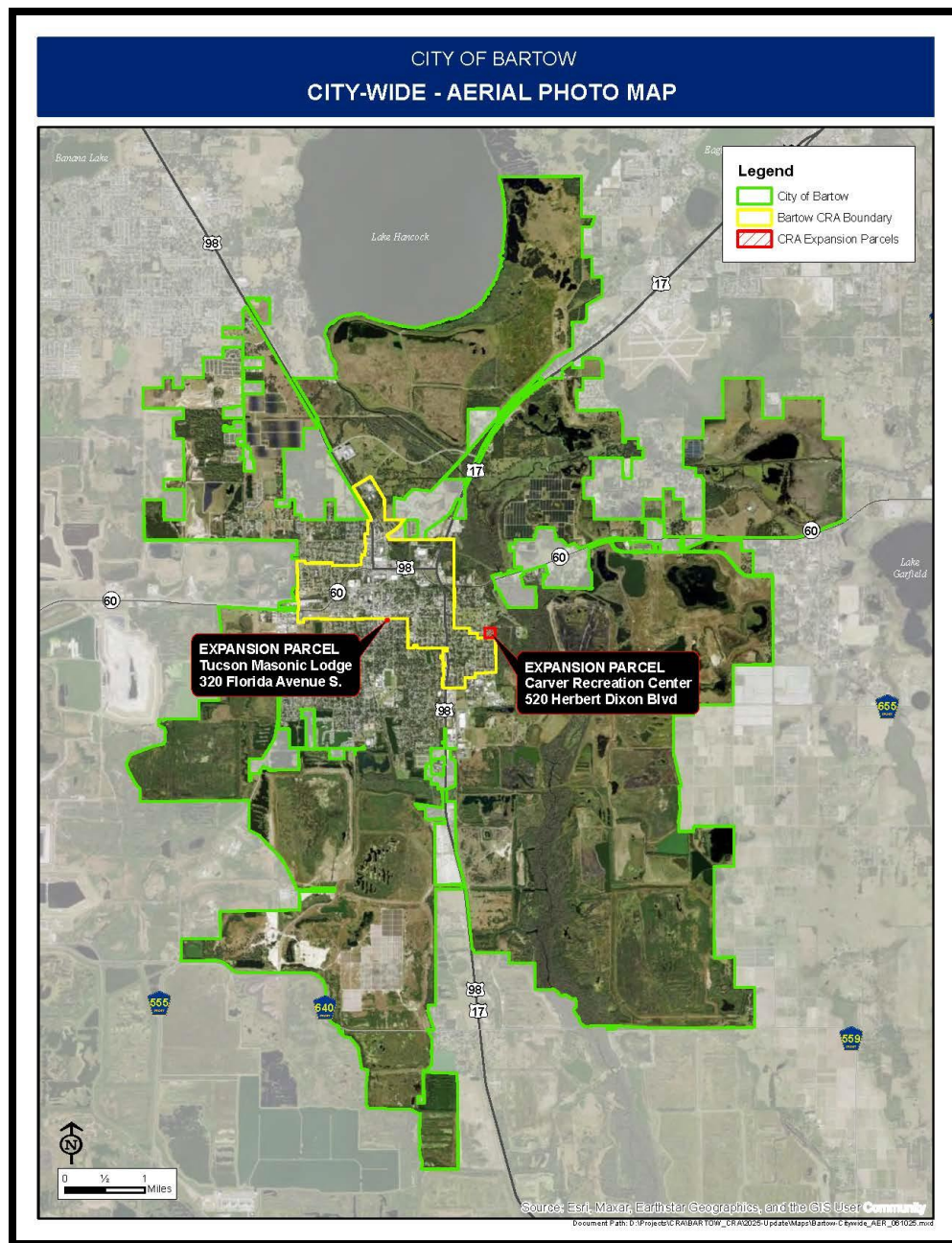
PREPARED BY



Central Florida Regional Planning Council
555 E Church Street, Bartow, FL 33830
863-534-7130 | www.cfrpc.org

Table of Contents

Introduction	6
CRA Background	6
Study Area Boundaries	7
Proposed Expansion Sites	8
Redevelopment Area Creation/Expansion Procedures	10
Finding of Necessity Analysis	12
Deterioration of Site or Other Improvements (“Blight” Requirement)	12
Governmentally owned property with adverse environmental conditions caused by a public or private entity (“Blight” Requirement)	14
Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (“Blight” Requirement)	14
Slum and Blight Area Evaluation	15
Conclusions and Findings	16
Appendix	17
A) FEMA Flood Map	17
B) City of Bartow Emergency Declaration: Peace River Flooding	18
Legal Description/Parcel ID	23



Introduction

A Community Redevelopment Plan is based upon the provisions set forth in Chapter 163.330, *FS.*, of the Community Redevelopment Act of 1969 (The Act). The Act provides a unique joint funding mechanism between Cities and Counties for focused ad valorem tax investment. One of the core goals of the Act is to eliminate “blight,” defined as “deteriorating structures” which “are leading to economic distress” F.S. 163.340(8).

The Community Redevelopment Agency of the City of Bartow engaged the Central Florida Regional Planning Council (CFRPC) to prepare a Finding of Necessity (FON) and evaluate expansion sites for inclusion in the Community Redevelopment Area (Bartow CRA). The process for changing the boundaries of a CRA district is set by statute. If parcels are added to a CRA, the parcels must meet the statutory definition of “slum” or “blight”.

Proposed expansion sites for the CRA include the Carver Recreation Center (520 Herbert Dixon Blvd, Bartow, FL 33830) and the Tuscan Masonic Lodge (320 S, Florida Ave, Bartow, FL 33830). This FON evaluates the proposed expansion sites to determine if conditions satisfy the definitions of “slum and blight” per Section 163.340(7), Florida Statutes.

This report includes the following: 1) identification of the geographic area; 2) presentation of data; and, 3) recommendations.

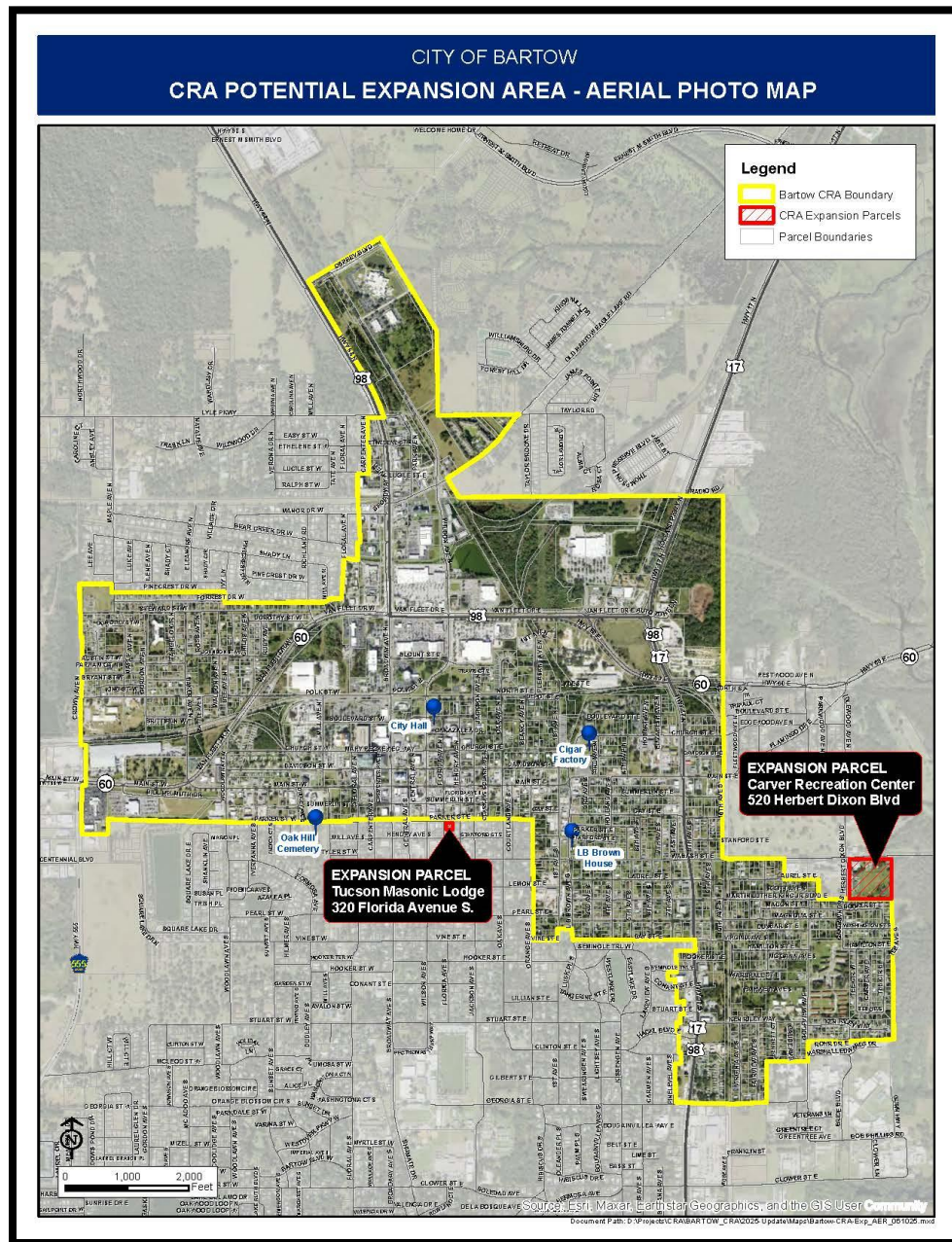
CRA Background

- Bartow Community Redevelopment Agency Established: 1990
 - Ordinance 1547-A
- Bartow Community Redevelopment Agency Trust Fund Established: 1990
 - Ordinance 1548-A
- Bartow Community Redevelopment Plan Initial Adoption: 1990
 - Resolution 2895-R
- Community Redevelopment Plan was modified: 2000
 - Resolution 3238-R recommended in 2000 to extend the time certain to complete redevelopment activity to the end of municipal fiscal year 2030
- CRA expansions: 2005 & 2007
 - The boundary of the CRA was amended in 2005 by Resolution 05-3554-R (Finding of Necessity)
 - The boundary of the CRA was again amended in 2007 by Resolution 07-3630-R (Finding of Necessity)
- Community Redevelopment Plan was last modified: 2021
 - Resolution 2021-01-R recommended in 2021 enlargement of the time certain to complete redevelopment activity to the end of municipal year 2050
- Current district size: 1,232.72 acres
- Tax Increment Finance (TIF) Ends: FY 2050
- CRA Sunset: September 2050

Study Area Boundaries

The proposed expansion area comprises two (2) sites in need of strategic investment and improvements. Parcels are depicted in **Figure 1** in Red, and the existing Community Redevelopment Area boundary is depicted in Yellow. The proposed redevelopment area would be approximately 1,242.99 acres (10.27 additional acres).

Figure 1. Bartow CRA and Expansion Study Area



Proposed Expansion Sites

The Carver Recreation Center and the Tuscan Masonic Lodge have been identified as proposed expansion areas for inclusion in the Bartow CRA to correct an earlier oversight (1999 Northern expansion of the CRA and 2007 East Bartow boundary change) which left both parcels just outside the boundaries of the CRA. These areas have not been able to benefit from the rehabilitation and redevelopment efforts undertaken by the Bartow CRA. Lack of investment in the proposed expansion areas has resulted in a lag in redevelopment and revitalization. Through this FON, the Bartow CRA proposes an expansion of its current boundary and the continued need to address the:

- Elimination and prevention of blight
- Provision of affordable housing
- Enhancement of public infrastructure

The proposed expansion will allow for the allocation of funds and the implementation of strategies, projects, and programs. These improvements will result in an increase in tax values for both the CRA district and surrounding areas.

Benefits of expanding the Bartow CRA to Include Carver Recreation Center & Masonic Lodge include:

- Enhancing recreational amenities
- Expanding community services
- Supporting quality-of-life improvements
- Increase engagement through facility improvements
- Support property rehabilitation
- Attract private investment for business development
- Potential for mixed-use development- Workforce Housing and Business Incubation

Carver Recreation Center 520 Herbert Dixon Blvd, Bartow, FL 33830	Tucson Masonic Lodge 320 S, Florida Ave, Bartow, FL 33830
Ownership: - City of Bartow (not on tax roll) - Property Size: 10.02 acres - Facilities: - Three buildings (13,640 sq ft, newest built in 1999) - Community Impact: Provides daily services and hosts year-round events	Ownership: - Privately owned - Property Size: 12,000 sq ft - Zoning: PI Public Institution - Structure: - Three stories, banquet hall, commercial kitchen - Year Built: 1927



Redevelopment Area Creation/Expansion Procedures

A Community Redevelopment Area cannot be declared without a FON in accordance with Chapter 163.330, *FS*. A FON study assesses and evaluates conditions of slum and blight in a defined study area and determines if the conditions of slum or blight, as described in Florida Statutes chapter 163.340 (7)(8), are present. Each municipality must conduct a FON study and provide data and analysis that identifies the existence of slum or blight or both.

An area is eligible for designation as a Community Redevelopment District if one (1) or more of the three (3) conditions of slum, or if two (2) or more of the fifteen (15) conditions of blight, are present. The definitions and requirements for a FON are listed below.

163.340, Definitions (7) and (8):

- (7) "Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:
- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
 - (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
The existence of conditions that endanger life or property by fire or other causes.
- (8) "Blighted area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:
- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
Aggregate assessed values of real property in the area for ad valorem tax purposes have
 - (b) Failed to show any appreciable increase over the 5 years prior to the finding of such conditions.
 - (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
 - (d) Unsanitary or unsafe conditions.
 - (e) Deterioration of site or other improvements.
 - (f) Inadequate and outdated building density patterns.
 - (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
 - (h) Tax or special assessment delinquency exceeding the fair value of the land.
 - (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
 - (j) Incidence of crime in the area higher than in the remainder of the county or municipality.
 - (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.

- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- (o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

However, the term “blighted area” also means any area in which at least one of the factors identified in paragraphs (a) through (o) is present and all taxing authorities subject to s. [163.387\(2\)\(a\)](#), *FS* agree, either by interlocal agreement with the agency or by resolution, that the area is blighted. Such agreement or resolution must be limited to a determination that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, “blighted area” means an area as defined in this subsection.

163.355 Finding of Necessity by county or municipality

No county or municipality shall exercise the community redevelopment authority conferred by this part until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the criteria described in s. [163.340\(7\)](#) or (8). The resolution must state that:

- (1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and
- (2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

Finding of Necessity Analysis

Through a combination of photographic evidence, reports and documents from government agencies the CFRPC has identified evidence of deterioration and defective conditions that contribute to disinvestment, supporting the need for additional parcels to be added to the CRA.

Deterioration of Site or Other Improvements (“Blight” Requirement)

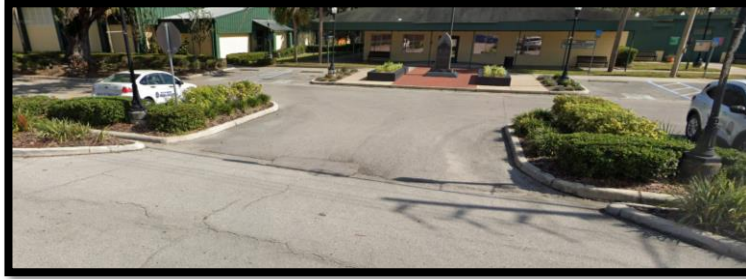
The Bartow CRA proposed expansion sites suffer from site and structural deterioration, evidenced by:

- Chipped, or cracked roadways in need of repair and dilapidated and deteriorating property.
 - May lead to further deterioration, including potholes, and can be a safety hazard to pedestrians and motorists
 - Conveys a negative image and deters private investment

Exhibit A: Photos provided below indicate signs of deterioration of basic infrastructure of curbs and streets and dilapidated and deteriorating property

Carver Recreation Center





Masonic Lodge



Governmentally owned property with adverse environmental conditions caused by a public or private entity (“Blight” Requirement)

The Carver Recreation Center is owned by the City of Bartow and is adjacent to the City’s Wastewater Treatment Plant (WWTP) (a distance of 0.5 miles). The WWTP is located on a floodplain and continues to face challenges due to its proximity to the Peace River and the issues the river causes during hurricane season and heavy rain events.

A recent civil emergency due to flooding was declared due to the threat of wastewater overflow and the release of sewage into waterways. Wastewater overflow directly impacts the health and safety of Bartow and its residents, and impacts operations at the Carver Recreation Center.

Appendix A: FEMA Flood Map

Appendix B: Proclamation of Emergency and Orders (August 13, 2024) indicates the City’s Wastewater Treatment Plant lies in close proximity to the Peace River and experiences the threat of high-water intrusion during times of river flooding.

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (“Blight” Requirement)

The proposed expansion site is currently vacant and underutilized given its proximity to downtown/main street Bartow, and its potential for mixed-use redevelopment which would:

- Activate the sidewalk
- Provide better parking solutions
- Contribute to a walkable community where people can live, work, and play in close proximity

The Masonic Lodge, Zoned Public Institution (PI) has inadequate parking as demonstrated through photographic evidence of the unpaved area designated for vehicle parking. Additionally, there are aesthetic and practical issues specific to parking facilities, on site. Parking is limited to a small lot south of the building. The lot layout in relation to the size, adequacy, and accessibility of the building presents obstacles to redevelopment activity. Further, the structural deterioration of the building along with the broken and cracked sidewalks present unsafe conditions for pedestrians.

Masonic Lodge Southern Parking Lot



Slum and Blight Area Evaluation

The following chart provides an overall summary of the conditions observed through on-site field inspections and reviews of available data through various sources. Items identified by a **X** indicate the predominance of the respective qualifying condition(s) for Blight within the study area.

Qualifying Conditions		
Blight Area	Tucson Masonic Lodge	Carver Recreation Center
Florida Statute Blight Criteria Minimum 2 Criteria Must Be Present		
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities	X	
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions		
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness		
(d) Unsanitary or unsafe conditions		
(e) Deterioration of site or other improvements	X	X
(f) Inadequate and outdated building density patterns		
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality		
(h) Tax or special assessment delinquency exceeding the fair value of the land		
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.		
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.		
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.		
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.		
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.		
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.		X
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.		

Conclusions and Findings

The identified blight indicators impede revitalization and redevelopment. Through the process of redevelopment, the Bartow CRA can address impediments and resolve the blighting that still exists.

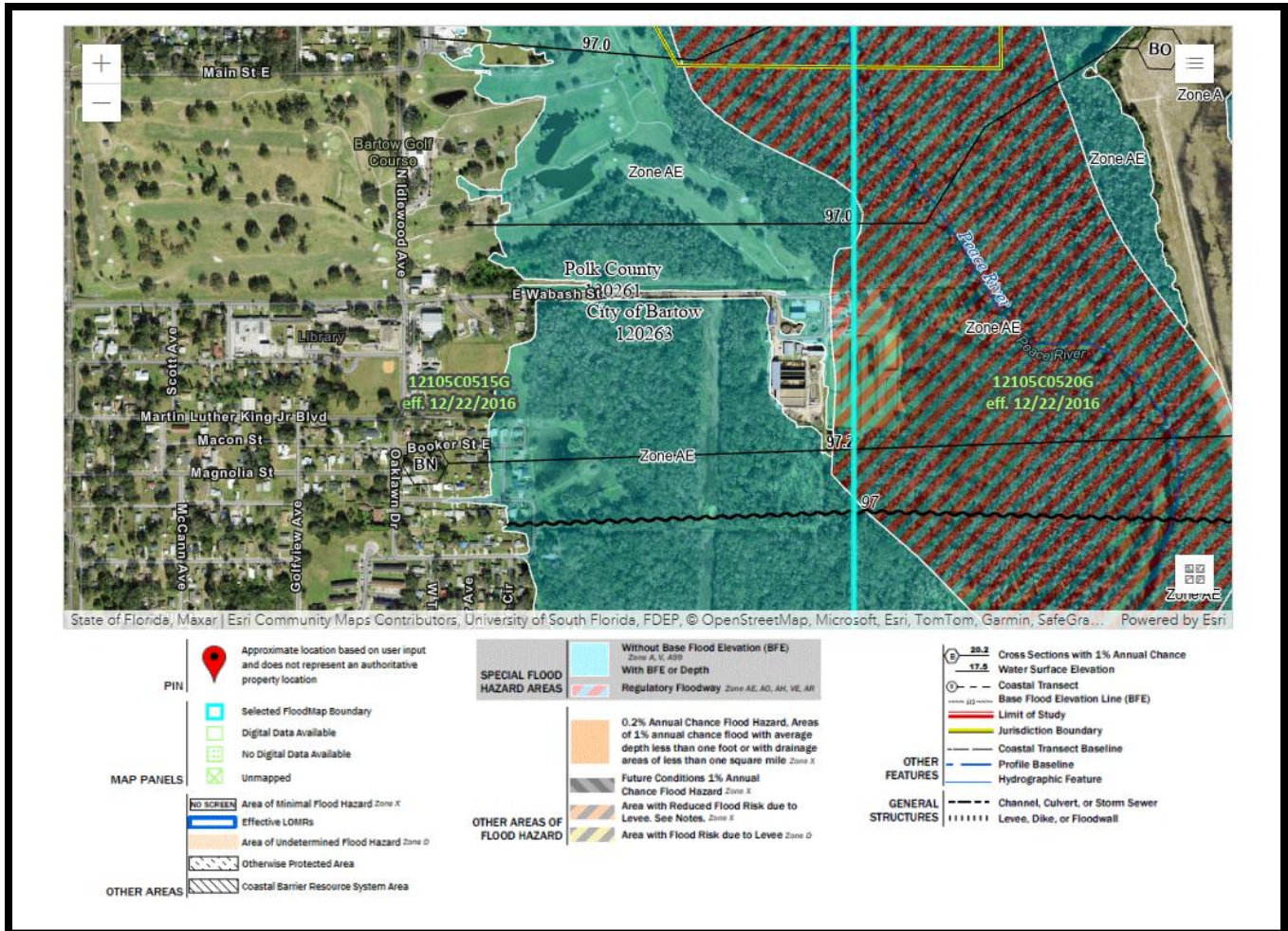
Findings conclude that the addition of the Carver Recreation Center and the Tuscan Masonic Lodge satisfy required conditions for Blight where two or more statutory factors are present:

Blight Conditions:

1. Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities
2. Deterioration of site or other improvements
3. Governmentally owned property with adverse environmental conditions caused by a public or private entity.

Appendix

A) FEMA Flood Map



B) City of Bartow Emergency Declaration: Peace River Flooding

**CITY OF BARTOW
OFFICE OF THE MAYOR**

PROCLAMATION OF EMERGENCY AND ORDERS

AUGUST 13, 2024

WHEREAS, Hurricane Debby made landfall in the State of Florida on August 5, 2024 as a Category 1 Hurricane, and distributed rains across the State of Florida in excess of 10 inches in some localized areas; and

WHEREAS, Polk County generally, and the City of Bartow specifically, received several days of rains and rainfall totals varying from 2 to 8 inches; and

WHEREAS, the Peace River receives the downstream flows from a variety of sources including Lake Hancock, the Peace Creek and its larger system of feeder watersheds, Bear Creek, and others.; and

WHEREAS, prior to Hurricane Debby, the Peace River was flowing at a fairly normal height as measured by the gauge located at the Hwy 60 canoe launch in Bartow, with said level being around 4.0 feet at that location; and

WHEREAS, as a result of the rains from Hurricane Debby and other seasonal rain activity, and the cumulative effect of the other watersheds feeding into the Peace River, the river is currently flowing at a level of 7.9 feet as of August 12, 2024. This level is considered “action stage” and is only 0.1 feet away from official minor flooding stage; and

WHEREAS, given that we are still relatively early in the peak stage of hurricane season, and we continue to see normal afternoon thunderstorm activity, it is reasonable to expect that the Peace River will reach the 8.0-foot level or higher at any time and will be considered to be at flood

stage at that point. It is estimated that even during normal seasonal rain activity, it could take up to two months for the river to return to “normal” flows and levels; and

WHEREAS, the City of Bartow has historically low-lying areas that are more significantly impacted by the water levels in the Peace River, which can result in street flooding, flooding around and even into homes, and the potential need for evacuation and other measures to ensure the safety of some local residents; and

WHEREAS, the City’s Wastewater Treatment Plant lies in close proximity to the Peace River and occasionally experiences the threat of high-water intrusion during times of river flooding. Protection of this facility and its network of lift stations and other critical infrastructure is of a high priority need to the entire City and its residents;

NOW, THEREFORE, I, TRISH PFEIFFER as Mayor of the City of Bartow, by virtue of the authority vested in me pursuant to Article II of Chapter 26 of the *Code of Ordinances of the City of Bartow* issue this Proclamation of Emergency and Orders to take immediate effect:

Section 1. Declaration of Civil Emergency

Based on the foregoing, which I find to be true, I declare a state of civil emergency to exist in the all areas in the City of Bartow due to the threat of flooding from the Peace River, pursuant to §§ 26-26(2) and 26-27 of the *Code of Ordinances of the City of Bartow*. Flooding from the waters of the Peace River is a threat to the physical safety of the citizens of Bartow, has the potential to inflict injury or death and has the potential to destroy property. I find that extraordinary measures must be taken to protect the public health, safety and welfare.

Section 2. Emergency Proclamation Orders

Pursuant to § 26-29 of the *Code of Ordinances of the City of Bartow*, I impose the following emergency measures:

(a) *Curfew on Pedestrian Movement*

There shall be no curfew imposed at this time, nor shall there be any restrictions upon pedestrian or vehicular movement throughout the City at the time of issuance of this Proclamation. However, the City may impose such restrictions in the future when the life, safety and welfare of the citizens warrants such measures. During any times of street flooding or heavy rains, motorists should take extreme caution when using the roads of the City and limit travel to the extent possible.

(b) *Restricted Areas*

I designate the City Manager as the agent of the Mayor for purposes of designating restricted areas of the City. I empower him to declare places of the City to be restricted to residents and those in the performance of official duties as the case may be, dependent upon the effects of the Hurricane and its winds.

(c) *General Restrictions*

Pursuant to the *Code of Ordinances of the City of Bartow*, for the duration of the state of emergency:

(1) No person shall consume any alcoholic beverages in a public street or place which is publicly owned or in any motor vehicle being driven or parked within the corporate limits of the city.

(2) No person shall carry or possess any rock, bottle, club, brick or weapon who uses or intends to use such object or weapon unlawfully against the person or property of another.

(3) No person shall enter any area designated as a restricted area unless in the performance of official duties or unless with written permission from the mayor or city manager or their duly designated representatives, or such person shall prove residence

therein.

(4) No person shall make, carry, possess or use any type of Molotov cocktail, gasoline or petroleum base firebomb or other incendiary missile.

(d) *Emergency Purchases*

Any purchases needed related to the threat of, or actual, flooding from the Peace River during the duration of this State of Emergency shall be considered emergency purchases under §2-285 of the *Code of Ordinances of the City of Bartow*.

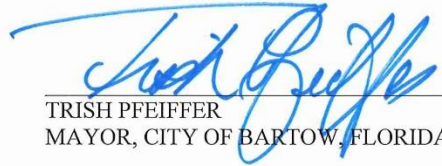
Section 3. Effective Period and Request for Extension of Emergency Proclamation Orders

Pursuant to § 26-32 of the *Code of Ordinances of the City of Bartow*, this Proclamation and Orders shall be effective for 72 hours after its execution, unless further extended by action of the City Commission. I formally request that the City Commission concur with this Proclamation and Orders by Resolution and extend its effect to and through Monday, August 19, 2024 at 6:00 PM, at which time the City Commission is scheduled to conduct its regular City Commission meeting and may take up further consideration of any necessary extensions of a State of Emergency.

Section 4. City Manager to Execute this Proclamation and Orders

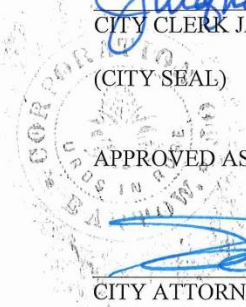
Pursuant to § 26-33 of the *Code of Ordinances of the City of Bartow*, the City Manager is directed to implement and execute this Proclamation and Orders, including any extension thereof authorized by the City Commission by Resolution.

In testimony whereof, I have hereunto set my hand at the City of Bartow, Florida this 13th Day of August, 2024 at 9:01 A.M.


TRISH PFEIFFER
MAYOR, CITY OF BARTOW, FLORIDA

ATTEST, a true copy:


CITY CLERK JACQUELINE POOLE
(CITY SEAL)



APPROVED AS TO FORM:


CITY ATTORNEY SEAN R. PARKER

APPROVED AS TO SUBSTANCE:


CITY MANAGER MIKE HERR

Legal Description/Parcel ID

252931000000011020	253008000000021040	253009425100001120
252931000000012020	253008000000021020	253009425100001030
253004000000034070	253008000000021010	253009424500003040
253005000000011020	253009424500005090	253009425100002030
253005381000000010	253009424500001250	253009425200001010
253005384522000010	253009424500005120	253009424500003180
253006000000023080	253009424500002220	253009425200001020
253006000000023190	253009424500001270	253009425200001030
253006386000002010	253009425100002080	253009425200001040
253006392500000600	253009426810000040	253009425200001050
253006393000000011	253009424500002270	253009424500002420
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20
26

Bartow CRA
Community
Redevelopment
Plan Update

Deliverable 3: Survey Report; Preliminary Draft CRA Plan

November 2025

PREPARED BY



Central Florida Regional Planning Council
555 E Church Street, Bartow, FL 33830
863-534-7130 | www.cfrpc.org

Executive Summary

The area identified as the District, shown as MAP 1-District Aerial Map, is approximately 1,242 acres, with 2,399 parcels to include expansion areas (the Carver Recreation Center and the Tuscan Masonic Lodge).

This document serves as an update to the 2021 Bartow Community Redevelopment Plan. This CRA Plan update (referred to interchangeably in this report as the “Updated Plan” or “2025 CRA Plan Update”) builds upon the goals established as part 2021 CRA Plan and provides for updated Tax Increment Financing (TIF) projections.

The goals and objectives identified were developed based on community input gained through outreach efforts and community planning documents. The goals and objectives are designed to guide future public investment and policy decisions and serve as a framework for the development of initiatives, programs and projects that may be utilized to bring together future resources, assets, and partner organizations to overcome challenges. The five development objectives and six priority goals include:

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- Entertainment or Commercial Business District
 2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
 3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
 4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
 5. Downtown Bartow- Complete Street- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)
-

Goal 1: ADMINISTRATIVE AND OPERATIONAL SUPPORT: SHAPE THE FUTURE OF THE COMMUNITY BY FOCUSING ON ECONOMIC DEVELOPMENT AND COMMUNITY REDEVELOPMENT

Goal 2: ENCOURAGE COMMERCE & DISSEMINATE SLUM CLEARANCE AND COMMUNITY REDEVELOPMENT INFORMATION

Goal 3: BUSINESS ASSISTANCE GOAL: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES IN THE CRA DISTRICT TO ENCOURAGE NEW PUBLIC AND PRIVATE EMPLOYMENT OPPORTUNITIES

Goal 4: POLICY & PROJECT GOAL: DEVELOP INITIATIVES and PROGRAMS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

Goal 5: PREVENTION AND MITIGATION OF DAMAGE CAUSED BY BOTH NATURAL AND MAN-MADE DISASTERS WITH A FOCUS ON PUBLIC HEALTH, SAFETY, ENVIRONMENTAL AND INFRASTRUCTURE PROTECTION

Goal 6: SEEK ADDITIONAL FUNDING SOURCES TO FURTHER DEVELOPMENT AND REDEVELOPMENT ACTIVITIES, AND IMPLEMENT OF PROGRAMS THAT ADVANCE THE GOALS IDENTIFIED IN THE CRA PLAN

The objectives and goals provide for opportunities to resolve blighting issues that still exist.



MAP 1-District Aerial Map

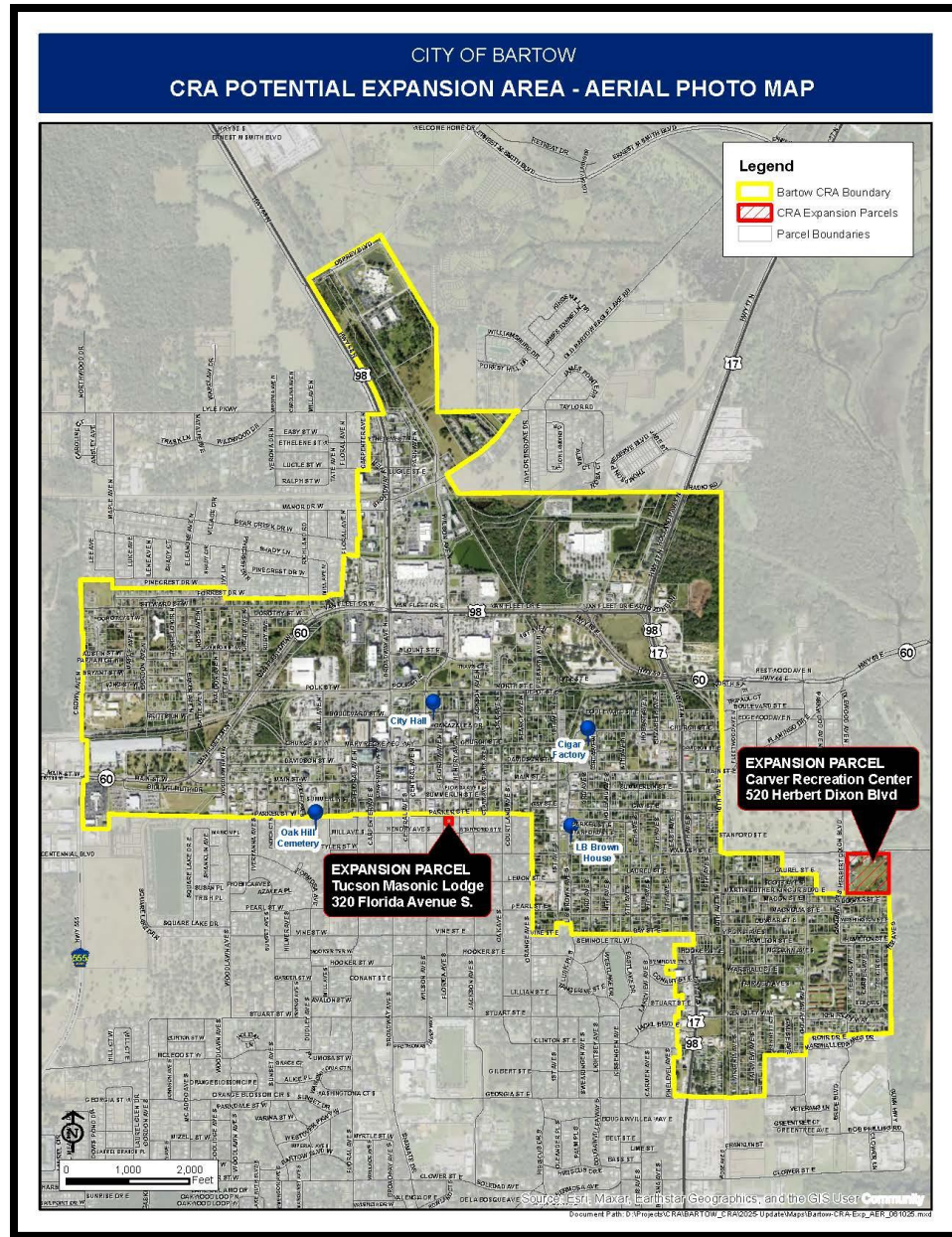


Table of Contents

Executive Summary	iii
What is a Community Redevelopment District?	7
What is a Community Redevelopment Agency?	7
What is a Community Redevelopment Plan?	7
Introduction.....	8
Community Context	8
CRA Background	8
Contributing Planning Documents	9
Economic Analysis Report	9
Methodology	9
Population & Key Indicators.....	9
Socio-Economic Analysis.....	9
Considerations	11
Tapestry Lifestyle Segmentation.....	11
Business & Employment Report.....	12
Considerations	13
Identification of Current Conditions	14
Existing Land Use Characteristics (ELU)	14
Future Land Use (FLU)	16
Zoning (ZON)	18
Considerations.....	20
Commercial and Residential Development Projects and Infrastructure, and Vacant Parcel Inventory	21
Considerations.....	24
Analysis of Market Potential: Development Opportunities for Commercial and Residential & Infrastructure Markets	24
Transportation	24
Natural Resources	24
Proposed Redevelopment Sites and Opportunities	24
Identified Catalyst Sites and Catalyst Site Opportunities	25
Mission.....	26
Updated Goals and Objectives	26
Recommended Improvement Programs.....	27
Programs.....	28
Greenfield Development Incentives.....	28
Infill Development Incentives	29
Brownfield Development Incentives	29
Property Improvement and Rehabilitation Incentives	30
Public Infrastructure Improvement, Development & Redevelopment	31
Historic Preservation	31
Intensified Maintenance	32
Dissemination of Community Redevelopment Information	32
Code Enforcement	33
Relocation Assistance.....	33
Community Policing	34
Neighborhood Reinvestment Program	34
Elderly and Disabled Assistance Program	34
Disaster Prevention and Recovery.....	35
Capital Improvement Plan	35
Analysis of Future Growth & Tax Increment Finance (TIF) Projections	38
Funding for CRA Programs and Projects	38
Millage Rates	38



Assessed Values	39
Taxable Values	40
Tax Increment Revenue Projections	42
Appendix A: Legal Description/Parcel ID	43
Appendix B: Survey Report	60
Appendix C: Bartow CRA Plan Online Website with Link to Online Survey	65
Advertised Public Meeting.....	67
Appendix D: Tapestry Segmentation	70
Appendix E: Civilian Labor Force	74



What is a Community Redevelopment District?

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

There are currently over 250 Community Redevelopment Districts in the State of Florida. The designation is used by Florida cities of all sizes, from Jacksonville and Tampa to Madison and Apalachicola. Many familiar locations, such as Church Street in Orlando, Ybor City in Tampa, and the beachfront in Ft. Lauderdale are successful examples of Community Redevelopment Districts.

What is a Community Redevelopment Agency?

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

What is a Community Redevelopment Plan?

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area. Examples of traditional projects include: streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks, and street tree plantings. The plan can also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.

Introduction

Bartow was incorporated as a city in 1882 and serves as the county seat for Polk County, Florida. Polk County is one of the largest counties in Florida and one of the fastest growing counties in the country. The City of Bartow is responsible for providing utility service to 21,000 residents inside city limits and 7,500 residents outside of city limits. Bartow hosts numerous State, County and City facilities including the County Courthouse, Polk County Sheriff, Polk County Jail, Florida Department of Transportation, Florida Department of Health and City of Bartow water, wastewater, Police and Fire Services. Bartow operates its own electric utility, provides water and wastewater transmission and treatment services to the residents of Bartow, Eagle Lake, and Polk County.

Community Context

The Central Florida Regional Planning Council (CFRPC) is one of ten regional planning councils in the state of Florida and covers a five-county area consisting of DeSoto, Hardee, Highlands, Okeechobee, and Polk counties. The entire region is inland, with no coastal areas, and is both urban and rural in character. The area served by the CFRPC is also known as the Central Florida Economic Development District (EDD) VII and overlaps with one of the State of Florida's Rural Economic Development Initiative (REDI) regions. The REDI is established in Section 288.0656, Florida Statutes and is a coalition of state and local governmental agencies whose aim is to foster economic development in economically distressed rural areas. Through this program, REDI designated areas have an array of programs to assist with economic development activities. Four of the CFRPC's counties (DeSoto, Hardee, Highlands, and Okeechobee), in addition to two other non-coastal counties (Glades and Hendry), make up Florida's Heartland Economic Region of Opportunity (FHRO).

The city of Bartow is identified to be in economic distress and a rural municipality in a nonrural county. The Bartow Community Redevelopment Agency (Agency) is authorized by the Community Redevelopment Act of 1969, Part III, Chapter 163, Florida Statutes to undertake redevelopment within the community redevelopment area of the City of Bartow Florida.

CRA Background

- Bartow Community Redevelopment Agency Established: 1990
 - ❖ Ordinance 1547-A
- Bartow Community Redevelopment Agency Trust Fund Established: 1990
 - ❖ Ordinance 1548-A
- Bartow Community Redevelopment Plan Initial Adoption: 1990
 - ❖ Resolution 2895-R
- Community Redevelopment Plan was modified: 2000
 - ❖ Resolution 3238-R recommended in 2000 to extend the time certain to complete redevelopment activity to the end of municipal fiscal year 2030
- CRA expansions: 2005 & 2007
 - ❖ The boundary of the CRA was amended in 2005 by Resolution 05-3554-R (Finding of Necessity)
 - ❖ The boundary of the CRA was again amended in 2007 by Resolution 07-3630-R (Finding of Necessity)
- Community Redevelopment Plan was last modified: 2021
 - ❖ Resolution 2021-01-R recommended in 2021 enlargement of the time certain to complete redevelopment activity to the end of municipal year 2050
- Current district size: 1,232.72 acres
- Tax Increment Finance (TIF) Ends: FY 2050
- CRA Sunset: September 2050

Contributing Planning Documents

The Plan update builds upon the City of Bartow Master Plan (2021), the Bartow Community Redevelopment Plan Update (2021), the CRA Feasibility Study (2025), and the Community Redevelopment Agency Work Plan (January 2024 – 2026).

Economic Analysis Report

Methodology

The following analysis examines the Bartow CRA Districts' current economic landscape through population, industry diversity and major employers, educational attainment, and cost of living. The CFRPC utilized ESRI Business Analyst (ESRI), an online mapping and analysis tool developed and maintained by ESRI to assess current economic conditions of the District. ESRI provides the U.S. Census Bureau's 2000, 2010, and 2020 Census data for the United States and Puerto Rico. Census data is updated every 10 years and represents a complete count of the population. Census demographics are point estimates, representing April 1 of the census year.

Population & Key Indicators

The population trends of the state of Florida, Polk County, the City of Bartow, and the District were reviewed and analyzed to identify trends that may impact current and future development activity. Census Data reports a population of 15,791 in the year 2000 and 17,287 in the year 2010, indicating a 9 percent increase over a ten-year time frame for the City of Bartow. Specific to the District, census data reports a population of 4,278 in the year 2000 and 4,621 in the year 2010 indicating an 8 percent increase over a ten-year time frame mirroring that of the city.

ESRI Population Projections for the years 2025 and 2030 indicate an increase in population (+8) over the five-year period within the District and the expansion area. **Table 1** below identifies estimated population trends and future projections within and adjacent to the city. Census data indicates a population increase from 2010 to 2020 across the County, City, District, and Expansion Area with projected population increase into year 2030.

Based on 2020 Census data, 24 percent (4,687) of the city of Bartow's population resides within the CRA District.

Table 1: Population Trends & Future Projections

Total Population	Florida	Polk County	City of Bartow	Bartow CRA (District)
2000 (U.S. Census)	15,982,378	483,924	15,791	4,278
2010 (U.S. Census)	18,801,310	602,095	17,287	4,621
2020 (U.S. Census)	21,538,187	725,046	19,366	4,687
2025 (ESRI)	23,027,836	822,142	21,247	4,818
2030 (ESRI)	24,297,976	923,990	23,882	5,233

Source: Census Bureau 2000, 2010, and 2020 decennial Census data. ESRI forecasts for 2025 and 2030.

Socio-Economic Analysis

To further examine population characteristics, gender, age, race, education, and income, was examined. ESRI utilizes U.S. Census-designated race categories by self-identification to include White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian/Other Pacific Islander, Some Other Race, and Multiple Races. The racial composition of the District includes individuals who identify as Black/African American (41.39 percent), followed by individuals who identified as White (35.6 percent).

Individuals with Hispanic, Latino, or Spanish origins (also known as ethnicity) self-identify with the Hispanic Population and may belong to any U.S. Census-designated race category. As indicated in **Table 2**, the District has a Hispanic Population of 26.46 percent year 2025 with a 2 percent increase projected in year 2030.

Table 2: Comparative Race and Ethnicity

	Race	Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	White	56.28%	56.01%	56.46%	35.6%
2025	Black/African American	14.94%	15.32%	22.84%	41.39%
2025	Asian	3.27%	2.08%	1.74%	.06%
2025	American Indian/Alaska Native	.48%	.65%	.39%	.29%
2025	Pacific Islander	.07%	.07%	.05%	.04%
2025	Other Race	7.6%	10.91%	7.29%	10.67%
2025	Population of Two or More Races	17.36%	14.96%	11.24%	11.42%
	Ethnicity	Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Hispanic Population	27.74%	30.56%	20.73%	26.46%
2025	Non-Hispanic Population	72.26%	69.44%	79.27%	73.54%
2030	Hispanic Population	29.22%	33.22%	22.62%	28.3%
2030	Non-Hispanic Population	70.78%	66.78%	77.35%	71.7%

Source: ESRI forecasts for 2025 and 2030 U.S.

Table 3 displays select economic and demographic data for the City and County utilizing the ESRI Business Analyst tool. The median female age reports to be more mature than the median male age with the female population representing a higher percentage across geographies.

Table 3: Socio-Economic Snapshot, Year 2025

		Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Total Population	23,027,836	822,142	21,247	4,818
2025	Median Male Age	42	40	37	33
2025	Median Female Age	45	43	40	36
2025	Male Population	49.15%	49.14%	48%	47%
2025	Female Population	50.85%	50.86%	52%	53%
2025	Unemployment Rate	4%	4%	3%	4%
2025	Average Household Income	\$111,382	\$91,650	\$93,252	\$62,672
2025	Median Household Income	\$78,205	\$70,958	\$75,557	\$44,976
2025	Per Capita Income	\$44,891	\$34,967	\$34,260	\$21,997
2023	Median Home Value (ACS 5-Yr)	\$32500	\$240,000	\$210,400	\$180,567
2025	Median Home Value	\$416,969	\$319,676	\$320,929	\$199,904
2030	Median Home Value	\$488,398	\$385,328	\$411,324	\$321,845
		Florida	Polk County	City of Bartow	Bartow CRA (District)
2023	Households (1+ Persons with a Disability) (ACS 5-Yr)	26%	29%	30%	29%
2023	Households Below Poverty Level (ACS 5-Yr)	13%	14%	14%	23%
2025	Total Housing Units	10,635,372	361,112	8,532	2,091
2025	Owner Occupied Housing Units (%)	67%	72%	68%	47%

2025	Renter Occupied Housing Units (%)	33%	28%	32%	53%
2023	Mobile Homes (ACS 5-YR)	8%	20%	6%	4%
2025	Vacant Housing Units (%)	13%	13%	9%	10%
2025	Total Population Age 85+	3%	2%	2%	2%
2025	Total Population Age 80-84	3%	3%	2%	2%
2025	Total Population Age 75-79	5%	5%	4%	4%
2025	Total Population Age 70-74	6%	6%	5%	4%
2025	Total Population Age 65-69	7%	6%	5%	5%
2025	Total Population Age 60-64	7%	6%	6%	5%
2025	Total Population Age 55-59	6%	6%	5%	5%
2025	Total Population Age 50-54	6%	6%	6%	6%
2025	Total Population Age 45-49	6%	6%	6%	6%
2025	Total Population Age 40-44	6%	6%	7%	6%
2025	Total Population Age 35-39	6%	6%	7%	7%
2025	Total Population Age 30-34	6%	6%	7%	7%
2025	Total Population Age 25-29	6%	6%	7%	7%
2025	Total Population Age 20-24	6%	6%	6%	8%
2025	Total Population Age 15-19	6%	6%	7%	8%
2025	Total Population Age 10-14	5%	6%	6%	7%
2025	Total Population Age 5-9	5%	6%	6%	7%
2025	Total Population Age 0-4	5%	5%	6%	7%
		Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Population Age 25+: Less than 9th Grade	4%	4%	2%	2%
2025	Population Age 25+: 9-12th Grade	4%	4%	2%	2%
2025	Population Age 25+: High School No Diploma	5%	6%	8%	11%
2025	Population Age 25+: High School Diploma	23%	28%	31%	37%
2025	Population Age 25+: GED	4%	6%	4%	4%
2025	Population Age 25+: Some College/No Degree	17%	20%	20%	22%
2025	Population Age 25+: Associate degree	11%	11%	11%	13%
2025	Population Age 25+: Bachelor's Degree	23%	17%	17%	7%
2025	Population Age 25+: Graduate/Professional Degree	14%	8%	7%	2%

Source: ESRI Vintage 2025; ACS Vintage 2019-2023

Considerations

Per capita income is defined as the average income earned per resident in a community and is determined by dividing the community's total income by total population. Thus, the higher the per capita income, the higher the buying power of the average resident. Wages and per capita income in the region continue to lag behind the state and nationally. Per capita income in the City of Bartow trails behind both the state and county suggesting stagnant household incomes, underemployment and poverty, and distress. Per capita income within the District (\$21,997) is well below that of the city and county.

Tapestry Lifestyle Segmentation

ESRI Tapestry Segmentation reflects demographic shifts, consumer markets, and new markets based on socioeconomic data. This provides a comprehensive understanding of residential consumer behavior and the factors that influence specific purchasing decisions based on subgroups within a geographic location. Tapestry Segmentation includes 67 distinct market segments and reflects demographic shifts over the last decade, with data sources that include Census, the American Community Survey (ACS), ESRI's demographic updates, and consumer surveys such as the Survey of the American Consumer from MRI-Simmons. For a broader view of consumer markets, segments are summarized by 14 Life Modes and six urbanization groups.

Lifestyle groupings identified may be utilized to tailor programs and services that best meet the needs of these distinct groups. **Table 4** below depicts the Tapestry Segments for the District followed by brief descriptions, providing insight into local consumer trends.

Of the 67 market segments, two are located within the District with nearly 1,532 adults in the area aligning with the Moderate Metros (35%) segment. The segment index measures the percentage of households in the trade area relative to the percentage of all U.S. households; a value <100 means the share is smaller, while a value >100 means it has more households.

Table 4: District Tapestry Lifestyle Segments

<i>Tapestry Segment</i>	2025 Households	2025 U.S. Households	Index
<i>Moderate Metros (C6)</i>	35%	31.9%	1,525
<i>Fresh Ambitions (A4)</i>	24%	23.5%	3,210
<i>Family Foundations (C4)</i>	20.6%	21.8%	2,031
<i>Modest Income Homes (E1)</i>	10.4%	12.6%	1,060
<i>Rural Versatility (E5)</i>	8.7%	8.5%	555

Source: ESRI, Vintage 2025

See **Appendix D** for additional information.

Business & Employment Report

The central Florida region is characterized by graduation rates that have fluctuated over time and high out-migration of students and workers to urban and scholastic centers, which is of great concern to residents as indicated through outreach efforts. Technology and knowledge-based industries are often challenged to find well-trained administrative, management, and even entry-level employees skilled enough to fill the jobs they create. The need for a highly skilled workforce to support these industries is a critical decision point for future workforce development, and business location and expansion decisions.

The Civilian Labor Force consists of all persons 16 years of age and older who are either employed or unemployed and does not include individuals on active duty in the Armed Forces. **Table 5** below indicates that the District Labor Force is comprised of a total of 2,013, or 56.3 percent of the employed population, within the boundaries of the CRA. The Employment-Population Ratio of 54.2 percent for the 16+ Age Group indicates that there are approximately 54 employed individuals for every 100 individuals who are of working age (age 16 years and older).

Table 5: 2025 District Labor Force

<i>Age Group</i>	Population	Employed	Unemployed	Unemployed Rate	Labor Force Participation Rate	Employment-Population Ratio
16+	3,714	2,013	77	3.7%	56.3%	54.2%
16-24	679	346	31	8.2%	55.5%	51.0%
25-54	1,807	1,246	41	3.2%	71.2%	69.0%
55-64	467	302	6	1.9%	66.0%	64.7%
65+	762	119	0	0.0%	15.6%	15.6%
Male Age 16+	1,739	1,097	33	2.9%	65.0%	63.1%
Female Age 16+	1,975	916	44	4.6%	48.6%	46.4%
White Age 16+	1,404	799	28	3.4%	58.9%	56.9%
Black Age 16+	1,508	781	38	4.6%	54.3%	51.8%
American Indian Age 16+	11	6	0	0.0%	54.5%	54.5%
Asian Age 16+	24	17	0	0.0%	70.8%	70.8%
Pacific Islander Age 16+	1	1	0	0.0%	100.0%	100.0%
Other Race Age 16+	380	168	10	5.6%	46.8%	44.2%
Multiple Races Age 16+	386	241	1	0.4%	62.7%	62.4%

Source: Esri forecasts for 2025 and 2030

Utilizing the Standard Occupational Classification (SOC) system, ESRI current-year occupation distribution includes 22 occupations. **Table 6** below includes occupations divided into three categories: White Collar, Services, and Blue Collar. Each of the three employment classifications is expressed as a percentage of the Employed Civilian Population (Age Group 16+) and includes subgroup occupations that make up the District

workforce. The White Collar employment classification serves as the leading occupation group in the CRA at 45.5 percent, followed by Blue Collar (33 percent), and Services (21.5 percent).

See **Appendix E** for a detailed description of labor force data located within the District.

Table 6: 2025 District Labor Force

Occupation	Employed	Percent	US Percent
<i>Total</i>	2,013	100.0%	100.0%
White Collar	916	45.5%	62.5%
Management	83	4.1%	11.8%
Business/Financial	65	3.2%	6.4%
Computer/Mathematical	14	0.7%	4.0%
Architecture/Engineering	2	0.1%	2.3%
Life/Physical/Social Sciences	3	0.1%	1.3%
Community/Social Service	36	1.8%	1.8%
Legal	1	0.1%	1.2%
Education/Training/Library	152	7.5%	6.3%
Arts/Design/Entertainment	25	1.2%	2.1%
Healthcare Practitioner	134	6.7%	6.7%
Sales and Sales Related	187	9.3%	8.4%
Office/Administrative Support	214	10.6%	10.1%
Blue Collar	664	33.0%	21.0%
Farming/Fishing/Forestry	55	2.7%	0.5%
Construction/Extraction	152	7.5%	4.9%
Installation/Maintenance/Repair	120	6.0%	2.9%
Production	141	7.0%	5.0%
Transportation/Material Moving	196	9.7%	7.7%
Services	433	21.5%	16.5%
Healthcare Support	99	4.9%	3.5%
Protective Service	46	2.3%	2.1%
Food Preparation/Serving	117	5.8%	5.1%
Building Maintenance	65	3.2%	3.4%
Personal Care/Service	106	5.3%	2.4%

Source: Esri forecasts for 2025 and 2030

Considerations

Civilian Labor Force estimates can differ from unemployment data published by the Current Population Survey (CPS) program of the Bureau of Labor Statistics (BLS). Civilian Labor Force updates use ACS data for its forecast base, the surveys have different methods, the data are current as of July 1 of the release year and are not seasonally adjusted. White Collar is reported to be the industry structure with the greatest number of jobs within the District however, the industry with the greatest number of jobs is Health Care/Social Assistance (17.3%) followed by Retail Trade (12.7%).

Identification of Current Conditions

The District has a geographic boundary covering approximately 1242 acres, with 2399 parcels.

Existing Land Use Characteristics (ELU)

The 1242 acres within the District represent several different existing land use categories ranging from residential, commercial, and governmental, institutional, industrial, and miscellaneous lands.

Of the existing land uses, Residential represents the largest of land uses within the District at 31.39 percent followed by Commercial (29.15 percent), and Government (20.88 percent) with the remaining classifications representing 18.57 percent of the District. **Table 7** depicts these figures while **Map 2** illustrates, geographically, the locations of these uses within the District. Demand drivers for economic development may best align with commercial and industrial, which represents 35.53 percent of ELU and 38.66 percent of vacant ELU.

Table 7- District Existing Land Use (ELU)

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	362.37	29.15%
Government (GOV/EX)	259.56	20.88%
Industrial (IND)	79.28	6.38%
Institutional (INST/EX)	110.13	8.86%
Miscellaneous (MIS)	41.43	3.33%
Residential (RES)	390.22	31.39%
TOTAL	1242.99	100.00%

Figure 1: District Existing Land Use (ELU)

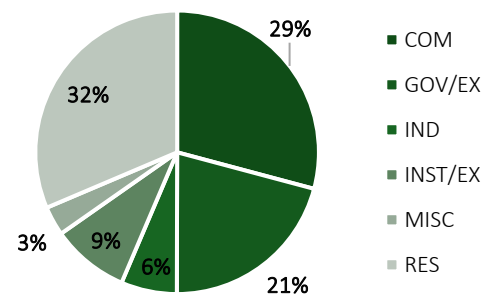
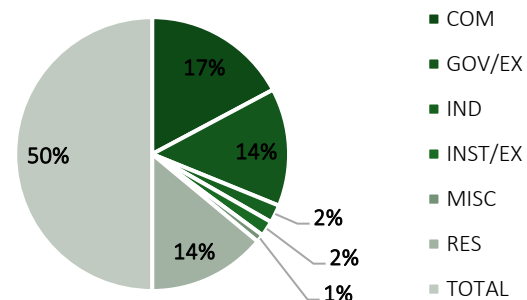


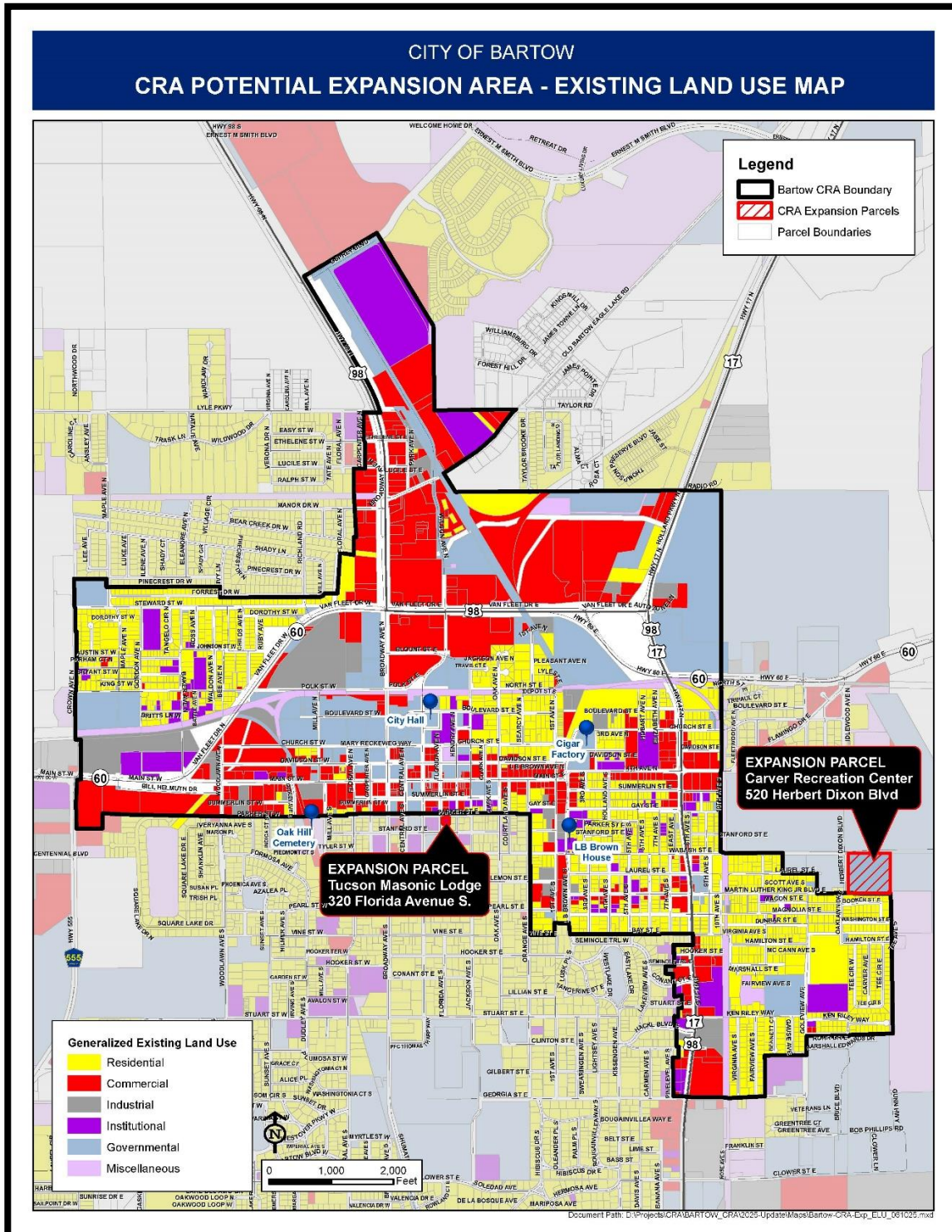
Table 8 – (Vacant) Existing Land Use (ELU)

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	85.35	34.42%
Government (GOV/EX)	69.11	27.87%
Industrial (IND)	10.50	4.24%
Institutional (INST/EX)	9.05	3.65%
Miscellaneous (MIS)	4.63	1.87%
Residential (RES)	69.29	27.95%
TOTAL	247.93	100.00%

Figure 2: (Vacant) District Existing Land Use (ELU)



Map 2 –Bartow CRA Existing Land Use



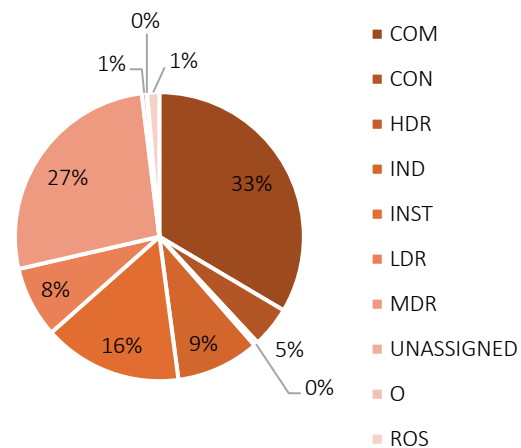
Future Land Use (FLU)

The District Future Land Use Element designates areas that are appropriate to accommodate future growth and influences the location of land use types and development activity. The Future Land Use Element for the District is represented by 10 Future Land Use designations with Commercial representing the majority of lands at 33.52 percent, followed by Institutional with 15.56 percent. **Table 9** provides these percentages while **Map 3** illustrates, geographically, the locations of these assigned Future Land Use categories within the District reflecting future growth projections and demand based on land use. Demand drivers for economic development may best align with commercial and industrial, which represents 42.84 percent of FLU.

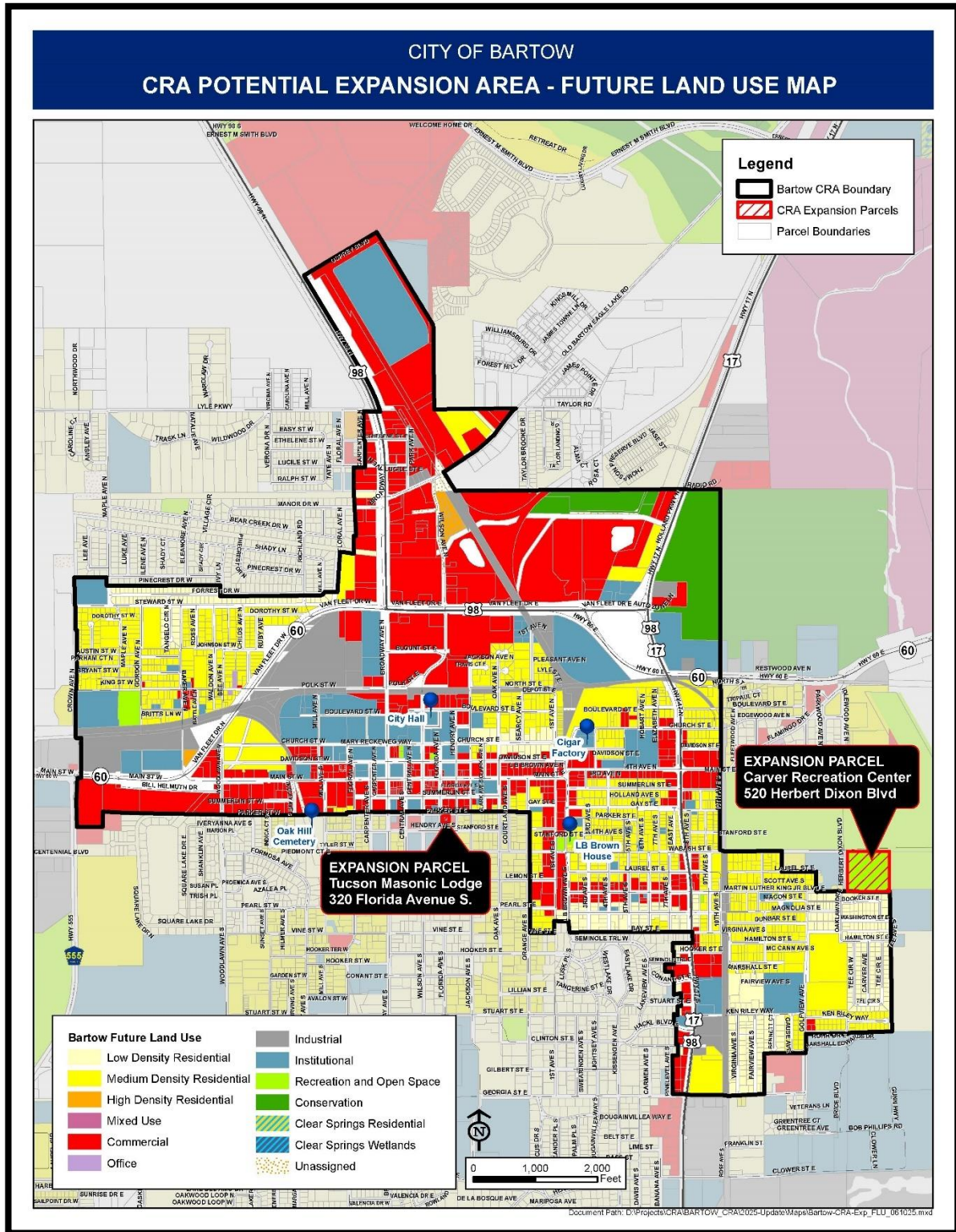
Table 9- District Future Land Use

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	416.60	33.52%
Conservation (CON)	56.90	4.58%
High Density Residential (HDR)	5.87	0.47%
Industrial (IND)	115.84	9.32%
Institutional (INST)	193.40	15.56%
Low Density Residential (LDR)	98.99	7.96%
Medium Density Residential (MDR)	331.09	26.64%
UNASSIGNED	6.89	0.55%
Office (O)	0.54	0.04%
Recreation & Open Space (ROS)	16.84	1.35%
TOTAL	1242.99	100.00%

Figure 3: Percent of District Future Land Use



Map 3 – District Future Land Use



Map 3 depicts the Future Land Use designations within the District. Of note, Future Land Use promotes Commercial along U.S. 98 and industrial along State Road 60. Future development of this land could serve as catalyst projects for the CRA, rapidly increasing the revenue potential of the District.

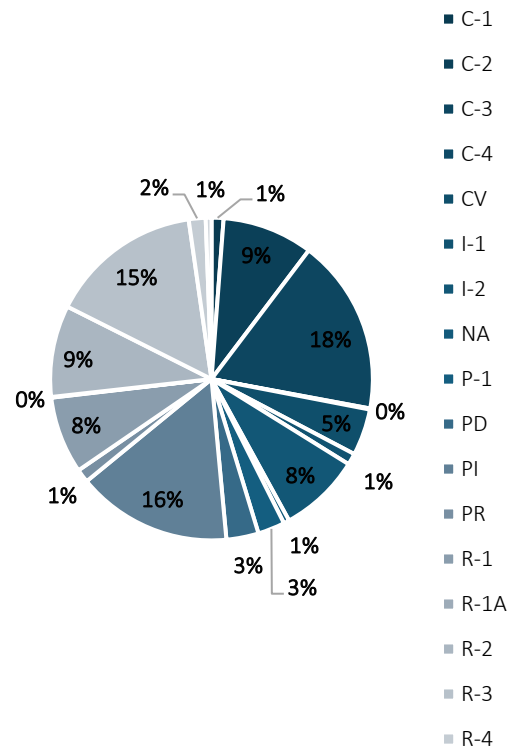
Zoning (ZON)

Zoning districts in the city are consistent with the City's Comprehensive Plan and Future Land Use designations. While there are 10 Future Land Use designations in the city, there are 18 zoning districts representing specific land development types. **Table 10** outlines these zoning districts while **Map 4** illustrates, geographically, the location of the zoning districts.

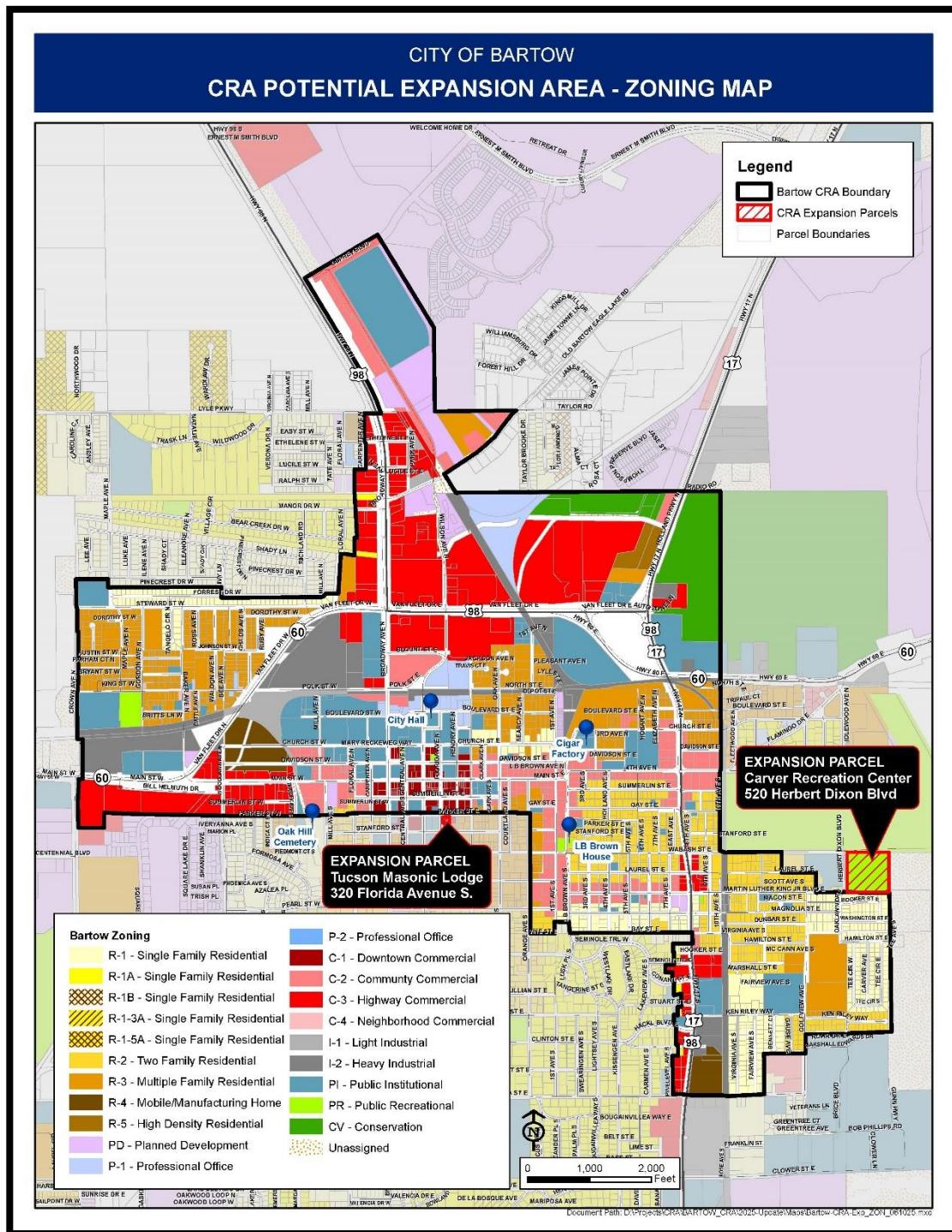
Table 10 – District Zoning

Use Type	Total Acreage	Percent Acreage
Downtown Commercial (C-1)	14.96	1.20%
Community Commercial C-2	113.17	9.10%
Highway Commercial (C-3)	218.94	17.61%
Neighborhood Commercial (C-4)	1.37	0.11%
Conservation (CV)	58.02	4.67%
Light Industrial (I-1)	14.27	1.15%
Heavy Industrial (I-2)	101.57	8.17%
NA	7.12	0.57%
Professional Office (P-1)	33.66	2.71%
Planned Development (PD)	40.08	3.22%
Public Institution (PI)	193.40	15.56%
Public Recreational (PR)	16.71	1.34%
Single Family Residential (R-1)	96.06	7.73%
Single Family Residential (R-1A)	0.86	0.07%
Two Family Residential (R-2)	114.17	9.19%
Multiple Family Residential (R-3)	190.42	15.32%
Mobile/Manufacturing Home (R-4)	21.04	1.69%
High Density Residential (R-5)	7.15	0.58%

Figure: 4 Percent of Zoning



Map 4 –District Zoning Map



The largest of the zoning districts is Highway Commercial (C-3), which represents 17.61 percent of all zoning in the District followed by Public Institution (P-I) (13 percent). Of note, residential zoning makes up nearly 35 percent of District zoning with commercial, commerce and industrial uses, representing 42 percent.

Considerations

Existing land use prioritizes Residential (31.39%); Future Land Use prioritizes Commercial (33.52 %), and Zoning prioritizes Highway Commercial (C-3) (17.16 %). To enrich efforts to meet the economic goals of the District, the identification of targeted development opportunities should be explored.

Existing Conditions Summary Table

	Strengths	Weaknesses	Opportunities
Infrastructure	Bartow has made significant efforts to improve water and wastewater infrastructure.	There are gaps in connectivity and some sidewalks are in need of upgrades and repair and adherence to ADA requirements.	Staff may pursue state and federal funding opportunities to address a number of infrastructure issues present. There are opportunities to develop incentive programs and partner on and solicit funds for public infrastructure improvement, development and redevelopment projects.
Employment	The City's commercial and industrial development is located primarily along major thoroughfare in the central Florida region. Bartow hosts numerous State, County and City facilities including the County Courthouse, Polk County Sheriff, Polk County Jail, Florida Department of Transportation, Florida Department of Health and City of Bartow water, wastewater, Police and Fire Services	There is a drastic reduction in office workers after working hours limiting support for retail, restaurants, and service business.	There are opportunities to take a targeted approach to commercial development and provide services that will generate foot traffic in the CRA and downtown area. Redevelop CRA Corridors- East, West, and North to advance economic development along the corridor should be considered to encourage additional investment.
Roadway	Bartow is located centrally to all major points of interest in Polk County and provides easy access to the State's roadway network.	Safety issues along US 98 and State Road 60 corridors and the round about located on East Main Street/S L.B Brown/N 2 ND Ave	Staff may pursue complete street grants to address: ▪ Connectivity ▪ Sidewalks and bicycle pathways ▪ Enhance mobility options ▪ Improve safety ▪ Mitigate environmental impacts ▪ Address drainage management ▪ Improve aesthetics
Existing Land Use, Future Land use & Zoning	The District includes single-family, retail commercial, non-retail commercial, service commercial, industrial, and institutional uses and includes limited vacant lots available for infill.	Consideration of opportunities to promote infill development and redevelopment, and the designation of land for industrial and commercial projects.	Demand drivers for commercial development about the US 98 and State Road 60 corridors. The identification of targeted development opportunities should be explored. There is an opportunity to incorporate design standards to further define the District, ensuring consistency, quality, and compliance.

Commercial and Residential Development Projects and Infrastructure, and Vacant Parcel Inventory

The majority of parcels are developed or improved in some way as classified by Department of Revenue (DOR) use codes.

Of the developed parcels, 327.42 acres are identified as residentially developed and 345.8 acres are identified commercially developed. Of the vacant parcels, 69.29 acres are classified as residential, and 85.35 acres are classified as commercial.

See **Table 11** and **Table 12** below showing a breakdown of developed and vacant parcels. See **Map 4** and **Map 5** identifying the locations of developed and vacant parcels.

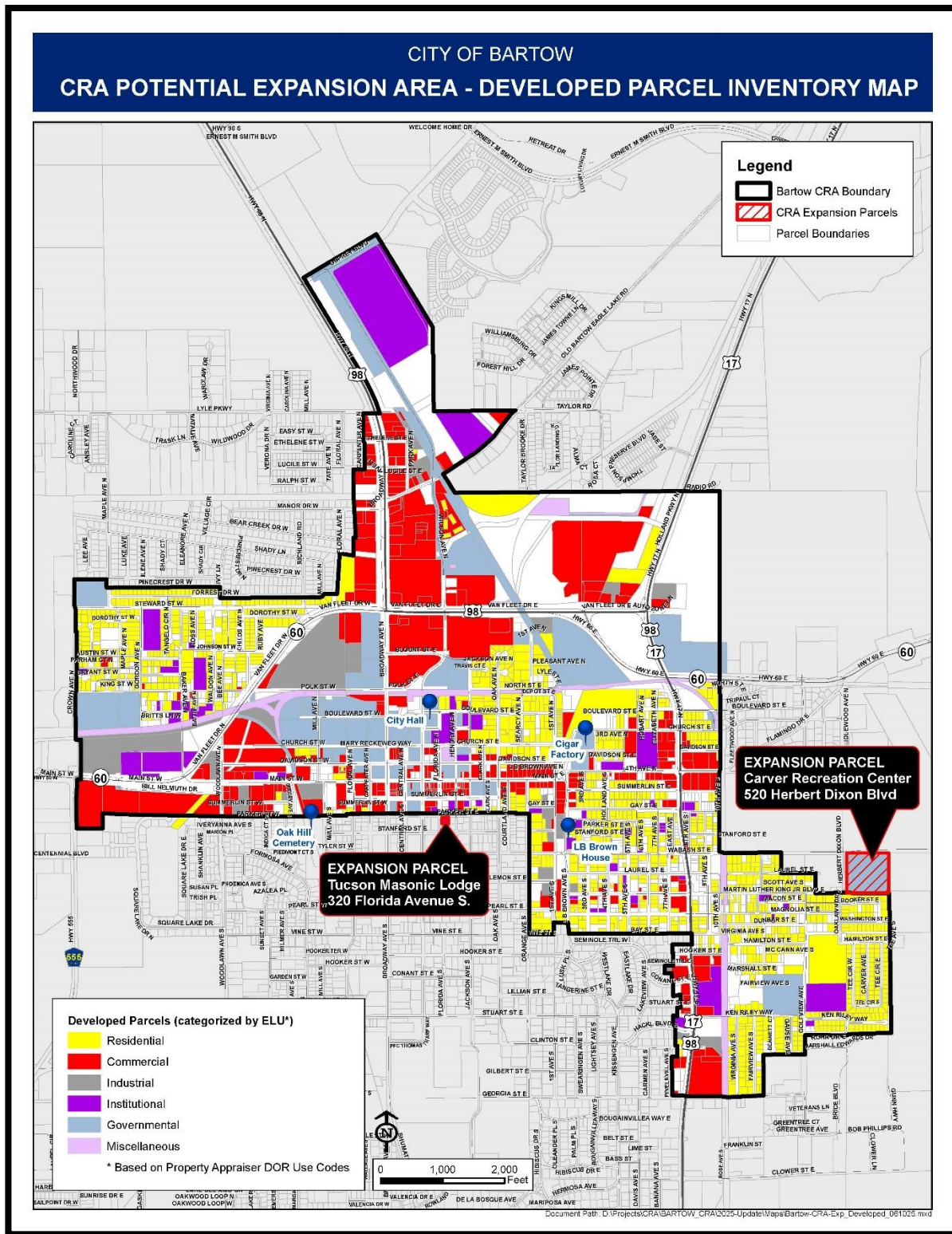
Table 11-Developed Parcels

<i>DORDESC</i>	<i>ACRES</i>	<i>%ELU</i>
<i>COM</i>	277.02	27.61%
<i>GOV/EX</i>	192.24	19.16%
<i>IND</i>	68.78	6.86%
<i>INST/EX</i>	101.07	10.07%
<i>MISC</i>	36.81	3.67%
<i>RES</i>	327.42	32.63%
<i>TOTAL</i>	1003.34	100.00%

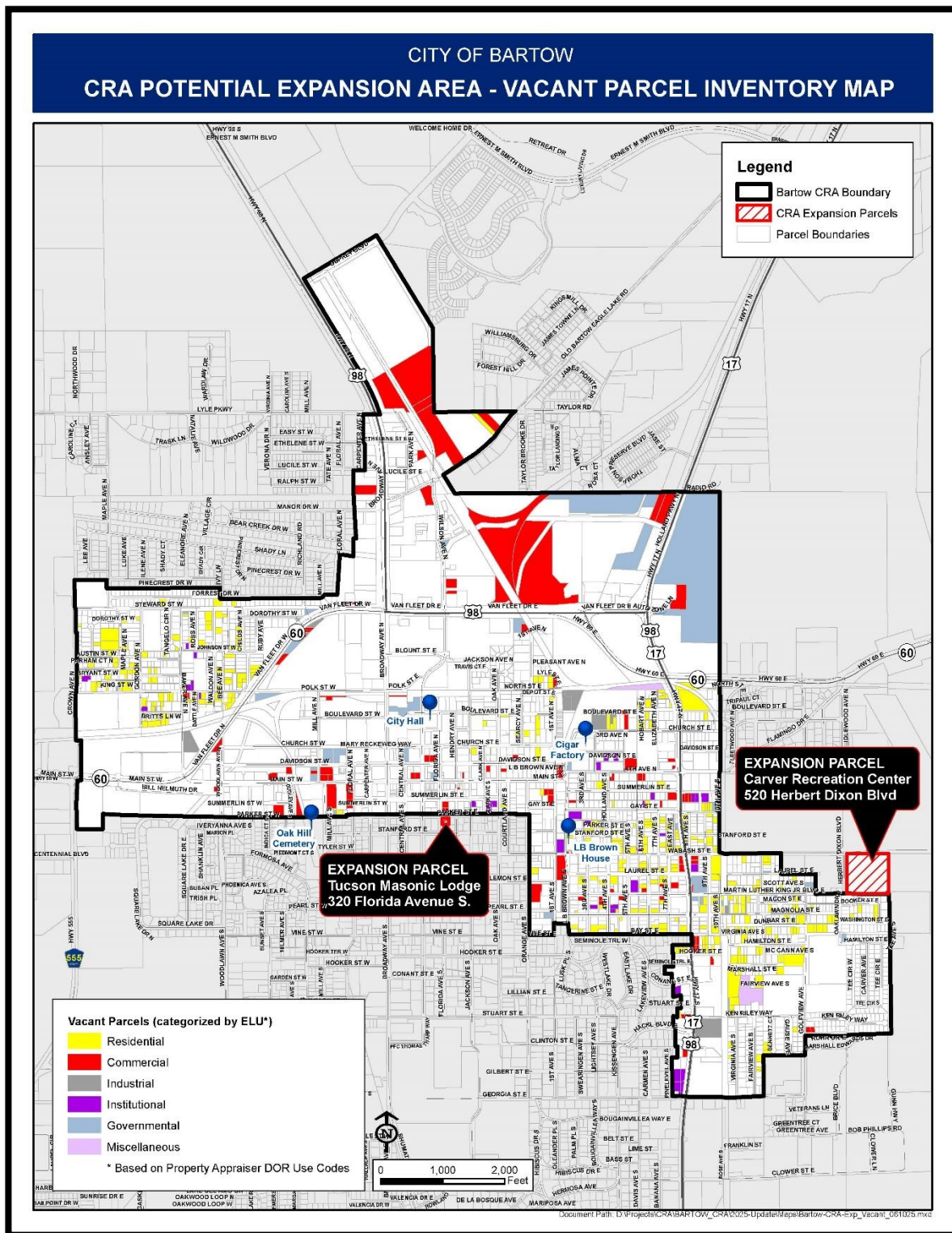
Table 12-Vacant Parcels

<i>DORDESC</i>	<i>ACRES</i>	<i>%ELU</i>
<i>COM</i>	85.35	34.42%
<i>GOV/EX</i>	69.11	27.87%
<i>IND</i>	10.50	4.24%
<i>INST/EX</i>	9.05	3.65%
<i>MISC</i>	4.63	1.87%
<i>RES</i>	69.29	27.95%
<i>TOTAL</i>	247.93	100.00%

Map 4 –Developed Parcel Inventory Map



Map 5 –District Vacant Parcels Inventory Map



Considerations

This plan is intended to encourage improvements that facilitate continued investment in the District. Future development within the CRA will consist primarily of Commercial, Residential, and Governmental with opportunities for infill development, redevelopment, and rehabilitation of existing properties. Limitations upon development within the District are established by the City of Bartow. The CRA board does not have the authority to establish or change zoning or future land use regulations.

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

Transportation

The central Florida Region contains corridors of statewide importance and an extensive freight rail network, providing for ease of product distribution. The region's central location gives it high potential to continue to grow as an intermodal transportation hub. The City of Bartow is located centrally to all major cities and points of interest in Polk County. The major transportation arteries located in the city include U.S. Highway 17, 98, and State Road 60 providing access to amusement, recreation, cultural and commercial attractions that serve as catalysts for the community, adding to the total volume of tourism within the area. US 17 provides easy access to I-4 and the State's roadway network.

Concerns remain regarding existing traffic circulation, safety, and pedestrian connectivity.

Natural Resources

The U.S. Department of Commerce's Bureau of Economic Analysis (BEA) released outdoor recreation economic data for the State of Florida for year 2023. The outdoor recreation economic data measures the economic activity produced by outdoor recreational activities and measures each industry's production of outdoor goods and services and its contribution to U.S. Gross Domestic Product (GDP). Industry breakdowns of outdoor employment and compensation are also included. The data indicates outdoor recreation generated \$57.8 billion in economic output and 469,357 in jobs. The report includes state level data on participation trends and identifies Boating/Fishing, RVing, Hunting/Shooting/Trapping, Motorcycling/ATVing, and Equestrian as the top five outdoor recreational activities in Florida.

Amenities and natural resources in the City of Bartow and within close proximity to the city may be leveraged to advance economic development within the District. Maintaining and creating connections to parks and trails within the city is important to the health and success of the Main Street and CRA.

Proposed Redevelopment Sites and Opportunities

Proposed redevelopment sites identified below demonstrate opportunities to improve the quality of life for residents with the Bartow CRA and city of Bartow. Proposed sites are meant to acknowledge development potential, provide opportunities to further the goals established in the Bartow CRA Plan and the Bartow CRA Feasibility Study (2025), and contribute to a more livable and economically vibrant community.

HISTORIC CIGAR FACTORY	255 & 285 3RD Ave N	<i>Proposed Property Acquisition for the CRA</i>
BARTOW CIVIC CENTER AND OAKS SCHOOLS	455 Wilson Ave	<i>Proposed Property Acquisition for the CRA</i>
330 EAST MAIN STREET	330 East Main Street	<i>CRA Owned Property for Development</i>
O US HIGHWAY 17	O US Highway 17; 1590 Martin Luther King Jr Blvd; 1561 Laurel St E; 1565 Laurel St; O Laurel St E; 9th S.; O 9th Ave S	<i>CRA Owned Property for Development</i>

970 EAST MAIN STREET	970 E. Main Street; 255 L B Brown Ave N; L B Brown Ave; L B Brown Ave	<i>CRA Owned Property for Development</i>
ARGOS, CEMENT LLC-CEMENT FACTORY	495 Main St & O Parker St W	<i>Proposed Property Acquisition for the CRA</i>
PRINCE HALL MASONIC LODGE	1095 Martin Luther King Jr Blvd E	<i>Proposed Property Acquisition for the CRA</i>
TUCSON MASONIC LODGE	320 S Florida Ave, Bartow, FL 33830	<i>Proposed Property Acquisition for the CRA</i>
CARVER RECREATION CENTER	520 Herbert Dixon Blvd, Bartow, FL 33830	<i>City Owned Property</i>
ORPHEUM THEATRE	335 E Main Street	<i>CRA Owned Property for Development</i>
CRA BUILDING	180 Central Ave	<i>CRA Owned Property for Development</i>

Identified Catalyst Sites and Catalyst Site Opportunities

There are Catalyst Sites and Catalyst Site Opportunities that demonstrate opportunities to stimulate job creation and retention, opportunities to address the elimination and prevention of blight, and the enhancement of infrastructure that will beautify the Eastern Gateway to the CRA District resulting in an increase in tax values for both the CRA District and surrounding areas.

OYO Budget Inn Bartow	1480 E Main St, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
190 US 17 LLC	190 US Highway 17 N, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
1410 E MAIN STREET LLC	1410 E Main St, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
A Plus Pawn Shop	1395 E Main St, Bartow FL 33830		<i>Proposed Property Acquisition for the CRA</i>

Mission

The CRA's Mission is to elevate Bartow by transforming our CRA District by encouraging investment that enhances our neighborhoods and drives economic growth while preserving our diverse history.

Updated Goals and Objectives

Powers provided to CRA's to execute programs, projects and tasks are outlined in Chapter 163.370. The Objective and Goals identified below provide a framework for the development of initiatives, programs and projects that may be utilized to bring together future resources, assets, and partner organizations to overcome challenges and guide future public investment and policy decisions.

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- Entertainment or Commercial Business District
2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
5. Downtown Bartow- Complete Street- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)

CRA funding priorities are approved by the board of directors for allocating services, programs, and financial initiatives to eliminate blight and improve the pedestrian experience in the public realm.

GOAL 1: ADMINISTRATIVE AND OPERATIONAL SUPPORT: SHAPE THE FUTURE OF THE COMMUNITY BY FOCUSING ON ECONOMIC DEVELOPMENT AND COMMUNITY REDEVELOPMENT

Objectives

- **Strategy 1:** In accordance with State Statute, through tax increment fund revenues and other revenues where appropriate fund administrative expenses and contract with professional organizations or firms to implement specific goals and objectives identified within the CRA Plan.

GOAL 2: ENCOURAGE COMMERCE & DISSEMINATE SLUM CLEARANCE AND COMMUNITY REDEVELOPMENT INFORMATION

Objectives

- **Strategy 1:** Promote the CRA District as a safe and exciting place to hold business and family-oriented community events, ecotourism, and social/recreational activities.
- **Strategy 2:** Promote the CRA District and assets through programs, projects and initiatives to encourage commercial and residential development opportunities.
- **Strategy 3:** Promote the CRA District and its programs and projects to encourage residential and business participation.
- **Strategy 4:** Develop and implement maintenance, repair, and public safety measures (Community Policing of CRA District) for the enforcement of state and local laws, codes, and regulations.

Goal 3: BUSINESS ASSISTANCE GOAL: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES IN THE CRA DISTRICT TO ENCOURAGE NEW PUBLIC AND PRIVATE EMPLOYMENT OPPORTUNITIES

Objectives

- **Strategy 1:** Connect CRA's Corridors and Downtown with a variety of trans-modal services, image and cultural infrastructure, and supportive programs and projects.
- **Strategy 2:** Establish partnerships between the public and private sectors for the purpose of developing and advancing redevelopment projects/partnerships.
- **Strategy 3:** Activate public spaces to encourage pedestrian traffic in Downtown, East End, and North End CRA District Areas.
- **Strategy 4:** Develop programs, projects and services that encourage job creation, business retention, recruitment, and expansion.
- **Strategy 5:** Assist local businesses and entrepreneurs with growing and establishing businesses in the District, through the development of incentives, grants, and other funding opportunities.

- **Strategy 6:** Establish and implement update, maintenance and repair schedules for CRA projects, programs and initiatives.

GOAL 4: POLICY & PROJECT GOAL: DEVELOP INITIATIVES AND PROGRAMS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

Objectives

- **Strategy 1:** Acquire real property in the CRA District for resale, community use (commercial and residential development), rehabilitation, and preservation.
- **Strategy 2:** Activate public spaces for pedestrian traffic in East, West, and North communities.
- **Strategy 3:** Increase the Public Realm (Smart City) with upgraded technology for improved connectivity to parks, Downtown Bartow, and the Bartow Trail Improvements (EV Charging Stations, Expanded Wi-Fi, Solar Light Poles, Cameras and Blue Light Street Poles- 911 Communication).

Goal 5: PREVENTION AND MITIGATION OF DAMAGE CAUSED BY BOTH NATURAL AND MAN-MADE DISASTERS WITH A FOCUS ON PUBLIC HEALTH, SAFETY, ENVIRONMENTAL AND INFRASTRUCTURE PROTECTION

Objectives

- **Strategy 1:** Propose and implement flood mitigation projects and programs for the purpose of risk reduction of the existing residential and commercial structures, property acquisition, structure demolition and or relocation.
- **Strategy 2:** Identify and pursue funding sources to address community vulnerabilities with priority given to critical facilities and infrastructure.
- **Strategy 3:** Invest in park and recreation systems through infrastructure Improvements.
 - Encourage community interaction, physical activity, and engagement with the natural environment.
- **Strategy 4:** Improve pedestrian access and safety throughout the District with priority given to projects that improve the physical and visual connectivity of the Downtown.
 - Incorporate accessibility standards outlined by the Americans with Disabilities Act (ADA).
 - Foster economic development by incorporating accessibility standards, preserving historic integrity, and providing alternative solutions when feasible.

Goal 6: SEEK ADDITIONAL FUNDING SOURCES TO FURTHER DEVELOPMENT AND REDEVELOPMENT ACTIVITIES, AND IMPLEMENT OF PROGRAMS THAT ADVANCE THE GOALS IDENTIFIED IN THE CRA PLAN

Objectives

- Strategy 1:** Identify and pursue additional funding resources to secure capital assets and improve infrastructure within the District, with priority given to critical facilities and infrastructure.
- Strategy 2:** To further development and redevelopment activities, and implement of programs that advance the goals identified in the CRA Plan, apply for and accept:
- Grants
 - Bonds
 - Loans
 - Bequest
 - Gifts/donations/in-kind/contributions
 - Other forms of financial and voluntary assistance

Recommended Improvement Programs

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

The programs and projects identified within this section of the Plan are tools that may be utilized by the Board throughout the life of the CRA. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting,

whether or not the action is noted on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

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

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

Florida Statute 163.370 & 163.387

- | | |
|--|---|
| 1. Administrative and overhead expenses | 10. Capital Expenditures |
| 2. Redevelopment planning, surveys, & financial analysis | 11. Promotion and marketing as a means of dissemination |
| 3. Acquisition of real property in the CRA district | 12. Relocation assistance |
| 4. Clearance/preparation & relocation of occupants | 13. Incentives and grants |
| 5. Repayment of borrowed funds | 14. Code enforcement |
| 6. All expenses related to bonds/other indebtedness | 15. Land Acquisition |
| 7. Development of affordable housing | 16. Cost sharing/allocation for services |
| 8. Community policing innovations | 17. Repair and maintenance |
| 9. Expenses that are necessary to exercise the powers granted under s. 163.370 , as delegated under s. 163.358 . | |

Programs

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

Greenfield Development Incentives

Unlike urban sprawl, where there is little or no urban planning, greenfield development is about proper urban planning that aims to provide practical, affordable, and sustainable developed spaces for growing urban populations. Proper planning takes future growth and development into account and seeks to avoid the various infrastructure issues that sometimes exist in urban areas. The development of greenfield areas within the redevelopment area can serve as a catalyst for the CRA, providing additional TIF revenue that could then be utilized to further additional redevelopment programs and projects within the CRA.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights,

property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of greenfields. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development of greenfield properties within the CRA, with priority given to development by the private sector.

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

Infill Development Incentives

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

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

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

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

Brownfield Development Incentives

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

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

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

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

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

Property Improvement and Rehabilitation Incentives

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

Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the CRA is key to the appearance and integrity of residential neighborhoods.

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights ,

property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees for the improvement and/or redevelopment of key blighted and/or underutilized non-residential properties. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the improvement and rehabilitation of buildings and properties within the CRA, with priority given to development by the private sector.

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

Public Infrastructure Improvement, Development & Redevelopment

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

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

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

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

Historic Preservation

The preservation and promotion of historic properties and structures within the Community Redevelopment Area attracts residents and visitors to the area to shop with local merchants, dine in local eateries, learn about the City and its past, and engage with the community.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and

the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of historic structures and historic properties within the CRA. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development, redevelopment, and/or rehabilitation of historic structures and places, with priority given to development, redevelopment, and/or rehabilitation by the private sector.

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

Intensified Maintenance

The appearance and aesthetic beauty of the CRA is critical for attracting residents and visitors. Patrons of the CRA and downtown area will find themselves staying longer and enjoying themselves more, when the area is as maintained and attractive as it can be. An intensified maintenance program may include, but is not limited to, signage, entry features, lighting and security improvement, cultural enhancements, intensified plantings, and landscaping.

An intensified maintenance program may also include the updating or establishment of design standards for any given neighborhood or area within the CRA to include the downtown.

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

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

Dissemination of Community Redevelopment Information

The Board may provide funding and guidance necessary to create a useful and locally tailored promotion plan as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan for the purposes of informing residents and visitors of the community redevelopment area, programs and projects thereby enhancing the District tax base. Additionally, the Board may provide funds to promote the District and its residential and/or non-residential opportunities to residents or potential visitors. TIF funding may be utilized to recruit private investment, development, and businesses to locate or relocate to the District.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, and by Florida law including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition,

construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for any and all legally-permissible promotion and recruitment opportunities. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate promotions and/or recruitment program.

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

Code Enforcement

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

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

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

Relocation Assistance

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

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

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

Community Policing

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

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

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

Neighborhood Reinvestment Program

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

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

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

Elderly and Disabled Assistance Program

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

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and

the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the purpose of assisting the elderly and disabled. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support an elderly and disabled assistance program within the CRA.

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

Disaster Prevention and Recovery

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

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

Capital Improvement Plan

Programs and projects that include greenfield, infill, brownfield, improvement/rehabilitation, preservation, maintenance, dissemination, enforcement, policing, disaster prevention and recovery, housing, sidewalks, roads, lighting, stormwater, development and redevelopment activities, sewer, water, internet, brownfield sites and area remediation, parks, parking, transit, transportation, buildings, and trails may be undertaken overtime.

The following includes the District 2025-2026 Annual Budget and a draft Capital Improvements Plan for FY 2025-2026 through 2035-2036.

Bartow Community Redevelopment Agency		
Fiscal Year 2025-2026 Annual Budget		
Account Number	Description	FY25/26
Estimated Revenues		
	City	1,304,123.00
	County	1,425,985.00
	Total TIF	2,730,108.00
	CRA Incurred Debt	-
	Accumulated Balance	2,730,108.00

	Unassigned Carryforward Funds FY 24/25	-
	Cash	2,200,000.00
TOTAL REVENUES & BALANCES		4,930,108.00
Expenditures		
Obligations		
559201-881-052	CRA Construction Building Projects	2,600,000.00
559201-991-001	Bond (Debt Service)	-
Sub-Total		2,600,000.00
Contractual Services		
559201-334-900	Personnel	275,028.00
559201-334-905	Community Policing	113,892.00
559201-334-900	Property Maintenance	40,000.00
559201-334-900	Main Street Bartow	60,000.00
559201-334-900	Marketing & Communication Services	2,000.00
559201-346-055	Main Street Custodial	80,000.00
Sub-Total		570,920.00
Policy and Project Programs		
559201-881-033	Property Acquisition	1,000.00
559201-334-008	Demolition/Code Enforcement	60,000.00
559201-881-009	Banner Pole Project	8,000.00
559201-881-030	Arts in Public Places	50,000.00
559201-633-019	CIP- Flood Mitigation and Drainage	-
559201-663-020	CIP- Sidewalk Enhancement	-
559201-663-021	CIP- Smart City Program	1,000.00
559201-881-051	Quality of Life & Community Improvements	10,000.00
Business Retention Grant		
559201-881-043	Commercial Enhancement Grant	100,000.00
559201-881-028	Small Business Incentive	1,000.00
559201-881-053	Anchor Tenant Grant	1,000.00
559201-881-044	Façade Grant	100,000.00
Housing and Grant Incentives-		
559201-881-027	Permit and Impact Fees Assessment	60,000.00
559201-881-045	House Rehab Program	350,000.00
559201-881-054	Down Payment Assistance	60,000.00
559201-881-049	Future Initiatives/Projects	100,000.00
Sub-Total		902,000.00
Operations		
559201-348-002	Advertising	1,000.00
559201-332-100	Audit & Accounting	7,000.00
559201-345-010	Insurance	5,100.00
559201-354-001	Dues and Subscriptions	4,000.00
559201-331-100	Legal	35,000.00
559201-331-300	Consulting Services	340,000.00
559201-349-001	Miscellaneous	30,000.00
559201-346-002	Office Furniture & Equipment	6,000.00
559201-351-001	Supplies	10,000.00
559201-341-012	Postage	500.00
559201-347-010	Printing & Binding	2,000.00

559201-341-004	Telephone / Internet	2,695.00
559201-341-000	Utilities - CRA Building	1,019.00
559201-344-004	Office Lease	70,000.00
559201-340-100	Travel/Training - STAFF	20,000.00
559201-340-101	Travel/Training - BOARD	15,000.00
559201-349-803	Allocated City Clerk	20,345.00
559201-349-805	Allocated Human Resources	3,765.00
559201-349-806	Allocated Purchasing	594.00
Sub-Total		574,018.00
TOTAL EXPENDITURES		4,646,938.00
Budgeted Fund Balance, End of Year (September 30)		283,170.00

BARTOW COMMUNITY REDEVELOPMENT AGENCY		25/26	26/27	27/28	28/29	29/30	30/31
ACCOUNT NUMBER	Description						
OBLIGATIONS							
559201-881-052	CRA Construction Building Projects						
559201-991-001	Bond (Debt Service)						
CONTRACTUAL SERVICES							
559201-334-900	Personnel	√	√	√	√	√	√
559201-334-905	Community Policing	√	√	√	√	√	√
559201-334-900	Property Maintenance	√	√	√	√	√	√
559201-334-900	Main Street Bartow	√	√	√	√	√	√
559201-334-900	Marketing & Communication Services	√	√	√	√	√	√
559201-346-055	Main Street Custodial	√	√	√	√	√	√
POLICY AND PROJECT PROGRAMS							
559201-881-033	Property Acquisition	√	√	√	√	√	√
559201-334-008	Demolition/Code Enforcement	√	√	√	√	√	√
559201-881-009	Banner Pole Project	√	√	√	√	√	
559201-881-030	Arts in Public Places	√	√	√	√	√	√
559201-633-019	CIP- Flood Mitigation and Drainage						√
559201-663-020	CIP- Sidewalk Enhancement						√
559201-663-021	CIP- Smart City Program	√	√	√	√	√	√
559201-881-051	Quality of Life & Community Improvements	√	√	√	√	√	√
BUSINESS RETENTION GRANT							
559201-881-043	Commercial Enhancement Grant	√	√	√	√	√	√
559201-881-028	Small Business Incentive	√	√	√	√	√	√
559201-881-053	Anchor Tenant Grant	√	√	√	√	√	√
559201-881-044	Façade Grant	√	√	√	√	√	√
HOUSING AND GRANT INCENTIVES							
559201-881-027	Permit and Impact Fees Assessment	√	√	√	√	√	√
559201-881-045	House Rehab Program	√	√	√	√	√	
559201-881-054	Down Payment Assistance	√	√	√	√	√	
559201-881-049	Future Initiatives/Projects	√	√	√	√	√	√
OPERATIONS		√	√	√	√	√	√

Analysis of Future Growth & Tax Increment Finance (TIF) Projections

Funding for CRA Programs and Projects

CRA programs and projects are primarily funded through the Redevelopment Trust Fund utilizing TIF revenues generated within the Community Redevelopment Area. Other funding sources may include grants, bonds, and loans. Improvements identified in the update may be funded by partnerships with public and private organizations and there may be additional opportunities to obtain financial assistance from other levels of government to execute programs and projects identified in the redevelopment plan.

Federal Grants – The U.S. Department of Housing and Urban Development (HUD) has many grants that it distributes to state, county, and City governments as well as non-government organizations throughout the U.S. The Office of Community Development through the Department of Housing and Urban Development (HUD) focuses on urban renewal and development. The United States Department of Agriculture (USDA) provides a variety of grants for areas with fewer than 20,000 residents to finance revitalization projects or to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population.

State and Local Grants – Some grants are distributed through state, county, and local governments. Some examples include the Affordable Housing Catalyst Program, Brownfields Economic Development Initiative, Center for Building Better Communities, Community and Economic Development Program, Economic Development Administration Loans/Grants, Financial Assistance for Research and Development Projects, Florida Small Cities Community Development Block Grant, and Urban Design, City Planning and Redevelopment Initiatives.

State Historical Funds – The State Division of Historic Resources offers small grants with no matching requirement which may be used to complete a survey of historic structures.

Incentives – In an effort to establish a competitive posture and create jobs and wealth, many communities provide access to financial incentives. In order to support targeted economic growth, the development of finance tools to expand capital for economic development and fund targeted programs or projects would be beneficial. Beyond financial, incentives in the form of waived review fees and shortened review timeframes to properties within the CRA if projects are in conformance with the design guidelines, could also be considered.

Public-Private Partnerships – The City may be able to partner with private companies and/or civic organizations to meet a number of the goals identified within the Community Redevelopment Plan and Downtown Vision and Action Plan.

Millage Rates

A mill is a ratio used to calculate ad valorem revenue. For example, if a tax rate is 1.00 mill and the taxable value of a piece of property is \$1,000, one dollar of revenue is generated. Table 13 includes the millage rates for Bartow and Polk County from 2010 through 2021. The millage rates are specific to the County and City of Bartow and do not include the millage rates for the School Board or Water Management Districts. Bartow's millage rate fell from 2014 to 2022. The millage rate has increased each year since 2021. Polk County's millage rate fell from 2014 to 2015 and remained the same through 2017. It increased in 2018, and decreased in 2020, 2022, 2023, and 2024. Based on historical trends, the projected millage rate is set as the 2024 millage rate.

TABLE 13: MILLAGE RATES

Year	City Millage Rate	County Millage Rate	Combined Millage Rate
2014	3.9075	6.8665	10.7740
2015	3.8387	6.7815	10.6202
2016	3.8044	6.7815	10.5859
2017	3.6541	6.7815	10.4356
2018	3.5378	7.1565	10.6943
2019	3.2768	7.1565	10.4333
2020	3.0862	6.8990	9.9852
2021	4.0000	6.8990	10.8990
2022	4.6080	6.6920	11.3000
2023	6.1080	6.6852	12.7932
2024	6.1080	6.6348	12.7428

Source: Polk County Property Appraiser's Office

According to the Florida Department of Revenue, the City of Bartow levied \$7,297,393 of ad valorem taxes in FY 2023-2024 and \$8,180,955 of ad valorem taxes in FY 2024-2025, which is an 12.1 percent increase. Approximately 3.6 percent of the taxes were levied on new construction in FY 2023-2024 and 5.8 percent were levied on new construction in FY 2024-2025.

Assessed Values

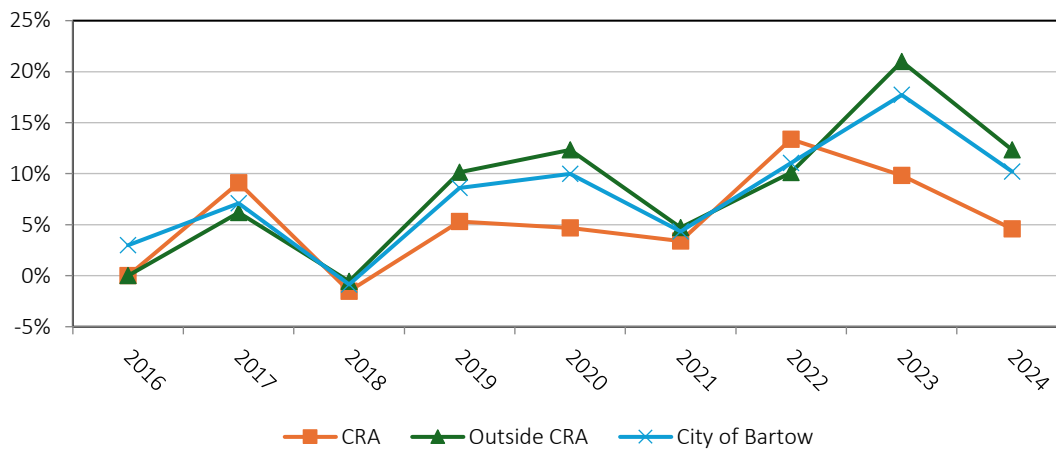
The Assessed Values for the properties in the Bartow CRA District increased each year except 2018, with the strongest increase in 2022. The growth in assessed values in the Bartow CRA District was not as strong as the growth in the City of Bartow or the area located outside the Downtown CRA District, except for 2022. The growth in assessed values in these areas also increased each year, except for 2018. This is partially explained through the addition of annexed lands in these areas while the Downtown CRA district boundary remains the same. From 2016 to 2024, the Bartow CRA District experienced a 59.5 percent increase in assessed values, the area outside the CRA experienced a 104.7 percent increase in assessed values, and the City of Bartow experienced a 90.7 percent increase in assessed values.

TABLE 14: ASSESSED VALUES

Year	Within CRA		Outside CRA		City of Bartow	
	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year
2016	\$313,990,954	--	\$696,953,102	--	\$1,010,944,056	--
2017	\$342,558,768	9.10%	\$740,148,242	6.20%	\$1,082,707,010	7.10%
2018	\$337,371,271	-1.51%	\$736,038,376	-0.56%	\$1,073,409,647	-0.86%
2019	\$355,238,230	5.30%	\$810,658,758	10.14%	\$1,165,896,988	8.62%
2020	\$371,899,366	4.69%	\$910,530,911	12.32%	\$1,282,430,277	10.00%
2021	\$384,536,151	3.40%	\$953,346,216	4.70%	\$1,337,882,367	4.32%
2022	\$435,951,790	13.37%	\$1,049,647,271	10.10%	\$1,485,599,061	11.04%
2023	\$478,807,091	9.83%	\$1,269,970,537	20.99%	\$1,748,777,628	17.72%
2024	\$500,759,213	4.58%	\$1,426,608,498	12.33%	\$1,927,367,711	10.21%
Overall Change	\$186,768,259	59.48%	\$729,655,396	104.69%	\$916,423,655	90.65%

Source: Polk County Property Appraiser's Office and the City of Bartow

Figure 5: Annual Percent Change in Assessed Value History - Bartow CRA, Outside the CRA, and City of Bartow



Taxable Values

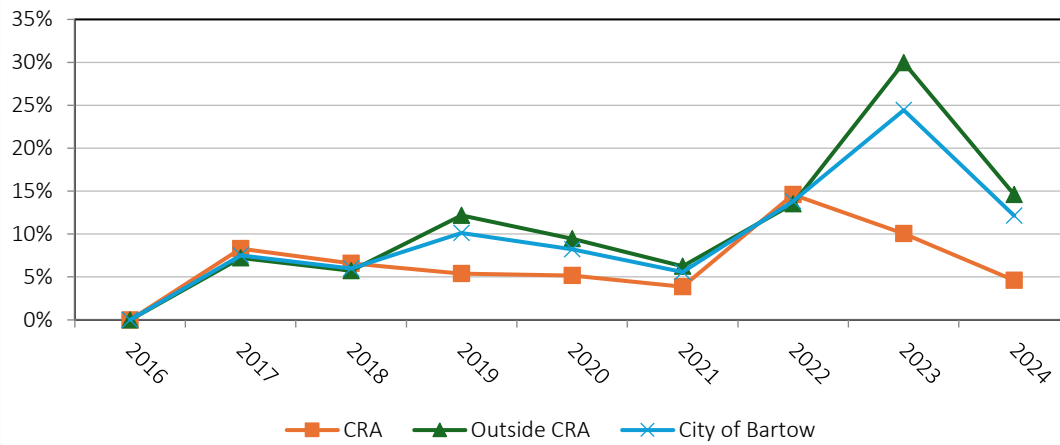
The Total Taxable Values for the properties in the Bartow CRA District increased every year, with the strongest increase between 2021 and 2022. The growth in Total Taxable Values in the Bartow CRA District was not as strong as the growth in the City of Bartow or the area located outside the Bartow CRA District. The growth in Total Taxable Values in these areas have increased each year from 2016 through 2024 on average of 11.7 percent. This is partially explained through the addition of annexed lands in these areas while the Bartow CRA district boundary remains the same. From 2016 to 2024, the Bartow CRA District experienced a 75.3 percent increase in Total Taxable Values, the area outside the CRA experienced a 149.8 percent increase in Total Taxable Values, and the City of Bartow experienced a 127.7 percent increase in Total Taxable Values.

TABLE 15: BARTOW CRA TOTAL TAXABLE VALUES

Year	Within CRA		Outside CRA		City of Bartow	
	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year
2016	\$174,984,694	--	\$412,403,215	--	\$587,387,909	--
2017	\$189,493,414	8.29%	\$442,100,071	7.20%	\$631,593,485	7.53%
2018	\$201,947,210	6.57%	\$467,372,565	5.72%	\$669,319,775	5.97%
2019	\$212,810,090	5.38%	\$524,237,284	12.17%	\$737,047,374	10.12%
2020	\$223,813,629	5.17%	\$573,725,175	9.44%	\$797,538,804	8.21%
2021	\$232,469,056	3.87%	\$609,502,982	6.24%	\$841,972,038	5.57%
2022	\$266,381,339	14.59%	\$691,836,817	13.51%	\$958,218,156	13.81%
2023	\$293,177,957	10.06%	\$899,177,869	29.97%	\$1,192,355,826	24.43%
2024	\$306,718,674	4.62%	\$1,030,516,643	14.61%	\$1,337,235,317	12.15%
Overall Change	\$131,733,980	75.28%	\$618,113,428	149.88%	\$749,847,408	127.66%

Source: Polk County Property Appraiser's Office and the City of Bartow

Figure 6: Annual Percent Change in Total Taxable Value History - Bartow CRA, Outside the CRA, and City of Bartow



Tax Increment Revenue Projections

The 2021 CRA Plan Update projected an annual increase in taxable value that varied from 1.2 percent to 5.5 percent. From 2016 to 2024, the annual percent change in taxable value for the Downtown CRA District averaged to 7.3 percent.

The revenue projections assume an annual increase of 5.0 percent in taxable values within the CRA district. Table 16 includes the forecast revenue projections for the Bartow CRA District from 2025 through 2050. The tax increment is the difference between the base year (\$97,207,480) and the forecast year. The contribution rate is at 95% with a city tax rate of 6.1080 mills and a county tax rate of 6.6348 mills.

TABLE 16 BARTOW CRA REVENUE PROJECTION

<i>Year</i>	Area Tax Base (Taxable Value) (\$)	Base Year Taxable Value (\$)	Tax Base Increment (\$)	City Millage	County Millage	Increment Revenues @95% (\$)	Cumulative Revenue (\$)
2025	\$322,054,608	\$97,207,480	\$224,847,128	6.1080	6.6348	\$2,721,923	\$2,721,923
2026	\$338,157,338	\$97,207,480	\$240,949,858	6.1080	6.6348	\$2,916,857	\$5,638,780
2027	\$355,065,205	\$97,207,480	\$257,857,725	6.1080	6.6348	\$3,121,538	\$8,760,318
2028	\$372,818,465	\$97,207,480	\$275,610,985	6.1080	6.6348	\$3,336,453	\$12,096,771
2029	\$391,459,389	\$97,207,480	\$294,251,909	6.1080	6.6348	\$3,562,114	\$15,658,884
2030	\$411,032,358	\$97,207,480	\$313,824,878	6.1080	6.6348	\$3,799,057	\$19,457,942
2031	\$431,583,976	\$97,207,480	\$334,376,496	6.1080	6.6348	\$4,047,848	\$23,505,790
2032	\$453,163,175	\$97,207,480	\$355,955,695	6.1080	6.6348	\$4,309,079	\$27,814,868
2033	\$475,821,333	\$97,207,480	\$378,613,853	6.1080	6.6348	\$4,583,371	\$32,398,239
2034	\$499,612,400	\$97,207,480	\$402,404,920	6.1080	6.6348	\$4,871,377	\$37,269,616
2035	\$524,593,020	\$97,207,480	\$427,385,540	6.1080	6.6348	\$5,173,784	\$42,443,400
2036	\$550,822,671	\$97,207,480	\$453,615,191	6.1080	6.6348	\$5,491,311	\$47,934,711
2037	\$578,363,805	\$97,207,480	\$481,156,325	6.1080	6.6348	\$5,824,715	\$53,759,426
2038	\$607,281,995	\$97,207,480	\$510,074,515	6.1080	6.6348	\$6,174,789	\$59,934,215
2039	\$637,646,095	\$97,207,480	\$540,438,615	6.1080	6.6348	\$6,542,366	\$66,476,581
2040	\$669,528,399	\$97,207,480	\$572,320,919	6.1080	6.6348	\$6,928,322	\$73,404,904
2041	\$703,004,819	\$97,207,480	\$605,797,339	6.1080	6.6348	\$7,333,577	\$80,738,480
2042	\$738,155,060	\$97,207,480	\$640,947,580	6.1080	6.6348	\$7,759,093	\$88,497,574
2043	\$775,062,813	\$97,207,480	\$677,855,333	6.1080	6.6348	\$8,205,886	\$96,703,460
2044	\$813,815,954	\$97,207,480	\$716,608,474	6.1080	6.6348	\$8,675,019	\$105,378,478
2045	\$854,506,752	\$97,207,480	\$757,299,272	6.1080	6.6348	\$9,167,607	\$114,546,086
2046	\$897,232,089	\$97,207,480	\$800,024,609	6.1080	6.6348	\$9,684,826	\$124,230,912
2047	\$942,093,694	\$97,207,480	\$844,886,214	6.1080	6.6348	\$10,227,905	\$134,458,817
2048	\$989,198,378	\$97,207,480	\$891,990,898	6.1080	6.6348	\$10,798,139	\$145,256,956
2049	\$1,038,658,297	\$97,207,480	\$941,450,817	6.1080	6.6348	\$11,396,883	\$156,653,839
2050	\$1,090,591,212	\$97,207,480	\$993,383,732	6.1080	6.6348	\$12,025,566	\$168,679,405

Appendix A: Legal Description/Parcel ID

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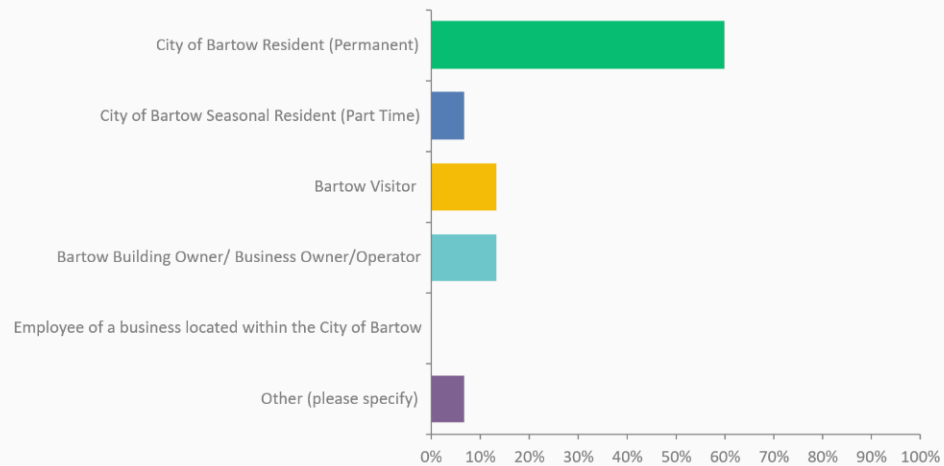
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Appendix B: Survey Report

Q1: 1. I am a...

Answered: 15 Skipped: 0



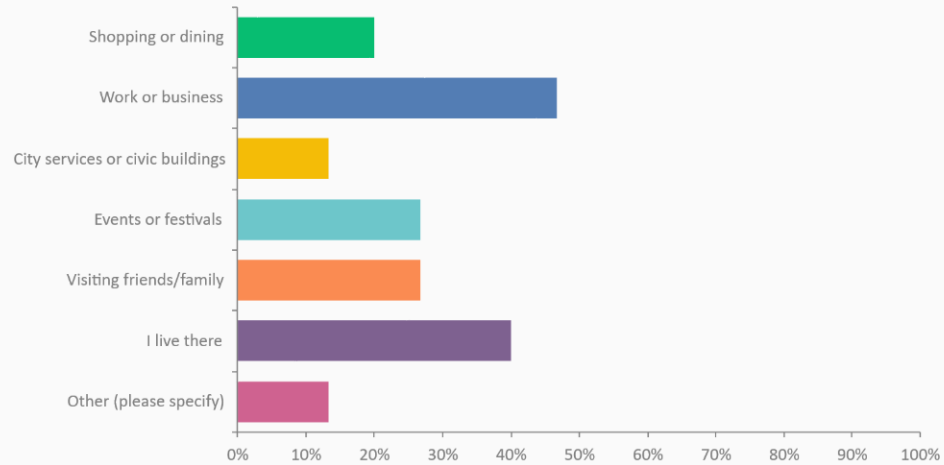
Q2: 2. Age Group

Answered: 15 Skipped: 0

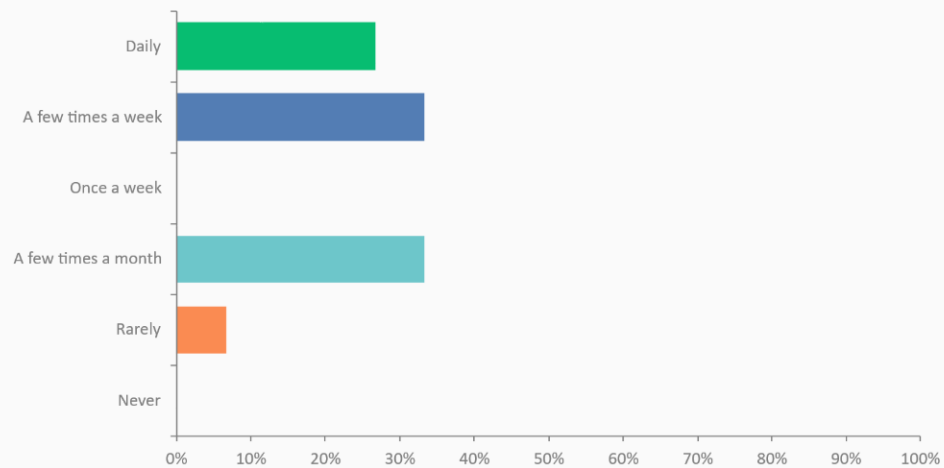
ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18–24	0.00%	0
25–34	13.33%	2
35–44	13.33%	2
45–54	26.67%	4
55–64	26.67%	4
65+	20.00%	3
TOTAL		15

Q3: 3. What brings you to the CRA area most often? (Check all that apply)

Answered: 15 Skipped: 0

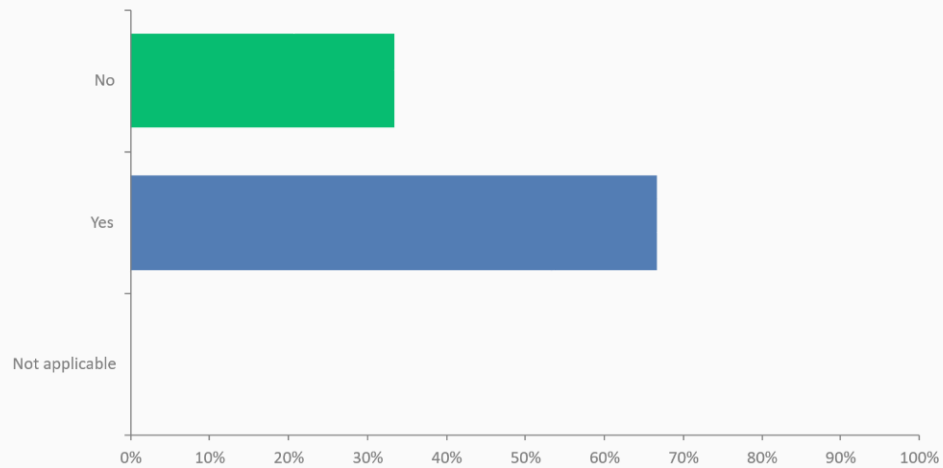
**Q4: 4. How often do you visit Downtown Bartow or the CRA area?**

Answered: 15 Skipped: 0

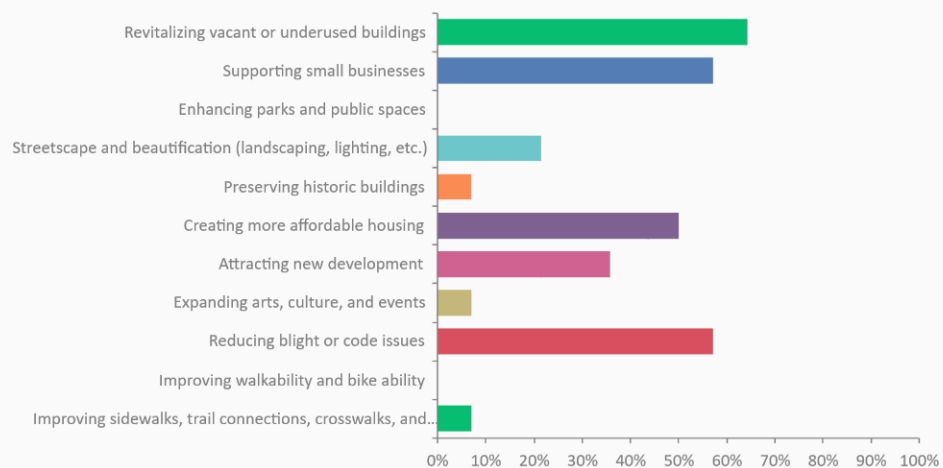


Q5: 5. Have you participated in any programs, services, activities or events offered by the CRA?

Answered: 15 Skipped: 0

**Q7: 6. What are the top 3 priorities you believe the CRA should focus on? (Select up to 3)**

Answered: 14 Skipped: 1



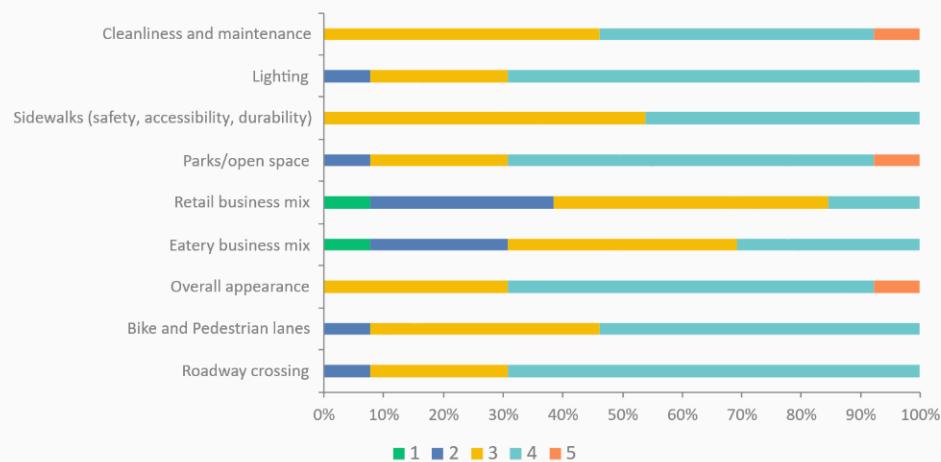
Q8: 7. What are the top 3 types of new development or uses would you like to see more of in the CRA area?

Answered: 14 Skipped: 1

ANSWER CHOICES	RESPONSES	
Restaurants or cafés	42.86%	6
Retail shops and boutiques	21.43%	3
Housing (apartments, townhomes, etc.)	50.00%	7
Office or co-working spaces	7.14%	1
Arts and entertainment venues	42.86%	6
Health and wellness services	28.57%	4
Hotels or lodging	14.29%	2
Community gathering spaces	28.57%	4
Recreational opportunities	42.86%	6

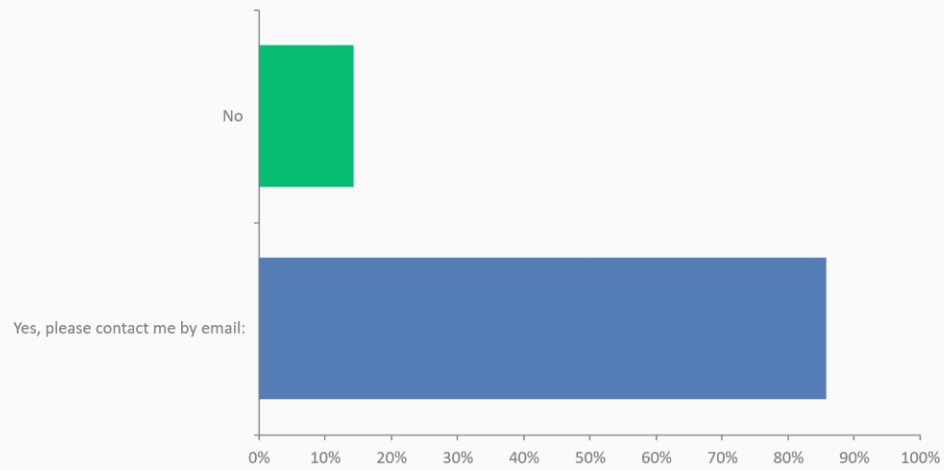
Q9: 8. How would you rate the following in the CRA area? (1 = Poor, 5 = Excellent)

Answered: 13 Skipped: 2

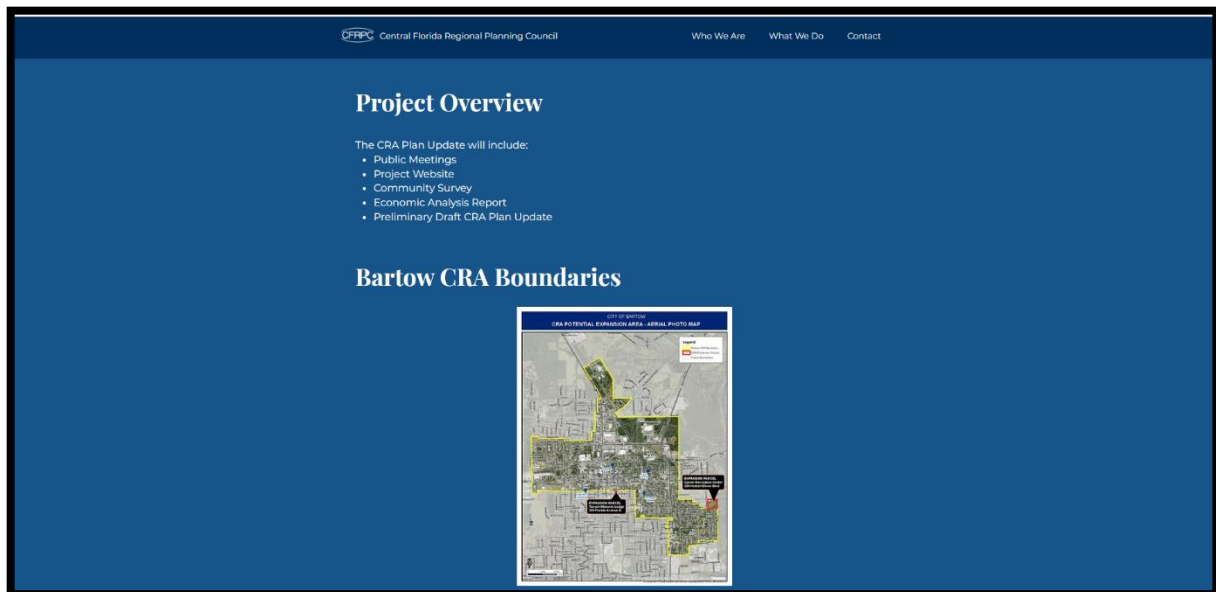
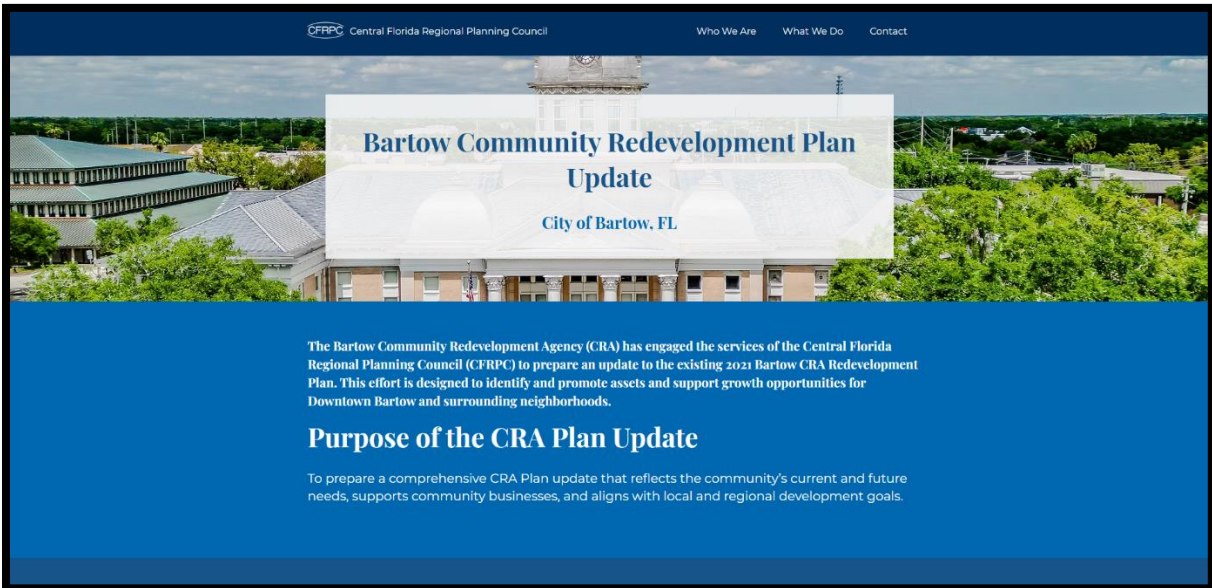


Q14: 13. Would you like to stay informed or get involved in CRA projects?

Answered: 7 Skipped: 8



Appendix C: Bartow CRA Plan Online Website with Link to Online Survey



CFRPC Central Florida Regional Planning Council

Who We Are What We Do Contact

Partners

The CRA and its partners are committed to coordinating and collaborating to promote the City of Bartow as a destination. Partners in this effort include but are not limited to: The City of Bartow, Bartow Economic Development Council, Main Street Bartow, and the Greater Bartow Chamber of Commerce.



Community Conversations.

We want to hear from YOU!

- Community Meeting - June 12, 2025 | 5:30 PM - 7:30 PM, Carver Recreation Center
- Public Workshop to Review Draft Plan - TBD

CFRPC Central Florida Regional Planning Council

Who We Are What We Do Contact

Your Input is Important!

The Central Florida Regional Planning Council (CFRPC) on behalf of the Bartow Community Redevelopment Agency (CRA) invite the public to help shape the future of Downtown Bartow and surrounding communities. The information gathered from this survey will help to identify strategic priorities and guide long-term investments within the boundaries of the Bartow CRA.

Take the Community Survey

We Want Your Ideas

Responda la encuesta

Queremos tus ideas

Who We Are Member Governments The Council Economic Development District Local Emergency Planning Committee Hazardous Waste Task Force Hazardous Waste Response Staff	What We Do Programs Planning Projects Grants & Funding Hazardous Waste Hazardous Waste	Quick Links Draft CDDP Draft CDDP Planning Materials Staff Directory Contact Us	Site Map & Item Description Policy Risk Management Process and Procedure 501(c)(3) & 501(c)(29) Employment at CFRPC
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Survey QR Code & Online Survey

Your Input is Important
Bartow Community Redevelopment
Agency (CRA) Redevelopment Plan
Update Survey




The Central Florida Regional Planning Council (CFRPC) on behalf of the Bartow Community Redevelopment Agency (CRA) invite the public to help shape the future of Downtown Bartow and surrounding Communities!

Information gathered from the survey will help in identifying strategic priorities and guide long-term investments for the Bartow CRA. Please scan the QR code to participate.

Contact:
 Beneshea Frazier
 863-534-7130 Ext. 141 – bfrazier@cfrpc.org

Your Input is Important
Bartow Community Redevelopment
Agency (CRA) Redevelopment Plan
Update Survey




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 Beneshea Frazier
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Su Opinión es Importante
Encuesta de Actualización del
Plan de Reurbanización
Agencia de Reurbanización
Comunitaria (CRA) de Bartow




El Consejo Regional de Planificación de Florida Central (CFRPC), en nombre de la Agencia de Reurbanización Comunitaria (CRA) de Bartow, invita al público a ayudar a dar forma al futuro del centro de Bartow y sus comunidades!

La información recopilada a través de esta encuesta ayudará a identificar prioridades estratégicas y a guiar las inversiones a largo plazo para la CRA de Bartow. Por favor, escanee el código QR para participar.

Contacto:
 Brenda Torres
 863-534-7130 Ext. 109 – btorres@cfrpc.org

Su Opinión es Importante
Encuesta de Actualización del
Plan de Reurbanización
Agencia de Reurbanización
Comunitaria (CRA) de Bartow




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Contacto:
 Brenda Torres
 863-534-7130 Ext. 109 – btorres@cfrpc.org

Advertised Public Meeting



COMMUNITY ENGAGEMENT SESSION

Join Us!
 You're invited to a public meeting hosted by the City of Bartow Community Redevelopment Agency (CRA) to discuss important updates that impact your neighborhood. Come ask questions, share your concerns, and learn about ongoing efforts to improve your community.

Community Engagement Opportunities

- CRA Plan Update
- Review of upcoming Litter Ordinance
- City of Bartow Police Department
- Public Comment Opportunities

Tuesday, August 26, 2025
Start time: 10:00 AM

Deep Blu Pools
395 Summerlin St. E
Bartow, FL 33830




The event is open to the public and all interested persons are encouraged to attend.

For additional information, please contact Cheryl Baksh, CRA Coordinator at (863) 534-0100, extension 2771 or via e-mail at cbaksh@cityofbartow.net.



Bartow CRA Community Engagement Session

Sign-In Sheet

Deep Blu Pools

395 Summerlin St. E Bartow, FL 33830

Tuesday, August 26, 2025, 10 AM



Name	Initial if Opposed to Photo Consent*	Mailing Address	Email Address
Athnalle Sam Post		315 E Summerlin St Bartow	Selen@AthnalleScreenprint.com
Larry Kinnickel - Test		315 E Summerlin St Bartow	LarryK@restaurantgray.com
Bill Levin		190 S Florida Ave	William.R.Levin@gmail.com
Norman Lewis		2150 Magnolia St,	normanlewis@yahoo.com
Harriet B. Hinson		2140 Malking Dr Blvd	Hinson37@gmail.com
Christy Byars		Unfiltered	

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Bartow CRA Community Engagement Session

Sign-In Sheet

Deep Blu Pools
395 Summerlin St. E Bartow, FL 33830

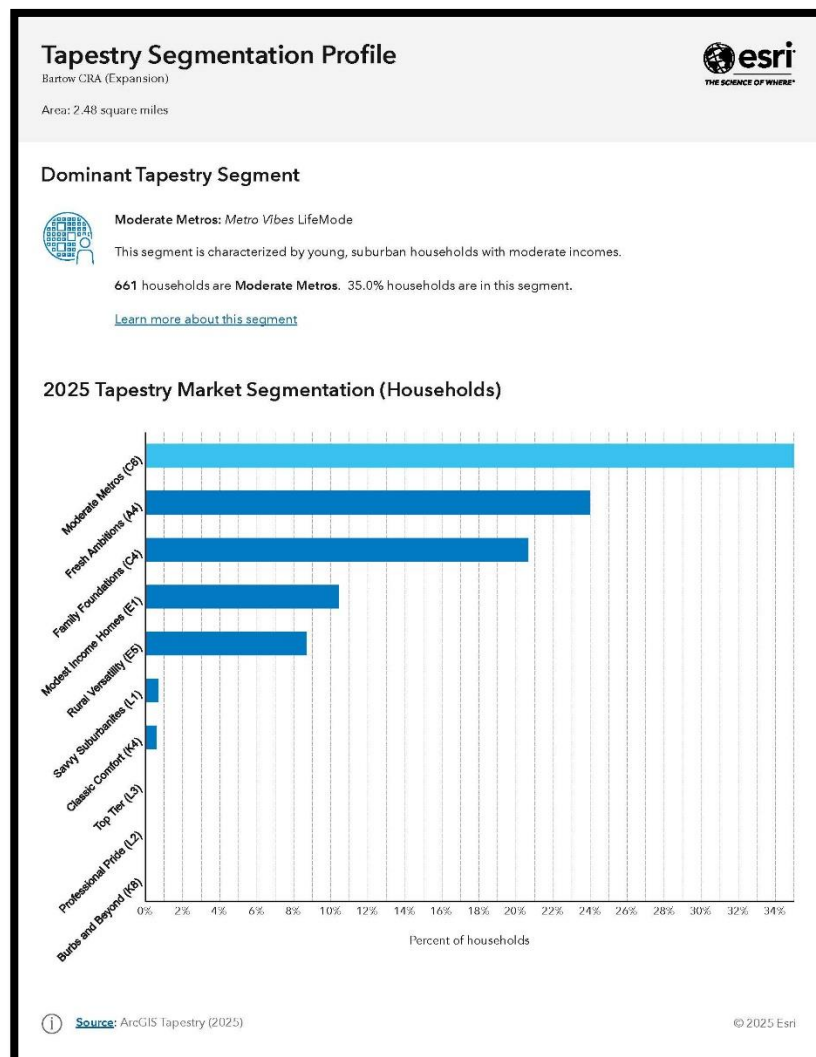
Tuesday, August 26, 2025, 10 AM



Name	Initial if Opposed to Photo Consent*	Mailing Address	Email Address
Barbara Banks			bbanks@cityofbartow.net
Steve P. Smith			
Shawn Klenoff		305 E. Main St. Bartow 33830	
Errol D. Jones		P.O. Box 1552, Bartow, FL 33831	info@edjonesconstructiongroup.com
Nicole Brannen		1640 Taylor Rd Bartow	nidebrannen2021@gmail.com
Brian McDermid		PO Box 521 Bartow 33831	BRIAN@OKCITYBARTOW.ORG
Cheryl Anthony			mghunt@hotmail.com
Debbie Fazio			dfazio@cfrc.org

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Appendix D: Tapestry Segmentation



Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
A. Urban Threads	453	24.0%	529	833	23.5%	580
Independent Cityscapes (A1)	0	0.0%	0	0	0.0%	0
City Commons (A2)	0	0.0%	0	0	0.0%	0
Social Security Set (A3)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (A4)	453	24.0%	3,352	833	23.5%	3,210
Welcome Waves (A5)	0	0.0%	0	0	0.0%	0
Young and Restless (A6)	0	0.0%	0	0	0.0%	0
B. Books and Boots	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (B1)	0	0.0%	0	0	0.0%	0
College Towns (B2)	0	0.0%	0	0	0.0%	0
Military Proximity (B3)	0	0.0%	0	0	0.0%	0
C. Metro Vibes	1,051	55.6%	635	1,907	53.7%	663
Single Thrifties (C1)	0	0.0%	0	0	0.0%	0
Kids and Kin (C2)	0	0.0%	0	0	0.0%	0
Metro Fusion (C3)	0	0.0%	0	0	0.0%	0
Family Foundations (C4)	390	20.6%	1,886	774	21.8%	2,031
Diverse Horizons (C5)	0	0.0%	0	0	0.0%	0
Moderate Metros (C6)	661	35.0%	1,532	1,133	31.9%	1,525
D. Tech Trailblazers	0	0.0%	0	0	0.0%	0
Emerging Hub (D1)	0	0.0%	0	0	0.0%	0
Trendsetters (D2)	0	0.0%	0	0	0.0%	0
Modern Minds (D3)	0	0.0%	0	0	0.0%	0
Metro Renters (D4)	0	0.0%	0	0	0.0%	0
Laptops and Lattes (D5)	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

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Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
E. Community Connections	361	19.1%	259	748	21.1%	284
Modest Income Homes (E.1)	197	10.4%	809	447	12.6%	1,060
Southwestern Families (E.2)	0	0.0%	0	0	0.0%	0
Hometown Charm (E.3)	0	0.0%	0	0	0.0%	0
Mobile Meadows (E.4)	0	0.0%	0	0	0.0%	0
Rural Versatility (E.5)	164	8.7%	552	301	8.5%	555
Family Bonds (E.6)	0	0.0%	0	0	0.0%	0
F. Urban Harmony	0	0.0%	0	0	0.0%	0
High Rise Renters (F.1)	0	0.0%	0	0	0.0%	0
Family Extensions (F.2)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (F.3)	0	0.0%	0	0	0.0%	0
City Strivers (F.4)	0	0.0%	0	0	0.0%	0
Uptown Lights (F.5)	0	0.0%	0	0	0.0%	0
G. Family Fabric	0	0.0%	0	0	0.0%	0
Shared Roots (G.1)	0	0.0%	0	0	0.0%	0
Up and Coming Families (G.2)	0	0.0%	0	0	0.0%	0
Generational Ties (G.3)	0	0.0%	0	0	0.0%	0
H. Family Prosperity	0	0.0%	0	0	0.0%	0
Flourishing Families (H.1)	0	0.0%	0	0	0.0%	0
Boomburbs (H.2)	0	0.0%	0	0	0.0%	0
Neighborhood Spirit (H.3)	0	0.0%	0	0	0.0%	0
Urban Chic (H.4)	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

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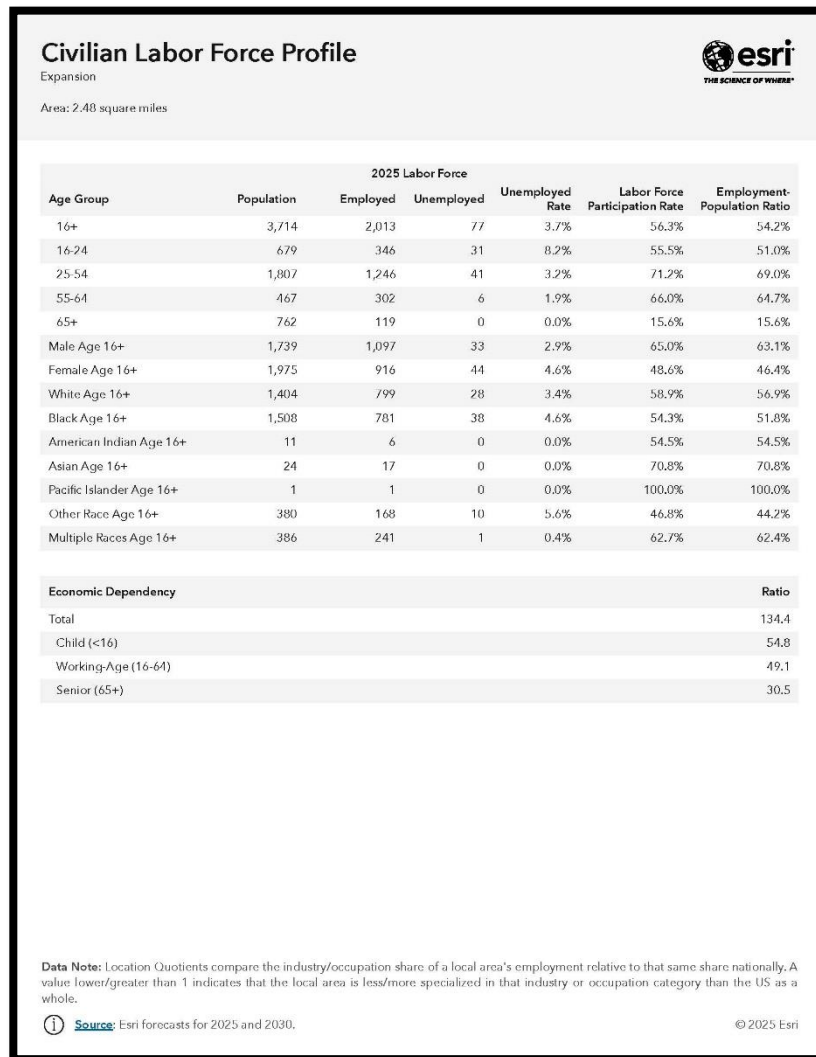
Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
I. Countryscapes	0	0.0%	0	0	0.0%	0
Small Town Sincerity (I1)	0	0.0%	0	0	0.0%	0
Scenic Byways (I2)	0	0.0%	0	0	0.0%	0
Heartland Communities (I3)	0	0.0%	0	0	0.0%	0
Rooted Rural (I4)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (I5)	0	0.0%	0	0	0.0%	0
Southern Satellites (I6)	0	0.0%	0	0	0.0%	0
Country Charm (I7)	0	0.0%	0	0	0.0%	0
J. Mature Reflections	0	0.0%	0	0	0.0%	0
Senior Escapes (J1)	0	0.0%	0	0	0.0%	0
The Elders (J2)	0	0.0%	0	0	0.0%	0
Retirement Communities (J3)	0	0.0%	0	0	0.0%	0
Silver and Gold (J4)	0	0.0%	0	0	0.0%	0
K. Suburban Shine	11	0.6%	3	39	1.1%	5
Legacy Hills (K1)	0	0.0%	0	0	0.0%	0
Middle Ground (K2)	0	0.0%	0	0	0.0%	0
Loyal Locals (K3)	0	0.0%	0	0	0.0%	0
Classic Comfort (K4)	11	0.6%	20	39	1.1%	38
Dreambelt (K5)	0	0.0%	0	0	0.0%	0
City Greens (K6)	0	0.0%	0	0	0.0%	0
Room to Roam (K7)	0	0.0%	0	0	0.0%	0
Burbs and Beyond (K8)	0	0.0%	0	0	0.0%	0
L. Premier Estates	13	0.7%	7	22	0.6%	6
Savvy Suburbanites (L1)	13	0.7%	15	22	0.6%	13
Professional Pride (L2)	0	0.0%	0	0	0.0%	0
Top Tier (L3)	0	0.0%	0	0	0.0%	0
Unclassified	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

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Appendix E: Civilian Labor Force



Civilian Labor Force Profile | Expansion | Area: 2.48 square miles

Industry	Employed	Percent	US Percent	Location Quotient
Total	2,013	100.0%	100.0%	-
Agriculture/Forestry/Fishing	59	2.9%	1.1%	2.72
Mining/Quarrying/Oil & Gas	1	0.1%	0.3%	0.15
Construction	124	6.2%	6.9%	0.88
Manufacturing	166	8.3%	9.6%	0.86
Wholesale Trade	56	2.8%	1.9%	1.43
Retail Trade	255	12.7%	10.4%	1.22
Transportation/Warehousing	153	7.6%	5.0%	1.53
Utilities	1	0.1%	0.9%	0.06
Information	0	0.0%	1.8%	0.00
Finance/Insurance	95	4.7%	4.9%	0.97
Real Estate/Rental/Leasing	4	0.2%	1.7%	0.12
Professional/Scientific/Tech	36	1.8%	8.4%	0.21
Management of Companies	0	0.0%	0.2%	0.00
Admin/Support/Waste Management	140	7.0%	4.5%	1.53
Educational Services	137	6.8%	9.4%	0.73
Health Care/Social Assistance	348	17.3%	14.5%	1.19
Arts/Entertainment/Recreation	15	0.8%	2.2%	0.34
Accommodation/Food Services	168	8.3%	6.6%	1.26
Other Services (Excluding Public)	122	6.1%	4.7%	1.29
Public Administration	132	6.6%	5.0%	1.30

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

 **Source:** Esri forecasts for 2025 and 2030.

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Civilian Labor Force Profile | Expansion | Area: 2.48 square miles

Occupation	Employed	Percent	US Percent	Location Quotient
Total	2,013	100.0%	100.0%	-
White Collar	916	45.5%	62.5%	0.73
Management	83	4.1%	11.8%	0.35
Business/Financial	65	3.2%	6.4%	0.50
Computer/Mathematical	14	0.7%	4.0%	0.17
Architecture/Engineering	2	0.1%	2.3%	0.04
Life/Physical/Social Sciences	3	0.1%	1.3%	0.12
Community/Social Service	36	1.8%	1.8%	0.99
Legal	1	0.1%	1.2%	0.04
Education/Training/Library	152	7.5%	6.3%	1.19
Arts/Design/Entertainment	25	1.2%	2.1%	0.58
Healthcare Practitioner	134	6.7%	6.7%	1.00
Sales and Sales Related	187	9.3%	8.4%	1.11
Office/Administrative Support	214	10.6%	10.1%	1.06
Blue Collar	664	33.0%	21.0%	1.57
Farming/Fishing/Forestry	55	2.7%	0.5%	5.67
Construction/Extraction	152	7.5%	4.9%	1.54
Installation/Maintenance/Repair	120	6.0%	2.9%	2.04
Production	141	7.0%	5.0%	1.40
Transportation/Material Moving	196	9.7%	7.7%	1.27
Services	433	21.5%	16.5%	1.30
Healthcare Support	99	4.9%	3.5%	1.39
Protective Service	46	2.3%	2.1%	1.10
Food Preparation/Serving	117	5.8%	5.1%	1.14
Building Maintenance	65	3.2%	3.4%	0.96
Personal Care/Service	106	5.3%	2.4%	2.17

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

 **Source:** Esri forecasts for 2025 and 2030.

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GENERAL INFORMATION

Request: Review of the CRA's current Strategic Two-Year Work Plan objectives

STAFF ANALYSIS

The purpose of this agenda item is to review and discuss the Community Redevelopment Agency's, CRA, current Two-Year Strategic Plan objectives as they relate to key redevelopment and reinvestment priorities within the CRA district. Specifically, this discussion will focus on initiatives associated with Corridor Redevelopment, Housing Stock Expansion, Targeted East and West End Revitalization, and Complete Streets Initiatives.

This review is intended to ensure alignment with statutory requirements, community needs, and the CRA Board's long-term vision for sustainable redevelopment.

BACKGROUND

The CRA Strategic Two-Year Work Plan serves as a guiding framework for implementing the goals and objectives outlined in the CRA Redevelopment Plan. The Work Plan document identifies priority program areas, projects, and policy directions intended to address conditions of Slum and Blight, stimulate private investment, improve quality of life, and enhance economic vitality within the CRA district.

As the CRA continues to advance redevelopment efforts, periodic review of its Strategic Work Plan is essential to assess progress, identify gaps, and confirm that strategies remain responsive to changing market conditions, community priorities, and funding opportunities. The current Work Plan emphasizes targeted, place-based investments and coordinated public-private partnerships to maximize impact across the CRA area.

DISCUSSION

The following strategic focus areas are central to the current Two-Year Work Plan and are presented for Board review and discussion:

1. Corridor Redevelopment

Corridor redevelopment initiatives are intended to enhance key commercial and mixed-use corridors within the CRA district. These efforts prioritize infrastructure improvements, Façade enhancements, streetscape upgrades, and redevelopment incentives designed to attract new businesses, support existing enterprises, and improve overall corridor aesthetics and functionality.

2. Housing Stock Expansion

Housing stock expansion strategies focus on increasing the availability, diversity, and quality of housing within the CRA district. Objectives include supporting infill

development, adaptive reuse, rehabilitation of existing housing, and partnerships that encourage the development of workforce and attainable housing options consistent with the CRA's redevelopment goals.

3. Targeted East and West End Revitalization

Targeted revitalization efforts in the East and West End areas aim to address long-standing disinvestment through focused capital improvements, neighborhood stabilization initiatives, and catalytic projects. These strategies are intended to improve neighborhood conditions, strengthen connections, and leverage public investment to stimulate private redevelopment in these areas.

4. Complete Streets Initiatives

Complete Streets initiatives support the creation of safe, accessible, and multimodal transportation networks that accommodate pedestrians, bicyclists, motorists, and transit users of all ages and abilities. These efforts align with broader placemaking and connectivity goals by enhancing walkability, improving safety, and supporting economic activity along key corridors and within redevelopment areas.

NEXT STEPS

Staff will utilize feedback and direction provided by the CRA Board during this discussion to:

1. Confirm or refine priority objectives within the current Two-Year Work Plan;
2. Identify opportunities for adjustments to current programming or project sequencings;
3. Ensure alignment with statutory planning requirements and the CRA's 2026 Updated Redevelopment Plan; and

Any recommended amendments to the existing plan resulting from this discussion will be brought forward for CRA Board consideration and adoption at the January 28, 2026, board meeting, as appropriate.

ATTACHMENTS:

Adopted 2024 Two Year Workplan



**Community Redevelopment Agency
Work Plan- January 2024- January 2026**

The CRA's Mission is to Elevate Bartow by transforming our CRA district by encouraging investment that enhances our neighborhoods and drives economic growth while preserving our diverse history.

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- into an Entertainment or Commercial Business District
2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
5. Downtown Bartow- Complete Street- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)

MARKETING GOAL: INCREASE AWARENESS OF THE CRA DISTRICT AS A DESTINATION POINT- RESIDENTS, EMPLOYEES, VISITORS, AND DEVELOPERS

- 1. Strategy:** Promote the CRA District area as a safe and exciting place to hold business and family-oriented community events, ecotourism, and social/recreational activities.
- 2. Strategy:** Market the CRA District and its assets for commercial and residential development opportunities.
- 3. Strategy:** Market the CRA District, and its businesses as Innovative and Thriving Public Spaces for the Development of Commercial Opportunities.
- 4. Strategy:** Develop Public Safety Measures (Community Policing of CRA District).

BUSINESS ASSISTANCE GOAL: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES THE CRA DISTRICT

- 1. Strategy:** Connect CRA's Corridors and Downtown with a Variety of Trans-Modal Services or Programs for increased mobility options.
- 2. Strategy:** Establish partnerships between the public and private sectors for the purpose of developing redevelopment projects/partnerships that mutually benefit the public realm.
- 3. Strategy:** Activate Public Spaces for Pedestrian Traffic in Downtown, East End, and North End CRA District Areas.
- 4. Strategy:** Develop Programs and Services that establish business retention, recruitment, and/or expansion programs that assist local businesses or entrepreneurs in establishing and growing businesses in the CRA Redevelopment Area.

POLICY & PROJECT GOAL: DEVELOP INITIATIVES OR PROGRAMS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

- 1. Strategy:** Acquire real property in the CRA area for resale or community use (commercial and residential development).
- 2. Strategy:** Activate Public Spaces for Pedestrian Traffic in East, West, and North Communities.
- 3. Strategy:** Increase the Public Realm (Smart City) with upgraded technology for improved connectivity to parks, Downtown Bartow, and the Bartow Trail Improvements (EV Charging Stations, Expanded Wi-Fi, Solar Light Poles, Cameras, and Blue Light Street Poles- 911 Communication).

CRA funding priorities are approved by the board of directors for allocating services, programs, and financial initiatives to eliminate blight and improve the pedestrian experience in the public realm.



GENERAL INFORMATION

Request: Discussion and Presentation with the Community Redevelopment Agency, CRA, Board to provide input to develop a new Strategic Redevelopment Plan

STAFF ANALYSIS

The purpose of this agenda item is to facilitate discussion and programming exercises with the CRA Board in a work session focused on gathering input and direction to support development of its new Three-Year Strategic Redevelopment Plan.

The work session exercises are designed to provide an opportunity for the Board to listen, learn, and engage in strategic discussion regarding redevelopment priorities, updated goal categories, and initiative emphasis that will guide preparation of the revised plan.

Specifically, this work session will:

- Gather Board input on priorities for the revised Redevelopment Plan;
- Introduce a fresh perspective on CRA goals using updated planning categories;
- Shape strategic direction by identifying initiatives to emphasize; and
- Build consensus around shared priorities to guide plan development.

WORK SESSION OBJECTIVES

The CRA work session presentation and discussion will be organized around the following four objectives:

1. Listen & Learn – Gather Board Input
 - Objective: Provide an overview of current redevelopment conditions, existing plan goals, and emerging opportunities while gathering initial Board input on priorities for the Revised Redevelopment Plan.
2. Fresh Perspective – Updated Goal Categories
 - Objective: Introduce updated goal categories to reframe CRA priorities and encourage a fresh perspective on redevelopment strategies.

3. Shape Direction – Initiative Emphasis

- Objective: Assist the Board in determining which initiatives, programs, and project types should be emphasized in the Revised Redevelopment Plan.

4. Build Consensus – Shared Priorities

- Objective: Identify areas of consensus among Board members to establish a clear foundation for the Revised Redevelopment Plan.

Next STEPS

Following the CRA work session, staff will:

- Synthesize Board input and discussion outcomes;
- Refine redevelopment goals and priorities based on consensus direction;
- Prepare a draft Revised Redevelopment Plan framework;
- Present the draft plan for CRA Board review and consideration at a future meeting.

RECOMMENDATIONS

This item is presented for discussion only. No formal action is requested. Staff recommend that the CRA Board actively participate in the work session and provide input and direction to guide preparation of its new Three-Year Strategic Redevelopment Plan.

ATTACHMENTS:

Redevelopment Workshop Presentation

BARTOW CRA

Redevelopment Plan Workshop

Board Workshop Session

January 8, 2026

Workshop Purpose

Listen & Learn

Gather Board input on priorities for the revised Redevelopment Plan

Fresh Perspective

Take a new look at CRA goals with updated categories

Shape Direction

Help determine which initiatives should be emphasized

Build Consensus

Identify shared priorities to guide plan development

Today's Goal: A clear sense of Board priorities across four strategic categories

This is an input session — no formal decisions will be made today

Today's Agenda



Context Setting

Where we've been: 2021 Plan overview



Four Priority Categories

New framework for organizing initiatives



Category Deep Dives

Review existing initiatives, gather input



Boundary Expansion

Finding of Necessity update



Next Steps

How today's input shapes the plan

DISCUSSION FORMAT

For each category, we'll use post-it boards to capture ideas before group discussion.

-
- ✓ Write your thoughts
 - ✓ Share with the group
 - ✓ Discuss as a Board

The 2021 Plan: Where We've Been

CRA TIMELINE



CURRENT BOUNDARIES

1,232 acres

Approximately 2 square miles

Encompasses Downtown, North Neighborhood, East End, West Main corridor, and MLK Jr. Boulevard

2021 PLAN OBJECTIVES

Economic Development

Downtown, catalyst sites, corridors, connectivity

Housing Diversification

Diverse products, workforce housing, infill

Infrastructure

Sidewalks, lighting, stormwater

Marketing

Community assets, "Bartow Story"

Key Catalyst Sites Identified: East Main/Cigar Factory area, West Main/Cement Plant site, MLK corridor at US 17

Time for a Fresh Look

Reorganizing our approach around four strategic categories to better align initiatives and measure progress



Four Priority Categories

Property Acquisition & Construction



Strategic land assembly and development of CRA-controlled properties to create catalytic projects

District Activation & Placemaking



Public realm improvements, gathering spaces, connectivity, and programming that bring people downtown

Commercial & Public Spaces Redevelopment



Revitalizing business corridors, supporting private investment, and improving commercial districts

Residential Redevelopment



Neighborhood stabilization, housing diversification, blight elimination, and quality of life improvements

Note: Existing initiatives from the 2021 Plan (including East End and West End projects) are organized within these four categories

Property Acquisition & Construction

CURRENT & PLANNED INITIATIVES

East Main / Cigar Factory Site

CRA-owned, potential 200-250 multi-family units + retail

West Main Cement Plant (Argos)

Acquisition target for Commercial Mix Use

MLK/330 and 335 E Main Parcels

CRA- Catalyst Projects for Commercial and Residential Development

Strategic Acquisitions

Opportunistic assembly as properties become available at the East Corridor

CATEGORY FOCUS

Strategic land assembly and direct CRA investment in transformational development projects

- Land banking for future development
- Public-private partnerships
- Developer solicitation (RFP/RFQ)
- Site preparation and disposition

Property Acquisition & Construction — Discussion

Which acquisition targets should be highest priority?

Consider: 330 and 335 East Main Street, 970 E Main Street, MLK Parcels or develop other opportunities

What types of development should CRA-acquired properties support?

Consider: Multi-family housing, commercial/retail, mixed-use, public amenities, or community facilities

Are there specific parcels or areas not currently identified that warrant attention?

Opportunities for land banking, blight removal, or strategic assembly

 Please write your thoughts on the post-it notes provided

District Activation & Placemaking

CURRENT & PLANNED INITIATIVES

Increase Housing Stock Concept

Masonic Lodge and 335 E Main Street conversion

Polk Street Park

Environmental amenities + recreation

Gateway Improvements

East and West entrance enhancements into Downtown

Fort Fraser Trail Connection

Linking regional trail network to downtown core with development of Cigar Factory and 970 E Main Street

CATEGORY FOCUS

Creating vibrant public spaces and experiences that draw people downtown and strengthen community identity

- Public realm and streetscape
- Parks and gathering spaces
- Events and programming
- Wayfinding and gateways



District Activation & Placemaking — Discussion

What public spaces or amenities would have the greatest impact on downtown vitality?

Consider: Pedestrian areas, parks, plazas, trail connections, or streetscape improvements

How should the CRA approach gateway and wayfinding improvements?

East entrance from US 17/98, west entrance from SR 60, internal wayfinding

What types of events or programming would strengthen community connection to downtown?

Markets, festivals, cultural events, regular programming — and where should they occur?



Please write your thoughts on the post-it notes provided

Commercial & Public Spaces Redevelopment

CURRENT & PLANNED INITIATIVES

Downtown Main Street Development

Continued support for retail, restaurants, adaptive reuse

MLK Jr. Boulevard Corridor

Revitalization of historic African American commercial district

East Main Street Commercial

Highway 17 corridor enhancement and redevelopment

West Main Gateway Commercial

Improving first impressions from SR 60

Corridor Beautification Programs

Facade improvements, signage, landscape enhancements

CATEGORY FOCUS

Supporting private investment in commercial corridors and ensuring public facilities serve community needs

- Business recruitment and retention
- Facade and site improvements
- Incentive programs
- Public facility upgrades

Commercial & Public Spaces Redevelopment — Discussion

Which commercial corridors should receive the most CRA attention?

Consider: Main Street downtown, MLK Jr. Boulevard, East Main/Hwy 17, West Main, or other areas

What types of businesses or commercial uses are missing in the CRA?

Retail, dining, entertainment, professional services, neighborhood commercial — what should be recruited?

How can the CRA best support existing businesses and property owners?

Façade grants, site improvement assistance, technical support, marketing coordination

 Please write your thoughts on the post-it notes provided

Residential Redevelopment

CURRENT & PLANNED INITIATIVES

Housing Diversification Initiative

"Missing middle": duplexes, triplexes, ADUs, townhomes

North Neighborhood Improvements

Infrastructure, housing preservation, infill development

East End Neighborhood Revitalization

Historic preservation, blight elimination, rehabilitation

Infill Housing Development

Developing vacant lots for new residential construction

Paint Up / Fix Up Program

Re-establishment of homeowner assistance program

CATEGORY FOCUS

Strengthening neighborhoods, diversifying housing options, and improving quality of life for CRA residents

- Blight elimination
- Housing rehabilitation assistance
- Code enforcement coordination
- Neighborhood infrastructure



Residential Redevelopment — Discussion

What housing types are most needed in Bartow's CRA neighborhoods?

Consider: Entry-level homeownership, rental options, senior housing, workforce housing, or mixed-income

Which neighborhoods should be prioritized for CRA housing investment?

North Neighborhood, East End, areas near downtown, or other locations?

How should the CRA balance blight elimination with historic preservation?

Demolition vs. rehabilitation, protecting neighborhood character, cultural sensitivity



Please write your thoughts on the post-it notes provided

Looking Across Categories

How would you prioritize these four categories relative to each other?

If resources are limited, where should the CRA focus first? Which categories need immediate attention vs. longer-term investment?

Are there any initiatives not covered by these categories that the CRA should consider?

New ideas, emerging opportunities, or areas that don't fit neatly into the four categories

Should any of these categories be merged, or should others be added?

Does this framework make sense for how Bartow approaches redevelopment?



Final round of post-it notes before group discussion

What Happens Next

TODAY

Capture Input

Post-it ideas and discussion notes will be compiled and summarized

NEXT

Synthesize Priorities

Staff and consultants will organize input into priority themes

THEN

Draft Framework

Revised plan framework developed based on Board direction

How Today's Input Will Be Used

PRIORITIZATION

Helps staff allocate resources and sequence initiatives

DIRECTION

Guides development of detailed strategies and action items

ALIGNMENT

Ensures plan reflects Board consensus on community needs

Board will see: Workshop summary report → Draft revised framework → Opportunity for additional input before plan adoption

Thank You

Your input today shapes Bartow's future

Bartow Community Redevelopment Agency

450 North Wilson Avenue • Bartow, Florida 33830



GENERAL INFORMATION

Request: Discussion and Review revisions to the Community Redevelopment Agency's, CRA, current Strategic Work Plan to be implemented in 2026

STAFF ANALYSIS

The purpose of this agenda item is to develop a new structured framework for the Community Redevelopment Agency, CRA, Board to approve a new Strategic Work Plan. The proposed Strategic Work Plan is intended to guide CRA Board discussion and direction on priority goals, projects, and implementation strategies that advance redevelopment within the CRA District for a period of the next three years starting in 2026.

The CRA's new Three-Year Strategic Work Plan may focus on five core priority areas for: Connected Corridors, Increasing the Housing Stock within the CRA District, Targeted East and West End Revitalization, Complete Streets Initiatives, and Land Acquisition with an emphasis on actionable projects, phased implementation, and measurable outcomes.

BACKGROUND INFORMATION

The CRA Work Plan serves as the primary implementation tool for advancing the goals of the CRA's 2026 Redevelopment Plan and meeting statutory planning requirements. Transitioning from a two-year to a three-year plan allows the CRA to better align capital investments projects, programmatic initiatives, and public-private partnerships while providing greater predictability for funding and project delivery.

The proposed Strategic Three-Year Work Plan is intended to establish clear priorities, define implementation phases, and ensure that redevelopment activities remain responsive to community needs, market conditions, and available resources across the CRA district that have been identified in 2026 updated Redevelopment Plan.

PROPOSED STRATEGIC WORKPLAN FRAMEWORK

The CRA Board's discussion will be guided by the following focus areas and implementation concepts:

1. Connected Corridors Goal: (Develop Timeline):

Goal: Strengthen key corridors within the CRA district to improve connectivity, support economic development, and enhance visual identity.

Discussion Topics:

- Identification of priority corridors;
- Infrastructure, streetscape, and Façade improvement opportunities;
- Coordination with mobility, utilities, and economic development initiatives.

Implementation Phasing (Develop Timeline):

- **1:** Planning, design, and pilot improvements
- **2:** Capital improvements and redevelopment incentives
- **3:** Corridor activation, branding, and performance evaluation

2. Increasing the Housing Stock in the CRA District

Goal (Develop Timeline): Expand the availability and diversity of quality housing options that support workforce needs and neighborhood stabilization.

Discussion Topics:

- Infill development and redevelopment opportunities;
- Rehabilitation and adaptive reuse strategies;
- Partnerships to support attainable and workforce housing.

Implementation Phasing:

- **1:** Site identification focus, policy alignment, and partner outreach
- **2:** Project development and funding commitments
- **3:** New Construction, Home Rehabilitation, Purchasing/Remodeling/ Selling Homes

3. Targeted East and West End Revitalization

Goal (Develop Timeline): Advance focused redevelopment efforts in the East and West End areas to address disinvestment and stimulate reinvestment.

Discussion Topics:

- Identification of catalytic projects and neighborhood priorities;
- Infrastructure and public space improvements;
- Alignment with housing, workforce, and community-serving uses.

Implementation Phasing:

- **1:** Community engagement and project scoping
- **2:** Design, funding, and implementation
- **3:** Project completion and impact evaluation

4. Complete Streets Initiatives

Goal (Develop Timeline): Implement Complete Streets projects that enhance safety, accessibility, and multimodal transportation throughout the CRA district.

Discussion Topics:

- Pedestrian, bicycle, and transit-supportive improvements;
- Safety enhancements and accessibility upgrades;
- Integration with corridor and placemaking initiatives.

Implementation Phasing:

- **1:** Planning, design, and coordination
- **2:** Capital construction and improvements
- **3:** Network completion and ongoing maintenance strategies

Implementation and Accountability

The Strategic Three-Year Work Plan will include:

- A prioritized list of projects and programs;
- Estimated timelines and phasing;
- Funding strategies and potential partnerships;
- Performance measures to track progress and outcomes.

Land Acquisition

Goal (Develop Timeline): Strategically acquire property within the CRA district to eliminate blight, support catalytic redevelopment, expand housing opportunities, and facilitate public-private partnerships aligned with the CRA's redevelopment objectives.

Discussion Topics:

- Identification of priority parcels within connected corridors and targeted East and West End areas;
- Acquisition criteria based on redevelopment potential, strategic location, and alignment with CRA goals;
- Interim use, land banking, and disposition strategies to support future redevelopment projects.

Implementation Phasing:

- **1:** Parcel analysis, prioritization, and due diligence
- **2:** Targeted acquisitions and site readiness activities
- **3:** Disposition, development solicitation, or project integration

This structure will allow the CRA Board to monitor implementation while maintaining flexibility to respond to changing conditions.

NEXT STEPS

At the January 8th CRA Board Meeting, staff will facilitate discussion using this framework to:

- Confirm priority goals and projects;
- Refine implementation phasing and timelines;
- Identify any policy or funding considerations;
- Prepare the final Strategic Three-Year Work Plan for Board approval.

STAFF RECOMMENDATION

Staff recommend that the CRA Board review, discuss, and provide direction on the proposed outline for a Strategic Three-Year Plan addressing Connected Corridors, Housing Stock Expansion, Targeted East and West End Revitalization, and Complete Streets Initiatives for the approval of a Strategic Three-Year Work Plan as presented, or with modifications, at the CRA's January 8, 2026, Board Meeting.

ATTACHMENTS:

None