

LAKE
LAND
CRA

Lakeland Midtown CRA Gap Analysis



REINVENTING YOUR CITY

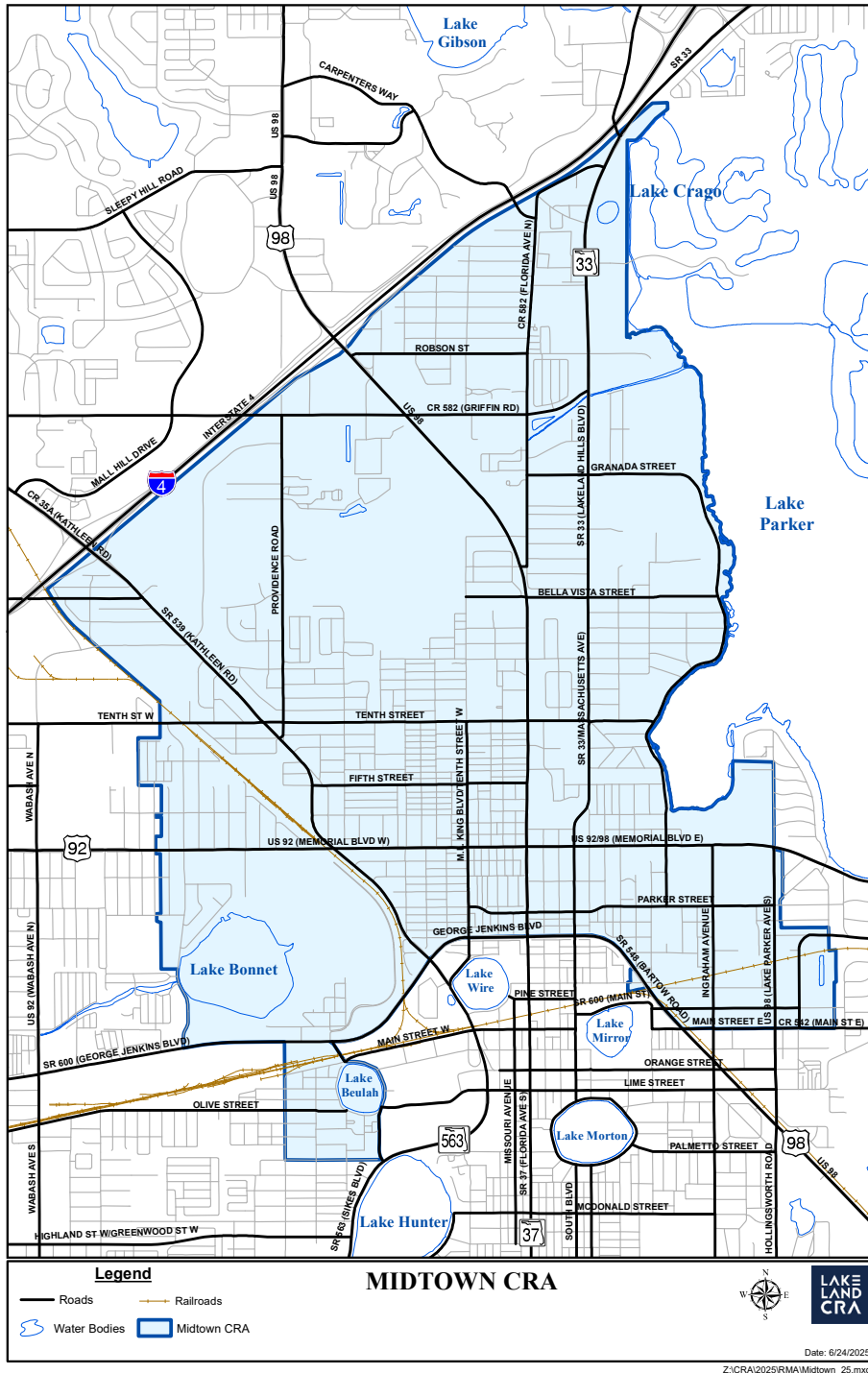
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October 2025

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1. INTRODUCTION

The Midtown Community Redevelopment Area (CRA) is 4,463 acres and is the largest of the three CRA districts in the City of Lakeland. It spans from the intown bypass on the southern border to Interstate-4 on the northern border, Lake Parker on the eastern border, and the city limits as the western boundary (see Map 1). The area is anchored by the Coleman Bush Building, Bonnet Springs Park, the Medical District, Joker Marchant Stadium (Tigertown), and the Mass Market. This district includes 30 neighborhoods, 10 of which are active and engaged registered residential neighborhoods.



Map 1: Midtown CRA

INTRODUCTION

Although the size of the Midtown CRA is one of the largest in the state, the CRA has been able to complete a number of strategic projects that have led to an increased tax base and better quality of life for residents. Signature projects in recent years have included:

Lake Parker Shared-Use Path: The southwest side of Lake Parker has transformed from a simple 5ft concrete sidewalk to a 10ft shared-use asphalt path between Bon Air St. and East Bella Vista St. This 1-mile stretch will connect General Van Fleet State Trail with the Fort Frasier Trail. Student-led historical artwork is incorporated along the bands as well as decade themed portraits.



Photo credit: Lakeland CRA

Mass Market: In the roughly 36 acre area bounded by Florida Avenue, Memorial Boulevard, Massachusetts Avenue, and George Jenkins Boulevard, there are multiple buildings that have undergone redevelopment driven in large part by the CRA. On a former used car lot at the corner of Massachusetts Avenue and Parker Street, the CRA partnered with investors to launch a first-of-its kind concept called the Yard. The CRA also completely renovated a former 1920s A&P Grocery Store with wall-to-wall white brick, twenty-two-foot-high ceilings, amber stained and sealed cement floors, and oversized warehouse windows with black industrial finishes. Haus 820 is the newest, premiere event venue in Central Florida offering the perfect balance of vintage and modern. Other projects in the area include DouBakehouse, Market Lofts, and Crystal's World of Dance.



Photo credit: Lakeland CRA

The Well: Located within the Mass Market on the corner of East Parker Street and North Tennessee Avenue, this CRA property was turned into a collaborative small business resource center equipped with co-working spaces, a training room, and year-round programming.



Photo credit: The Well- Lakeland

Lincoln Square: The 5-acre site that was previously home to 120 functionally obsolescent apartments was zoned for multifamily in the middle of a single-family residential community. In 2016, the property was rezoned for single-family residential development and prototype home designed were completed. 21 single-family residences were constructed and sold at an attainable rate.



Photo credit: Lakeland CRA

Midtown Lofts: Midtown Lofts is an upscale, affordable rental apartment community. This residential development features 80 new rental apartments, of which 90% of the units have rents based on income with affordability guidelines in place for 50 years through the LIHTC (Low-Income Housing Tax Credit) Program. The remaining 10% are available for rent at market rates. The apartments are in one 4-story building and include a mix of 1, 2, and 3-bedroom units. Amenities include energy-efficient appliances, low-flow plumbing fixtures, and on-site community space includes a fitness center, game room, library, and business center with computers.



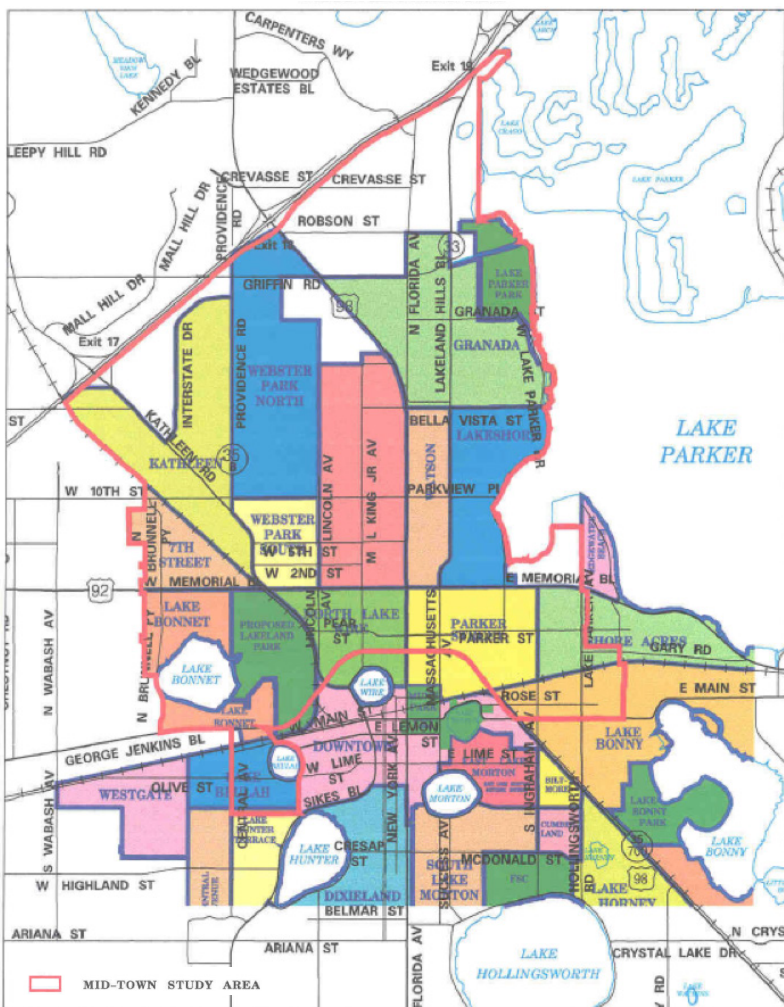
Photo credit: Midtown Lofts

2. 2001 MIDTOWN CRA REDEVELOPMENT PLAN

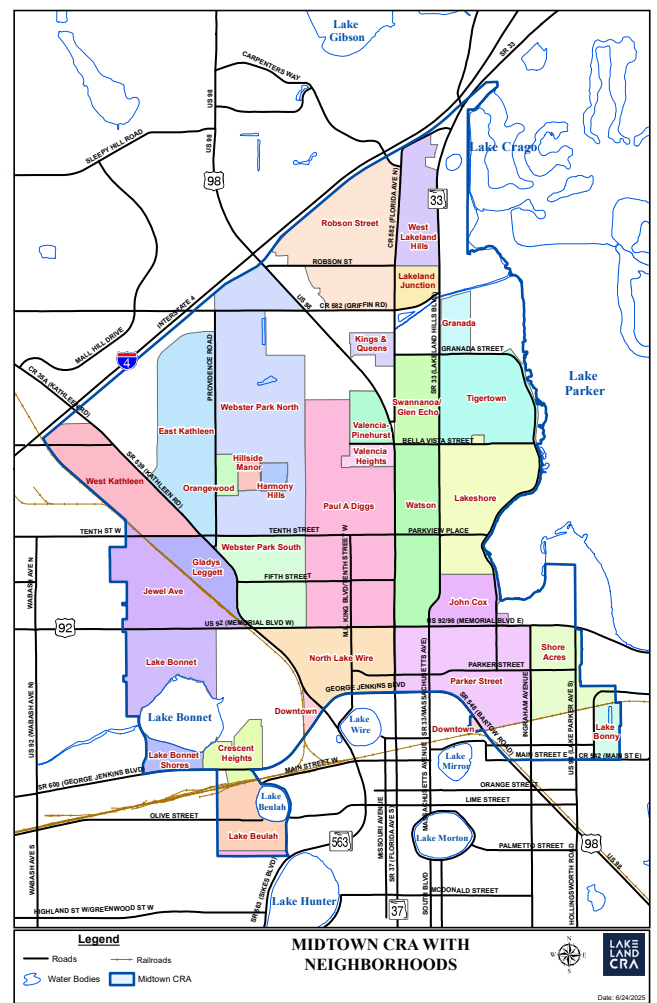
The Midtown CRA was created in 2001, during a time of major transition for the City of Lakeland with the new bypass road between the Midtown CRA and the Downtown CRA on its way to construction. The 2001 Midtown CRA Redevelopment Plan was focused on mitigating any detrimental impacts from upcoming roadway projects, as well as improving the neighborhoods, and supporting the economic activity centers. The 2001 CRA Redevelopment Plan has four main goals:

- ▶ Preserve and Enhance Neighborhoods;
- ▶ Define, Design, and Strengthen the District Mixed-Use Activity Centers in Midtown;
- ▶ Intensify and Beautify the Development Corridors in Midtown; and
- ▶ Continue to Improve Community Open Spaces and Infrastructure, Services and Facilities.

As the goals indicated, the neighborhoods, development corridors, and activity centers are major focus areas. Some of the neighborhoods have changed boundaries or new neighborhoods have emerged since the creation of the 2001 CRA Redevelopment Plan, which illustrated 17 neighborhoods in the Midtown CRA while today there are 30 neighborhoods in the district. Most of these are smaller subsets and include: Robson Street, West Lakeland Hills, Lakeland Junction, Kings & Queens, Swannanoa/Glen Echo, Tigertown, John Cox, East Kathleen, West Kathleen, Orangewood, Hillside Manor, Harmony Hills, Gladys Leggett, Jewel Ave., Lake Bonnet Shores, and Crescent Heights.



Map 2: 2001 Midtown CRA Neighborhoods
Source: 2001 Midtown CRA Redevelopment Plan

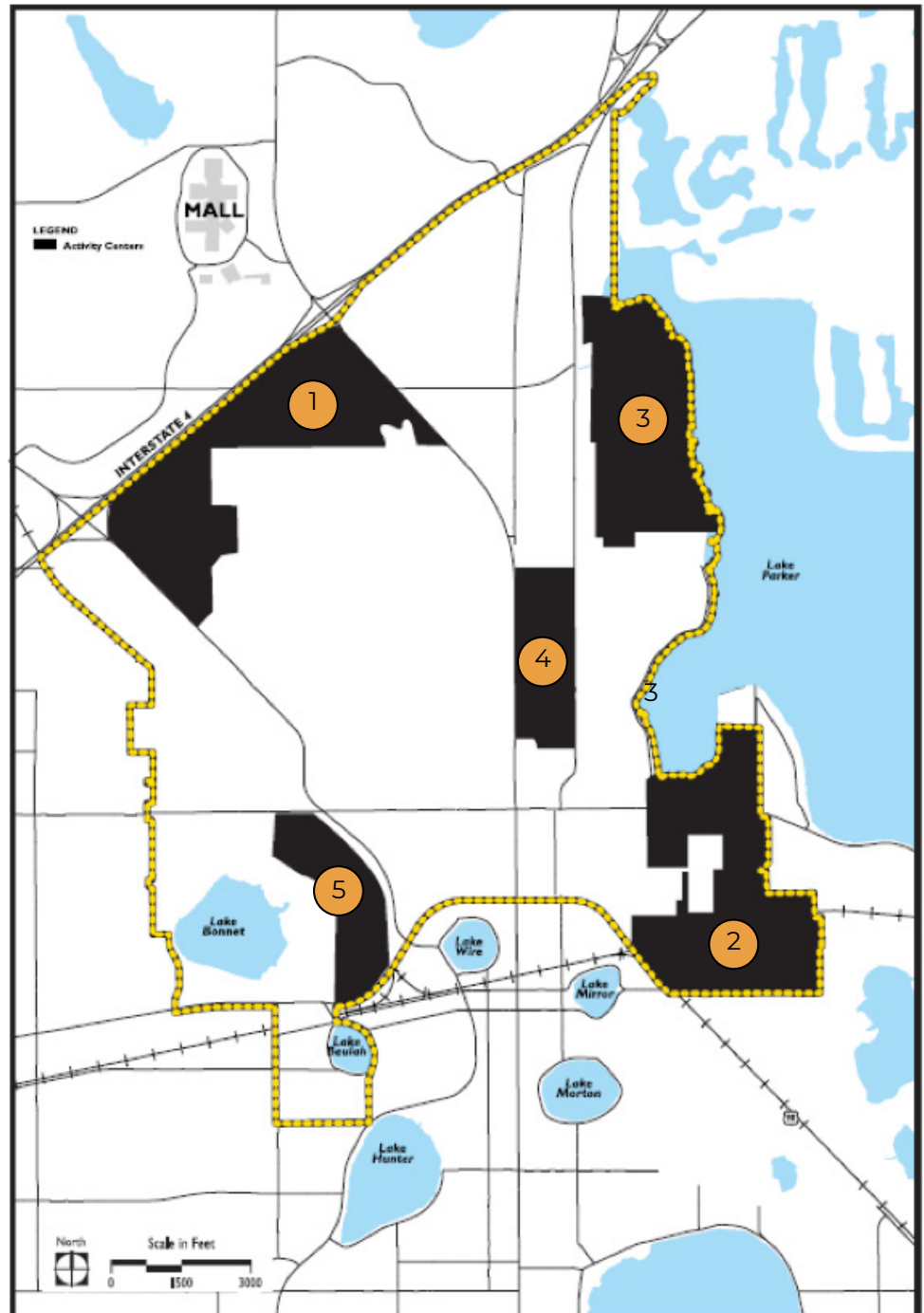


Map 3: 2025 Midtown CRA Neighborhoods Map
Source: Lakeland CRA

2001 MIDTOWN CRA REDEVELOPMENT PLAN

Additionally, the 2001 CRA Redevelopment Plan (Plan) identified five activity centers, some of which have changed names or borders since then. These activity centers are identified on Map 4 and include:

1. Interstate Economic Center
2. North Ingraham Activity Center, now East Main District
3. Lakeland Sports Complex, now Tigertown
4. Lakeland Hills Medical Center, now Lakeland Medical District
5. CSX Property, now Bonnet Springs Park

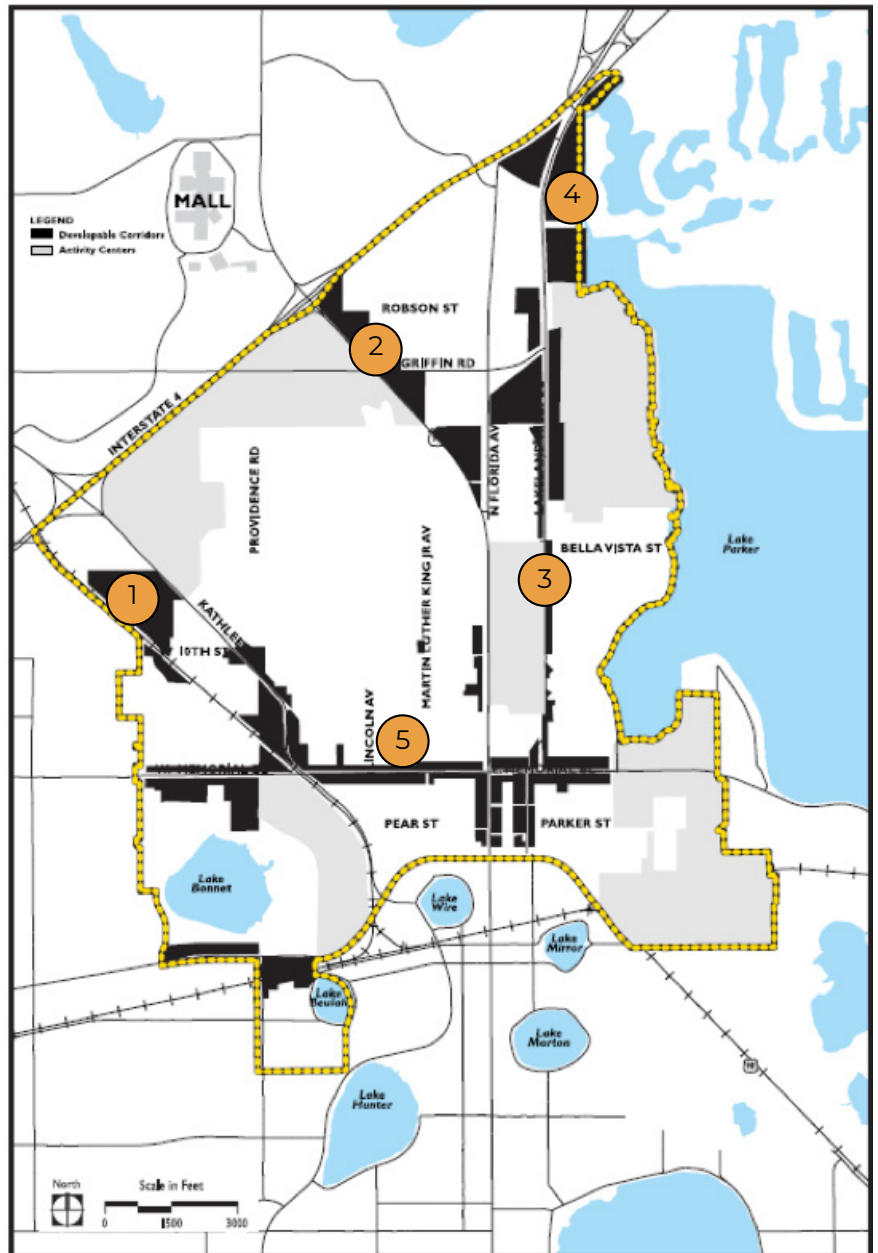


Map 4: 2001 Midtown CRA Activity Centers
Source: 2001 Midtown CRA Redevelopment Plan

2001 MIDTOWN CRA REDEVELOPMENT PLAN

However since 2001, the Midtown CRA has established additional activity centers, most notably Mass Market. The Plan also identified neighborhood connectors and development corridors. There were five development corridors that were intended to intensify and undergo beautification, which are depicted in Map 5 and included:

1. Kathleen Road
2. N. Florida Ave./US 98
3. Lakeland Hills Blvd.
4. Griffin Road
5. Memorial Blvd.



Map 5: 2001 Development Corridors
Source: 2001 Midtown CRA Redevelopment Plan

Lastly, the Plan recommended continuing to improve open space, infrastructure, services, and facilities. Some of the items in this section are not predominantly CRA functions and should not be continued based upon the 2019 CRA legislative updates, which enacted more stringent regulations about activities that CRAs are allowed to fund (see Section 4 for more information).. The 2001 Plan focused on the following programs:

1. Housing
2. Funding
3. Safety
4. Transit
5. Recreation and Education
6. Open Space
7. Training
8. Economic Development

3. GAP ANALYSIS

The Midtown CRA has been able to complete many of the action items in the 2001 Midtown CRA Redevelopment Plan in its 24 years of existence, which is a feat considering the 2008 Great Recession and the COVID-19 pandemic occurred during this period (see Section 4. for more information). A gap analysis has been developed through reviewing the 2001 CRA Redevelopment Plan and the CRA Annual Reports for Fiscal Years 2003-2024 provided by the CRA. As shown in Exhibits 1 and 2 (Midtown CRA Projects Map and Gap Analysis Matrix, respectively), **the Midtown CRA has completed, partially completed, or has in progress, nearly 85% of the 2001 CRA Redevelopment Plan's action items.**

There are a few recommended items that will remain in the Plan Update, though there are some implementation strategies that should be reevaluated or updated. There are others that should be removed from the plan because they have been completed, are no longer viable, or are no longer in compliance with the 2019 CRA legislative updates (see Section 4 for more information). The Midtown CRA Plan Update will also include other CRA functions that were not as prevalent in the 2001 CRA Redevelopment Plan such as public-private partnerships, land acquisition, and property improvement incentive programs.



Dr. Martin Luther King Jr. Avenue
Photo credit: Barry Friedman, LkldNow

4. EXTERNAL FACTORS AFFECTING IMPLEMENTATION

Although the Midtown CRA was able to implement many projects and programs, there were external factors affecting redevelopment. In particular, the 2008 Great Recession and the COVID-19 pandemic occurred during the time the Midtown CRA has been in existence. Additionally, as any redevelopment professionals will advise, the redevelopment cycle can take over 20 years to see the transformation of a CRA.

The 2008 Great Recession was a stunning blow to the entire country, but affected the bottom lines of municipalities and special districts reliant on property tax values acutely. In the Midtown CRA between fiscal years (FY) 2009-2013:

- ▶ The tax revenue sources decreased by approximately \$2.35 million overall; this was a 61% reduction.
- ▶ There was a four-year period that saw only reductions in tax revenue sources (FYs 2010-2013).
- ▶ Over just one year, the tax revenue sources saw a 35% decrease (FYs 2010-2011)

Table 1

Midtown CRA Tax Revenue Sources Fiscal Years 2008-2014							
Fiscal Year	2008	2009	2010	2011	2012	2013	2014
Tax Revenue Sources	\$3,684,937	\$3,824,716	\$3,194,404	\$2,069,922	\$1,717,612	\$1,475,516	\$1,480,371
Percentage Change from Prior Year		3.79%	-16.48%	-35.20%	-17.02%	-14.09%	0.33%

Source: Lakeland CRA Annual Reports 2008-2014

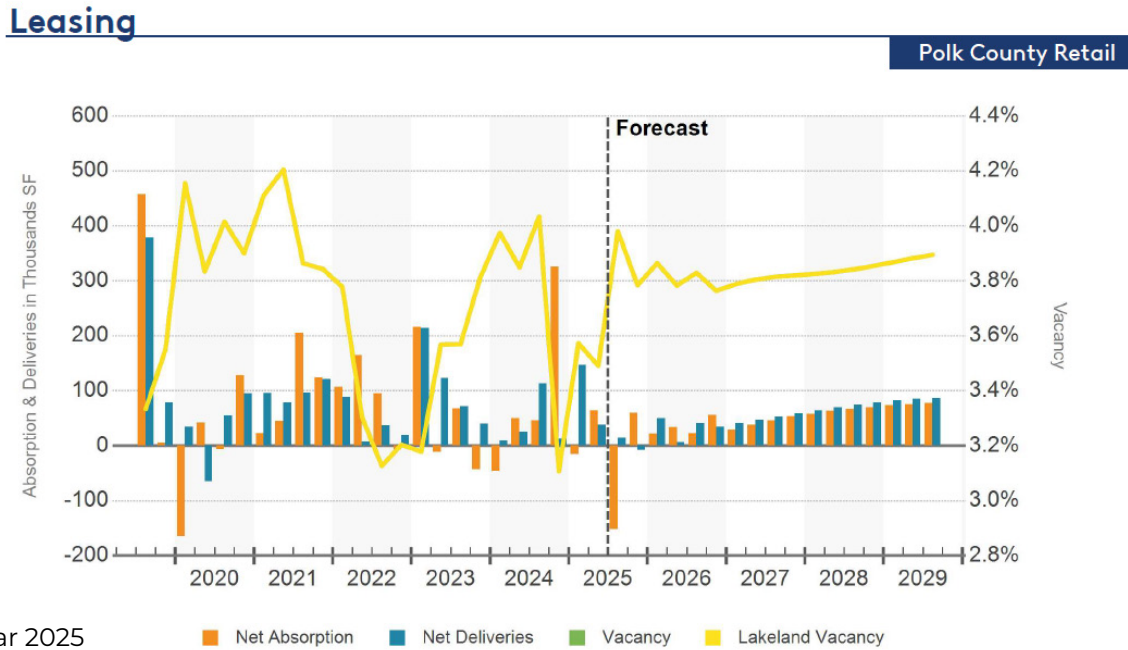
The reduction in property tax values stalled progress in CRAs throughout Florida but better prepared them to ensure their budget forecasting could withstand fluctuations in the real estate market. Amazingly, the Midtown CRA was still able to work on projects in the aftermath of the 2008 Great Recession by forging creative partnerships that enabled them to address Parker Street Neighborhood Improvements and affordable housing among other projects. The Midtown CRA has bounced back in recent years and seen a vast improvement in its taxable revenue sources, which have climbed to \$9,511,610 in FY 2024. This is an amazing feat as tax revenue sources had dropped down to \$1,475,516 in FY 2013, only 11 years prior, and have now increased 545% in that time.

Similarly, the COVID-19 pandemic saw debilitating effects on the world and were underscored viscerally at the local level. Though in this major event property values increased, the pandemic had deleterious outcomes for the real estate market nonetheless. This pandemic changed the way people lived and moved through their communities. In the immediate aftermath, many commercial businesses closed due to decreased sales and customers, and many offices closed due to employees moving to remote work. These new conditions rippled through the real estate market leading to more vacancies.

The City of Lakeland experienced many of the effects of the pandemic in its retail market as well. As illustrated in the graph below, in Polk County, which includes the Lakeland market, the retail vacancies reached a high of 4.2% at the turn of the second and third quarters of 2021 but have been cyclical since then.

EXTERNAL FACTORS AFFECTING IMPLEMENTATION

Graph 1: Polk County Retail Leasing Net Absorption, Net Deliveries & Vacancy (2020-2029)



Source: CoStar 2025

In the years following the COVID-19 pandemic, there has been growing consensus in the commercial real estate community that market conditions and dynamics would not revert to the way they were before the pandemic according to Emerging Trends in Real Estate® 2025 report by ULI and PWC. This report points to remote working and online shopping enduring in the post-covid world, but that U.S. property markets would no longer be undergoing the radical shifts in how tenants use space that were experienced in the immediate aftermath of the pandemic. It has been reported that tenant demand has recovered or surpassed pre-pandemic levels in most property sectors, yet vacancies are rising in several key sectors leading many in the real estate industry to opine that the market recovery will be slow and gradual.

The effects of the COVID-19 pandemic came on the heels of amendments to Florida Statute (f.s.) Chapter 163, Part III related to Florida Community Redevelopment Agencies (CRAs) passed by the 2019 Florida legislature. The new legislation became effective October 1, 2019, and one section of the amendment in particular greatly affected CRAs. The amendment clarified exactly on what the CRA may spend trust fund money and the previous language allowing the CRA to spend funds deposited in its redevelopment trust fund for “purposes, including, but not limited to” was removed from the statute. This affected the flexibility CRAs had of what they could spend funds on. In addition, the new legislation:

- ▶ Requires ethics training for all CRA board members
- ▶ Requires the CRA to use the same procurement processes as the city or county
- ▶ Revises the annual reporting requirements for agencies
- ▶ Restricts extensions of CRA terms beyond 2039, unless majority vote of the governing body that created the CRA approves
- ▶ Limits the extension of outstanding bonds' maturity beyond 2039 for certain situations and adds requirements for all bonds outstanding as of 10/1/19
- ▶ Updates state agency requirements when declaring inactive CRAs
- ▶ Allows the amounts of funding by each taxing authority who passes the funding ordinance of a CRA trust fund to be lowered to 50%
- ▶ Requires all CRA expenditures to be pursuant to the annual budget and such budget/ amendments shall be submitted to the county 10 days after approval
- ▶ Revises the list of allowed expenditures by a CRA
- ▶ Allows end of fiscal year carry over of project funds beyond the previous 3 year limitation
- ▶ Revises audit requirements
- ▶ Requires the audit to accompany the annual financial report under f.s. 218.32

5. LAKELAND COMPREHENSIVE PLAN ELEMENTS

The City of Lakeland Comprehensive Plan: Our Community 2030 (Comp Plan) includes goals, objectives, and policies that establish consistency with other City adopted regulations including the City of Lakeland Land Development Code. The Midtown CRA has addressed elements in the Lakeland Comprehensive Plan, specifically related to housing, transportation, and economic development areas of focus. As stated in the Comp Plan, these three areas of focus were acknowledged in the Comp Plan’s survey results and are addressed in the Comp Plan elements of: Future Land Use, Housing, Transportation, and Neighborhoods and Historic Preservation (see Table 2).

Table 2

SURVEY RESULTS IN RELATION TO COMPREHENSIVE PLAN		
Area of Focus	Influences Comp Plan Elements	Summary/Themes
Economic Development	Future Land Use Element	Economic Development, Business and Job Creation are major themes in all surveys. Residents encourage the development of commercial opportunities that bring in job growth and fill the needs of the residents of Lakeland. Encourage business friendly policies that boost business and commercial development in areas of the city that are in need of new development.
Housing	Future Land Use Element & Housing Element	Residents expressed that Lakeland is a great place to live and raise a family but there is a lack of affordable housing options. They value affordable housing and would like to see more multi-family residential housing with units providing more than two bedrooms. Other housing options they would like to see is tiny homes, condominiums, and affordable starter homes for home ownership. Residents would like for housing cost to match household income levels per neighborhood. Allow mix-use to promote redevelopment and provide infrastructure for a growing population.
Transportation	Transportation Element & Neighborhoods and Historic Preservation Element	The reduction of traffic and congestion was a major theme in transportation. Residents want to see complete street planning in Lakeland. They highly supported the City’s need to expand biking trails and bike lanes. Also, public transportation and different modes of transportation are needed in close proximity to residential areas.

Source: City of Lakeland Comprehensive Plan: Our Community 2030

The policies from the Comp Plan related to Economic Development, Housing, and Transportation that have been addressed by the Midtown CRA’s activities or affect the CRA are listed in Exhibit 3.

6. CONCLUSION

The Midtown CRA made significant progress executing the 2000 Midtown CRA Redevelopment Plan with nearly 85% of the action items initiated. It is commendable that the CRA was able to accomplish so much even during the major economic disturbances of the 2008 Great Recession and the COVID-19 pandemic. With their implementation of the 2000 Midtown CRA Redevelopment Plan action items, the CRA was also able to address related areas of focus in the Comp Plan of Economic Development, Housing, and Transportation.

In addition to the progress listed in the gap analysis matrix exhibit, the Midtown CRA has also produced significant results as evidenced by:



The assessed value has increased 227% from the base year to 2024, the latest verified year; \$313,768,148 was the taxable value in 2005 (base year), while the taxable value for 2024 was \$1,026,916,219. (Source: Lakeland CRA Annual Report 2024)



There are 1,101 businesses in the Midtown CRA as of September 2025. (Source: City of Lakeland Business Tax Receipts, September 2025)



There has been over \$112 million in permit valuations since 2013. (Source: City of Lakeland, Projects with Valuation, 2025)

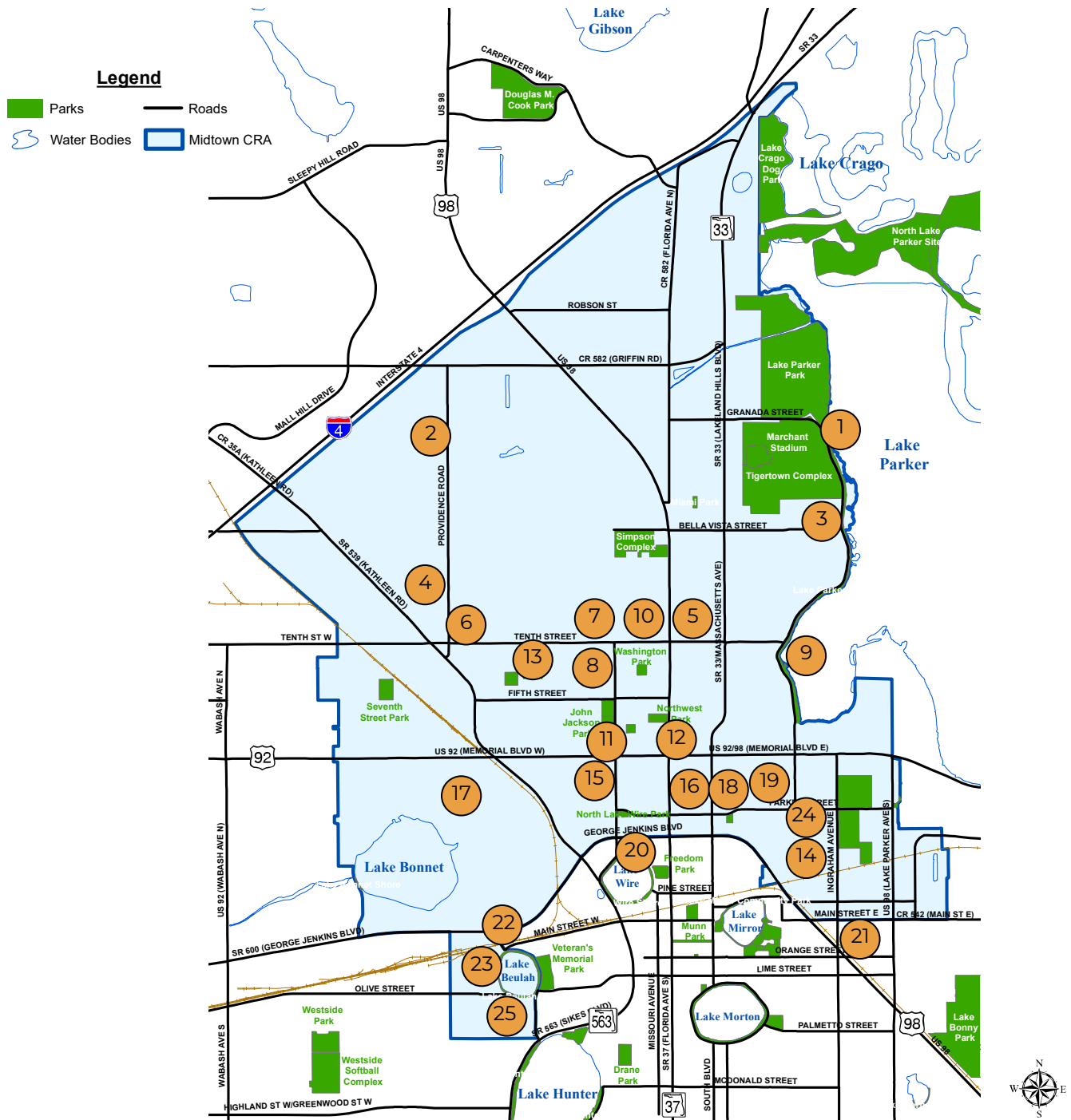


From 2015-2025, the Midtown CRA has awarded \$2.8 million in grants through its incentive programs and over \$20 million in private investment has occurred as a result. (Source: Lakeland CRA)

The update to the Midtown CRA Redevelopment Plan will address the progress the CRA has made as well as the changing market and demographics to produce a plan that will transition the CRA to its next phase of transformation. The CRA Plan will serve as a roadmap that enables the CRA to increase its tax base and quality of life for the community.



EXHIBIT 1



MIDTOWN CRA Projects Map

Key: Project (2001 Midtown CRA Redevelopment Plan Action Item No.)

- | | |
|---|---|
| 1. Lake Parker Shared-Use Path (1.20) | 14. Ingraham Ave. Improvements (2.12) |
| 2. Providence Rd. Complete Street (1.12) - Planned | 15. MLK Ave. Improvements (Myrtle St. to Memorial Blvd.) (1.37) |
| 3. Lake Parker Dr. Crosswalks (1.20) | 16. Mass Market Redevelopment Area (1.34) |
| 4. West 14th Street Pedestrian Enhancement (1.45) | 17. Bonnet Springs Park (1.16) |
| 5. Parkview Pl. Pedestrian Crossing (2.19) | 18. Parker St. Neighborhood Park (1.26) |
| 6. Intersection Improvements (10th St. & Providence Rd.) (1.45) | 19. E. Parker Street Improvements (1.27) |
| 7. Dakota Place (Senior Housing, Planned) (4.1) | 20. Bartow Rd. Landscape Buffer (1.23) |
| 8. Kettles Ave. Sidewalk (1.7) | 21. East Main St. Beautification (1.27) |
| 9. Lake Parker Dr. Crosswalks (1.20) | 22. Five-Points Roundabout (1.8) |
| 10. 10th St. Improvements (1.36) | 23. Lake Beulah Trail (1.14) |
| 11. MLK Improvements (Memorial to 10th St.) (1.37) | 24. Midtown Lofts (4.1) |
| 12. US 98 Median Improvements (3.1) | 25. Twin Lakes (Senior Housing) (4.1) |
| 13. Lincoln Square (1.48) | |

EXHIBIT 2

2001 CRA Redevelopment Plan Action Items Statuses (Gap Analysis Matrix)			
Goal 1. Preserve and Enhance Neighborhoods			
Action Plan No.	Action Plan Description	Status	Project, Program, or Activity Implemented
1.1	Refine the Neighborhood Boundaries to reflect the corridor boundaries and potential splits in areas.	Completed	Neighborhood Map/Neighborhood Outreach Office (City)
1.2	Continue to work on the organizational efforts with neighborhood leadership including the Neighborhood Association Council.	Completed	Neighborhood Outreach Office (City)
1.3	Develop a checklist of "standard" features of a neighborhood to use in evaluating each neighborhood citywide along with "Neighborhood Design Principles" and a rehabilitation standards handbook.	Completed	City of Lakeland Design Guidelines for Historic Properties and Land Development Code (City)
1.4	Review zoning designations to correct intrusions of incompatible uses into the refined neighborhood boundary areas.	Completed	Land Development Code (City)
1.5	Target code enforcement efforts based on neighborhood direction.	Ongoing	Coordination with Code Enforcement; Midtown Alley Cleanup; Abate or Vacate Program. Code Enforcement not typically a CRA function.
1.6	Encourage social service agencies as they make new location and relocation decisions, to locate in the area framed by Memorial Blvd., Lakeland Hills Blvd., the In-Town By-Pass and North Florida Ave.	Partial	Mass Market; Salvation Army Relocation (out of Midtown)
1.7	Design Local Residential Streets to be integral parts of the neighborhoods open space system where it is safe for children to play.	Partial	Kettles Avenue Sidewalk. Parker Street (Mass Ave. to Ingraham Ave.) and MLK Jr. Ave. (Memorial Blvd. to 10th St.) complete street improvements, and other streetscape and sidewalk projects on local residential streets in the neighborhoods listed subsequently.
1.8	Designate and Design Residential Connector Streets to carry more traffic than local streets, but to retain their residential character.	Partial	Five Points Roundabout; Parker Street (Mass Ave. to Ingraham Ave.) and MLK Jr. Ave. (Memorial Blvd. to 10th St.) complete street improvements; Memorial Blvd. Pedestrian Safety Zone (Walker to Morgan) and other streetscape and sidewalk projects on residential connector streets in the neighborhoods listed subsequently.
1.9	Develop a "Model Block" program based on the concept used in the Hope VI program.	Partial	Lincoln Square
Granada			
1.10	Prepare a plan for the Granada neighborhood in response to the widening of Griffin Road.	Partial	Neighborhood Plans for other neighborhoods can be used as template
Kathleen			
1.11	Develop a serious buffer to protect the Providence Road neighborhoods from the Interstate Economic Center.	Partial	Land Development Code (City)
1.12	Develop standards to protect the "residential connector" character of Providence Road.	In Progress	Providence Road Complete Street Improvements
Lake Beulah			
1.13	Consider adjusting the boundaries of Lake Beulah to coincide with the CRA boundary.	Completed	Neighborhood Map/Neighborhood Outreach Office (City)
1.14	Identify a neighborhood park to serve the Lake Beulah neighborhood.	Completed	Lake Beulah Trail

EXHIBIT 2

1.15	Examine the feasibility of using the West Coast Baptist Retreat (100 W. Olive St.) as a vocational training center for the construction trades.	Not Pursued	This should not be a CRA responsibility, but the CRA could be partner
	Lake Bonnet		
1.16	Anticipate development of the CSX property in Lake Bonnet and begin to “grow” a buffer.	Completed	Bonnet Springs Park (Private Entity)
	Lake Bonny		
1.17	Refine boundary definition for Lake Bonny.	Completed	Neighborhood Map (City)
1.18	Consider developing access to Lake Bonny Park for residents in the absence of a neighborhood park for the neighborhood.	Not Pursued	Since the entrance to Lake Bonny Park is outside the Midtown CRA, this would have to be spearheaded by the City
	Lakeshore		
1.19	Define a defensible edge in Lakeshore along Lakeland Hills Blvd. to stop the intrusion of non-residential uses and activities.	Completed	Land Development Code (City)
1.20	Enhance Lake Parker Dr. to encourage recreational use.	Completed	Lake Parker Shared-Use Path, Lake Parker Dr. Crosswalks (Tropical Way and East Bella Vista Street)
1.21	Develop a strategy for the conversion of the duplexes to another form of housing in Lakeshore.	Not Pursued	Zoning should be changed to encourage a variety of housing types, sizes, contextually appropriate density, and “missing middle” housing approach.
	North Lake Wire		
1.22	Design a safe and convenient connection from the neighborhood across the In-Town By-Pass to Lake Wire.	Ongoing	Crosswalks at MLK Ave. & Geoge Jenkins Blvd.
1.23	Design the edge of the In-Town By-Pass with buffers to protect adjacent homes.	Completed	Bartow Rd. Landscape Buffer (N. Florida Avenue to Martin Luther King Ave.)
1.24	Find property and develop a neighborhood park in North Lake Wire	Completed	North Lake Wire Park
1.25	Designate an area in the NLW neighborhood as a “Model Block”.	Partial	Platform 13: Art and Architecture Infill Housing Design (USF Partnership)
	Parker Street		
1.26	Find property and develop a neighborhood park for Parket Street.	Completed	Parker Street Neighborhood Park
1.27	Develop design standards and plans to “traffic calm” Parker Street as a “residential connector.”	Completed	Parker Street Improvements (N. Massachusetts to N Lake Parker Avenues); E. Main Street Beautification
1.28	Design safe and convenient ways for pedestrians and bicyclists to cross the In-Town By-Pass.	Ongoing	Crosswalks at Massachusetts Av. & Geoge Jenkins Blvd.; Bay St. underpass
1.29	Design the edges of the In-Town By-Pass with buffers to protect adjacent homes.	Completed	Landscape Buffers
1.30	Prepare a site plan for the existing multi-family housing complexes to explore ways to minimize the impact of apartments on single-family housing by relocating entrances, landscaping or other site plan solutions.	Completed	Parker St. Neighborhood Conceptual Development Plan (FY2008).
1.31	Work with Mutual Wholesale to prepare a master site plan for the environs with the intent of minimizing neighborhood intrusion of truck traffic and creating a buffer between the industrial and residential uses.	Partial	Parker St. Neighborhood Plan 2005
1.32	Resist locating any additional “social service” agencies in the neighborhood.	Ongoing	
1.33	Evaluate where sidewalks can be added and develop a sidewalk improvement program.	Completed	Parker St. Neighborhood Plan 2005; City Capital Improvement Programs

EXHIBIT 2

1.34	Designate an area in the Parker Street neighborhood as a "Model Block" for concentrated revitalization of housing, infrastructure and skills development.	Ongoing	Mass Market; Yard on Mass; Parker Street Ministries Rehabilitation (fka Wesley Memorial United Methodists); Model Block Homes; Model Block Exterior Improvement Program; Model Block Homeowner Assistance Program.
	Paul A. Diggs		
1.35	Continue to work with the Housing Authority on the HOPE VI project in Paul A. Diggs	Completed	Hope VI Project at Lakeridge and Washington
1.36	Design standards to ensure that 10th Street remains a "residential connector" without non-residential uses.	Completed	Majority of area is zoned Single-Family; W. 10th Street Improvements (MLK Ave. to US 98)
1.37	Design standards to ensure that Martin Luther King Blvd. remains a "residential connector" without non-residential uses.	Completed	Majority of area is zoned Single-Family; MLK Improvements (Memorial to W 10th St.); MLK Ave. Improvements (Myrtle to Memorial Blvd.);
1.38	Resist locating any additional "social service" agencies in the Paul A. Diggs neighborhood.	Ongoing	
1.39	Build 4 "transition homes" in the Paul A. Diggs neighborhood on City-owned lots to be used by residents while their homes are being rehabilitated.	Partial	CRA Land Bank Program
1.40	Develop Booker T. Washington Park as a neighborhood park.	Completed	Washington Park and Jackson Park
1.41	Work with the Lakeland Housing Authority as they develop a "Model Block" on the south edge of Booker T. Washington Park.	Not Pursued	The City may be a more appropriate partner for the LHA as it owns properties on this block, however Lincoln Square has provided a template for model blocks
	7th Street		
1.42	Designate an area in the 7th Street neighborhood as a "Model Block" for concentrated revitalization of housing, infrastructure and skills development.	Not Pursued	Although not pursued, Lincoln Square has provided a template for model blocks
1.43	Develop a strategy for the conversion of the duplexes to another form of housing in 7th St. neighborhood, possibly in conjunction with the "Model Block" program.	Not Pursued	Zoning should be changed to encourage a variety of housing types, sizes, contextually appropriate density, and "missing middle" housing approach.
	Shore Acres		
1.44	Develop a buffer plan to protect residents from the commercial development along Memorial Blvd. and from the North Ingraham Economic Center.	Partial	Much of the portion of Shore Acres in the Midtown CRA is commercial or cemetery now, although the zoning designations in the neighborhood include: Single Family RA-3, Office O-2, Commercial C-4, PUD Commercial 5937, and PUD Unassigned 3524 D
	Webster Park North		
1.45	Develop standards to protect the "residential connector" character of Providence Road.	Partial	WEST 14TH STREET PEDESTRIAN ENHANCEMENT; Intersection Improvements (Providence Rd. & 10th St.); Land Development Code
1.46	Find property and develop a Webster Park North neighborhood park, possibly in conjunction with Webster Park South and Kathleen (south).	Completed	Nellie Madalynne Brooks Park/Webster Park

EXHIBIT 2

	Webster Park South		
1.47	Find property and develop a Webster Park South neighborhood park, possibly in conjunction with Webster Park North and Kathleen (south).	Completed	Nellie Madalynne Brooks Park/Webster Park
1.48	Designate an area in the Webster Park South neighborhood as a "Model Block".	Completed	Lincoln Square
Goal 2. Define, Design and Strengthen the Distinct Mixed-Use Activity Centers in Mid-Town			
Action Plan No.	Action Plan Description	Status	Project, Program, or Activity Implemented
	Interstate Economic Center		
2.1	Select a name to designate the Interstate Economic activity center.	Not Pursued	
2.2	Re-align the proposed expansion of Griffin Road to connect directly from Kathleen to N. Florida Ave. (US98).	Completed	Griffin Road connects directly from Kathleen Rd. to N. Florida Ave (US98), but outside the Midtown CRA Boundary
2.3	Seek FDOT signs on Interstate 4 to identify the Interstate Economic Center district.	Not Pursued	Name needed first
2.4	Provide signs on Kathleen Road and US 98 to identify the district and provide directions.	Not Pursued	Name needed first
2.5	Work with the property owners and tenants to identify actions that will improve the economic performance of the district and the individual businesses in the district including zoning entitlements, utilities, signs and lighting.	Partial	Catalyst Lakeland; Septic to Sewer Study
2.6	Work with the business owners within the district to identify training opportunities and jobs for Mid-Town residents.	Completed	Job Creation Incentive (created, used once, then retired); Business Resource Office (City)
2.7	Continue to work with the property owners and the adjacent neighbors to develop an effective buffer between the two areas.	Partial	Land Development Code (City)
	North Ingraham Activity Center		
2.8	Select a name for the North Ingraham activity center.	Completed	East Main District
2.9	Prepare an Urban Design Plan for the unified development of this district with parking, street organization, zoning and signs designed to promote the success of this district.	Completed	2022 East Main District Design Plan
2.10	Work with the property owners and businesses to define ways for intensifying development of the property to improve economic performance for the City and the businesses.	Completed	2016 East Main District Economic Development Strategy
2.11	Work with business owners to identify training opportunities and jobs for Mid-Town residents.	Partial	Job Creation Incentive (created, used once, then retired)
2.12	Work with the businesses, the Parker Street residents and the Shore Acres residents to establish effective buffers between industrial and residential uses and toward the reduction/prevention of business traffic in the residential areas.	Completed	Ingraham Ave. Improvements (Memorial Blvd. to E. Main St.)
	Lakeland Sports Complex		
2.13	Select a name for this activity center.	Completed	Tigertown (including Publix Field at Joker Marchant Stadium)
2.14	Prepare an Urban Design Plan, including marketing, operating and financing elements, for the 300-acre district that includes Tiger Town, Lake Parker Park, the lake frontage and the Lakeland Hills Blvd. street frontage.	Partial	Tigertown has its own master plan, and still evolving

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2.15	Adopt a policy to encourage sports related activities to locate in the district, including businesses such as hotels, restaurants, sports medicine clinics [connected with the medical district], wellness centers, sports bars, sporting goods shops, housing for athletes and other uses that support the mission of the area.	Partial	Land Development Code (City)
2.16	Work with the sports and business owners to identify training opportunities and jobs for Mid-Town residents	Partial	Job Creation Incentive (created, used once, then retired)
2.17	Develop a buffer and neighborhood protection program for the residents now living in the vicinity of the district to ensure the continuing viability of adjacent neighborhoods.	Completed	Land Development Code (City)
Lakeland Hills Medical District			
2.18	Select a name for this activity center.	Completed	Medical District Master Plan 2012 -2014
2.19	Prepare an Urban Design Plan for the district that includes expansion plans for both medical institutions; support needs of the two groups such as offices; service business support needs such a labs and other third party activities; infrastructure needs that can be facilitated by the City such as consolidated parking with security; zoning and other regulatory needs that enable growth and intensification; and services that can be considered in common such as safety on and around the grounds of the district.	Completed	Medical District Master Plan; Parkview Place Pedestrian Crossing
2.20	Facilitate a plan for cooperative training that uses the services of existing organizations, Polk Community College, the HOPE VI commitments, the proposed "Resource Center" and other programs to provide training and job opportunities to Mid-Town residents.	Completed	Job Creation Incentive (created, used once, then retired)
2.21	Seek public/private-funding sources for the activities of common interest.	Partial	Lakeland Hills Rd. Improvements (FDOT)
2.22	Develop a transitional program for the residents of the neighborhood included in the medical district to protect the neighborhood for as long as possible as it transitions to medical use and to treat the owners and residents fairly.	Obsolete	Residential properties are no longer in area
Interstate-4 Interchanges			
	Although not "activity centers", the I-4 interchange areas warrant special attention.	Not Pursued	

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Goal 3. Intensify and Beautify the Development Corridors in Mid-Town			
Action Plan No.	Action Plan Description	Status	Project, Program, or Activity Implemented
3.1	Designate and design Development Corridors using the major arterial streets in Mid-Town to be the location of an intense mix of higher density residential dwellings, offices, commercial and public/institutional activities.	Partial	Downtown West Action Plan; Memorial Boulevard Economic Development Study; Infill Improvement Program; Land Exchanges; Land Development Code (City); US 98 Corridor Enhancements (10th St. to Griffin Rd.); US 98 Medians (Memorial to 8th St.)
3.2	Pursue a “global” arrangement with FDOT regarding ownership of streets and design standards for different classes of street.	Partial	Discussions between City/FDOT to swap select corridors. MLK Ave. (Memorial to 10th) Improvement project was completed.

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Goal 4. Continue to Improve Community Open Space and Infrastructure, Services and Facilities			
Action Plan No.	Action Plan Description	Status	Project, Program, or Activity Implemented
4.1	<p>Housing programs should continue to focus on the blighted neighborhoods and focus on specific objectives, such as:</p> <ul style="list-style-type: none"> -Continue providing down payment and closing cost assistance. - Continue the Lakeland Infill Housing Assistance Program. - Rehabilitation of existing owner-occupied homes with funds from CDBG, HOME and SHIP. - Financing of new homes through the CHDO and other sources. - Establishment of a pool of “Transition Relocation Homes” to be used by families temporarily relocated during a City-sponsored rehabilitation of their homes. - Provision of title-cleared lots for HOPE VI, the Transition Relocation Homes of the City and others programs. - Code enforcement coordinated with rehabilitation and new construction programs. - Prototypical designs for houses on 50’ lots that can be used by the City and other organizations as a resource for new construction and rehabilitation. - Training for homeownership, job skills, debt/financial management, home maintenance and other skills can be coordinated with the temporary relocation program and at a proposed “Resource Center”. -Selection of a small area for concentrated revitalization of housing, (the “Model Blocks”) infrastructure and skills development that focuses efforts on a specific area where a complete rehabilitation of the homes and the neighborhood can be accomplished. -Continue to Support the City’s Neighborhood Services Program -Work with Business and Industry, such as The Home Depot, to build and maintain the City’s stock of affordable housing. 	Ongoing	<p>Down Payment Assistance Program; Fix-It-Up Housing Renovations/Housing Rehab Program; Affordable Single-Family Impact Fee Reimbursement Program; Model Block Homeowner Assistance Program; Model Block Exterior Improvement Program; CRA Land Bank Acquisitions & Property Sales. Partnerships: Habitat for Humanity & Keystone Challenge. Notable Housing Projects with CRA Contribution: Vermont Duplexes, Twin Lakes Phase II, Midtown Lofts, Vermont & Peachtree Rehabilitation, Lakewood Terrace, Dakota Place (Senior Housing, Planned).</p>
4.2	<p>Consideration in Select Areas:</p> <ul style="list-style-type: none"> -Law Enforcement - Concentrate law enforcement efforts in the Select Areas for the first year of their occupation, including animal control from the County. - Physical Improvements – “Crime Prevention through Environmental Design” (CPTED) principles should be used in the design of the physical and programmatic aspects of the Select Areas, including ideas such as improving general visibility in the neighborhood by tree and shrub trimming, lighting and the removal of unused structures. -“Weed and Seed” – continue to provide the program services. - Resident Involvement – Continue training, education and programming such as Neighborhood Watch through neighborhood organizations. 	Ongoing	<p>Public Art; Community Policing Strategies; National Night Out; Midtown Alley Cleanup</p>
4.3	<p>Transit service should continue to be coordinated with the needs of the residents for employment-related transportation. The location and timing of routes should continue to be coordinated with the economic needs of the residents. Bus shelters and other facilities should be provided.</p>	Completed	<p>Citrus Connection Service Agreement; Bella Vista Signalization; Bella Vista Trail Project Design</p>

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4.4	<p>Recreation and education through the parks and schools in the area are intended to serve the children and other residents. Programs to continue to pursue are:</p> <ul style="list-style-type: none"> - Agreements with the schools to increase the use of school grounds for programmed and casual recreation of the neighbors. -Continued use of schools, parks and community centers for pre-school and after school programs, adult education, organized recreation and casual play. The continued coordination of park and school activities and facilities is essential to strengthening the neighborhoods. -Examine the potential advantages of a City sponsored charter school. -Complete Simpson Park. - A prototype neighborhood park should be designed that responds to the needs of the target neighborhoods. The program for a children’s park is that it should be 3-4 acres in size with a tot lot, an open play field with a backstop, half court children’s basketball, no restrooms and no parking. Different parameters may be involved in the design of a park for elders. Locational standards should also be set. -Plan a pedestrian bike trail that connects the Central wetland, Lake Parker Park, W. Lake Parker Drive, Simpson Park and Adair Park with the City’s Lake-to-Lake Connector system. 	Partial	<p>Most of these recommendations would be City functions, not CRA. Simpson Park complete. “Pathways Plan” (City).</p>
4.5	<p>Training and the focusing of the many training programs in process in Mid-Town is a specific action to be facilitated by the City or a similar organization, including:</p> <ul style="list-style-type: none"> -Establishment of a “clearinghouse”, a Mid-Town Resource Center. Examination of the types of training and education needed by residents with an inventory of existing programs and venues. - Comprehensive training and skills development programs perhaps tailored to each neighborhood or group of neighborhoods, that provides the needed training at sites accessible to the users. - A “center” for training that offers courses, as needed, with childcare and transportation. One such center could be provided in the North Lake Wire/Paul A. Diggs area with another in the Parker Street neighborhood. - Partners with new or existing programs for funding, operations and locations. 	Partial	<p>Job Creation Incentive (retired program); most of training would be through strategic partners such as the City of Lakeland, Career Source, Chamber of Commerce, and LEDC.</p>

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<p>4.6</p>	<p>Economic development is a continuing activity of the City and others in order to increase employment and income of neighborhood residents. The approach is to reduce family operating costs and to increase family income by the following actions:</p> <ul style="list-style-type: none"> -The most significant family household expenses are housing, transportation and health care. -Family income growth results from job training and education, new jobs and access to jobs. -Regulatory Programs - The City should examine the Comprehensive Plan, the Land Development Code and the Code Enforcement Program to ensure it is supportive of the Mid-Town Redevelopment Plan. - Funding - The City should continue to provide financial resources to Mid-Town through the City's Capital Improvement Budget and The Consolidated Plan. CRA monies will provide additional resources. The City should also consider enabling each neighborhood, development corridor or mixed-use activity center to tax itself for specific improvements. 	<p>Partial</p>	<p>Acquisition and Relocation Pilot Program. Other Economic Development related activities initiated by the CRA include: Outreach Events (BizBash) & Partnerships (BBIC and Prospera); (Commercial) Tenant Property Upgrades & Efficiencies; Commercial Property Improvement Incentive Programs; Food Related Service Incentive Program; Design Assistance Program; Infill Adaptive Reuse Program. Notable Incentives: Tax Collector, The Well, Coney Funeral Home, Tapatios, Crystal's World of Dance, Infusion. Minority-owned Businesses Partnerships.</p>
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The following policies from the Comp Plan have been addressed by the Midtown CRA's activities or affect the CRA. For brevity, some of the policies below only contain the first sentence from the Comp Plan.

a. Economic Development/Housing

Policy FLU-1.1A: Existing and future Commercial Activity Centers and Corridors have been designated in order to encourage the efficient concentration of high intensity land uses and a compact development pattern; and to discourage commercial strip development patterns City of Lakeland.

Policy FLU-1.1B: Floor Area Ratio (FAR) shall be utilized to determine the largest potential non-residential and/or mixed-use building structure that can be built on any given proposed development site.

Policy FLU-1.1E: The City of Lakeland has identified and mapped existing Mixed Commercial Corridors (MCC) exhibiting intense strip commercial development and will allow infilling and limited expansion of existing corridors only, with no creation of new corridors.

Policy FLU-1.1F: The City of Lakeland has designated sites for industrial uses on the Future Land Use Map (MAP FLU-6) based on minimizing the potential negative impacts to the environment including aquifer recharge areas and wetlands, while providing for access to the transportation network.

Policy FLU-1.1G: In order to encourage a variety of housing types within well-developed residential neighborhoods and otherwise manage residential land uses to provide an adequate quantity and overall land use compatibility the City of Lakeland has designated sites and densities for residential uses on the Future Land Use Map (MAP FLU-6).

Policy FLU-1.2A: The Residential Medium, RM land use shall allow densities of 0 to 12 units per gross acre with 5 to 7 dwelling units per gross acre as a typical targeted minimum for new or redevelopment, and up to 10% small office and commercial uses.

Policy FLU-1.2B: Residential High, RH land uses shall be those between 12.1 and 75 dwelling units per gross acre except in the City's defined Downtown Central Business District where higher densities already exist and are allowed up to 175 du/ac. Allow 25% mix with office, institutional, recreational, and/or commercial service/retail uses and address building and site design in a manner to ensure compatibility with surrounding uses and development patterns.

Policy FLU-1.2E: The City of Lakeland has designated City owned public buildings and grounds and other public, semi-public, and institutional land uses as "Public Institutional" (PI) on the Future Land Use Map (MAP FLU-6) based on the generalized criteria found in the future land use categories descriptions section of this element which includes a provision allowing public school uses as a permitted principal use in all land use categories except Conservation (C) and Preservation (P).

Policy FLU-1.2H: Development and redevelopment efforts shall strive to attain a mix of uses wherever possible. Employment, housing, institutional, medical, recreational, civic, and retail/commercial land uses shall be located within proximity to one another wherever possible and/or combined on-site in order to achieve a well-balanced land use mix and to connect such uses through various modes of transportation.

Policy FLU-1.4A: Transit-Oriented Corridors shall encourage a mix of complimentary land uses with medium to high residential densities along key designated existing or planned fixed route transit corridors. All new or redevelopment within a TOC shall be designed with pedestrian, bike, and transit friendly site design.

Policy FLU-1.4B: Minimum densities of new residential subdivisions and multi-family residential development within residential land use designations and located in the TOC shall be 7 du/acre within the 1/8 mile TOC buffer area and 5 du/acre within the 1/4 mile TOC buffer area. Minimum densities are not intended for infill development within primarily single-family neighborhoods nor do they apply to platted subdivisions.

Policy FLU-1.4D: The City has adopted and continues to implement a LDC that includes elements of a form-based code emphasizing design standards including maximum building setbacks, civic open space

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requirements, street shading treatments, maximum block lengths, relationship of development to the street, and provisions that require “complete streets” and inter-modal connectivity as based upon the adopted roadway typologies in the Transportation Element of this Plan.

Policy FLU-1.4E: Both new development and redevelopment within the TOC shall be designed with primary focus on safe, attractive, and functional access for the pedestrian, with secondary focus on the vehicle.

Policy FLU-1.5A: The City of Lakeland has identified generalized areas with development limitations necessitated by soil conditions, wetlands, hydrology or topography. When development is proposed, the developer will be required to provide specific information and assessments of environmental limitations as part of the project application and review. The City will strictly control development densities and intensities where such limitations are indicated.

Policy FLU-1.5D: The City of Lakeland has identified environmentally sensitive lands, preservation, and conservation areas on the Future Land Use Map series and will protect such areas from the negative impacts of development.

Policy FLU-1.5H: The City of Lakeland will give priority to the sensitive adaptive reuse of historic structures over activities that would harm or destroy the historic value of such resources.

Policy FLU-1.5K: Urban green spaces shall be integrated, as detailed in the LDC, wherever possible among other land uses as a means to allow for gathering places, recreation, buffering or transitioning between uses and to provide the pedestrian with relief from the built environment.

Policy FLU-1.6A: The City of Lakeland will direct development to areas where public facilities and services are available or are projected to be available. High density, high intensity uses will be encouraged where the greatest level of public improvements exists. Lower intensities and densities will be encouraged where fewer public improvements or low public facility capacities exist.

Policy FLU-1.6C: Developers of projects significantly impacting failing transportation segments may elect to participate in the City’s proportionate fair-share mitigation program, if the required mitigation measure will be fully funded in the City’s Capital Improvement Program. The required mitigation must be added to the first three years of the CIP.

Policy FLU-1.7B: Permitted future development will not result in the deterioration of levels of service for the traffic circulation system below an acceptable level as adopted through the Traffic Circulation Element of this comprehensive plan.

Policy FLU-1.9A: The City of Lakeland will identify, reevaluate, and work toward the elimination of existing land uses inconsistent with the City’s character and proposed future land use. Existing non-conforming land uses may remain, with normal maintenance, but will not be allowed to expand or redevelop.

Policy FLU-1.9B: The City of Lakeland will identify, reevaluate, and eliminate zoning that is inconsistent with the Future Land Use Map (MAP FLU-6) or other policies within this comprehensive plan. Existing non-conforming land uses may remain, with normal maintenance, but will not be allowed to expand or redevelop.

Policy FLU-1.11A: The City of Lakeland will promote central city and infill development and redevelopment by implementing the designated uses and densities on its Future Land Use Map (MAP FLU-6), encouraging downtown revitalization, historic designations and neighborhood redevelopment programs.

Policy FLU-1.11E: The City of Lakeland will continue to oppose development proposals which encourage an urban sprawl development pattern, constitute leapfrog development or threaten to decentralize or disrupt the compact/linear development pattern which now exists in the Lakeland Planning Area.

Policy FLU-1.14A: The City shall continue to support incentives for new and redevelopment within its traditional Community Redevelopment Areas of Downtown, Midtown and Dixieland as well as infill and transit-oriented

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developments within the Central City Transit Supportive Area and increased residential densities within the TOC Overlay.

Policy FLU-1.14B: The City will continue to employ access management and site circulation standards, efficient parking standards and multi-modal connectivity through its LDC which address and support the linkage to bus, bike and pedestrian systems and amenities.

Policy NHP-1.2B: The City of Lakeland will continue to promote investment and reinvestment in older neighborhoods by designating neighborhoods by geographic boundary, implementing design guidelines for preservation of contributing historic structures, developing a neighborhood plan for distressed neighborhoods if needed, and implementing the plan as part of an ongoing effort to prevent further deterioration and promote revitalization.

Policy NHP-1.2C: The City of Lakeland will implement a Neighborhood Improvement Program to encourage reinvestment in central city neighborhoods; to foster a viable central city; and to promote a compact development pattern. Continued coordination between city departmental staff to implement objectives through a “team” approach will be emphasized and include but not be limited to the Community and Economic Development Department, the Public Works Department, the Lakeland Police Department, and the Parks and Recreation Department.

Policy NHP-1.2D: The City of Lakeland will continue to actively identify, develop and implement programs for the redevelopment or renewal of blighted areas. Expansion of the Community Redevelopment Areas for Lakeland shall be considered to implement redevelopment objectives, where feasible.

Policy NHP-1.4A: The City of Lakeland will continue to work to effectively protect and preserve buildings, structures, and sites deemed to be historically significant through the enforcement of appropriate design guidelines.

Policy NHP-1.4C: Through the voluntary adoption of tools such as Neighborhood Conservation Districts, the City of Lakeland will encourage the preservation of existing housing stock and neighborhood character in residential districts that are 50 years old or older but are not protected by a historic district designation.

Policy NHP-1.4F: The City of Lakeland will continue exploring ways to incentivize historic preservation efforts, including, but not limited to, grant funds and ad valorem tax abatement programs.

b. Housing

Policy HOU-1.1B: Residential sites mapped on the Future Land Use Map (MAP FLU-6) will permit a diversity of housing types, including conventional homes, mobile homes, manufactured housing, multi-family units, group homes and foster care facilities.

Policy HOU-1.2B: All new City redevelopment districts shall include a component to address housing rehabilitation needs in the district, where applicable.

Policy HOU-1.4A: As an incentive to participate in the provision of affordable housing, Lakeland will offer surplus City property, to encourage the building of housing for very low, low, and/or moderate income households or for special needs or elder housing.

Policy HOU-1.4C: Lakeland will continue to offer financial incentives to assist in the provision of adequate housing affordable to very low, low, and moderate-income households. These incentives where appropriate and feasible, may include allowing clustering of lots and zero lot-line development; allowing “accessory” housing; waiving application fees, processing fees and/or reimbursing impact fees for qualified affordable housing developments, and allowing smaller units on smaller lots as consistent with City LDC.

Policy NHP-1.1A: Residential neighborhoods will be protected through implementation of neighborhood improvement plans which address, but will not be limited to, stability, safety, traffic, aesthetics and character, including historic resources.

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Policy NHP-1.1B: The City of Lakeland will continue to promote the conservation and restoration of historically significant housing through the work and role of the City's Historic Preservation Board and Design Review Committee, the maintenance of the City's historic structures database, and technical support for designated historic districts.

Policy NHP-1.1F: The City will continue to support the efforts of the Lakeland Housing Authority in its efforts to renovate and de-concentrate local public housing as well as to improve the surrounding neighborhoods in which public housing exists. The City may provide down payment assistance to LHA residents seeking homeownership.

Policy NHP-1.1G: The City will continue to support infill lot re-use for existing or new residential development. Strategies shall include conducting inventories of vacant lots in neighborhoods and sharing the inventory with potential developers and/or builders. The City will also work with the Lakeland Housing Authority in its efforts to build on vacant, infill lots to improve neighborhoods and to provide affordable replacement homes that would offer homeownership opportunities for existing tenants of public, rental housing.

Policy NHP-1.3I: Promote Aging in Place through a variety of means including: 1) Encourage application of the age and ability-friendly principles of Universal Design in residential development and redevelopment; 2) Allow a mix of housing types in neighborhoods including Accessory Dwelling Units; 3) Support affordable housing options for seniors; 4) Address neighborhood crime and blight issues; 5) Enhance walk-ability throughout the city including establishing a safe and effective network of pedestrian ways (e.g., sidewalks) with age-friendly crosswalks, and using urban design principles to ensure building entrances that are close to the street and/or can be safely accessed from parking lots or transit stops; and 6) Support coordinated access to transportation service options including mass transit.

Policy NHP-1.4C: Through the voluntary adoption of tools such as Neighborhood Conservation Districts, the City of Lakeland will encourage the preservation of existing housing stock and neighborhood character in residential districts that are 50 years old or older but are not protected by a historic district designation.

c. Transportation

Policy NHP-1.3A: Continue to promote safe walking and bicycling for recreation, commuting to work and school, and as an alternative to driving for short trips near home or work.

Policy NHP-1.3B: The City will work to improve upon its current recognition level as a League of American Bicyclists Bicycle Friendly Community when feasible. This will include efforts to eliminate gaps in City's Lake to Lake Greenway System and enhancing connectivity to the local and regional bike/trails system within the City's Pathways Plan.

Policy NHP-1.3C: The City shall continue to apply traffic calming devices and access management techniques to roadway improvements as one means to improve the safety for bicyclist and pedestrians.

Policy NHP-1.3D: The City will promote the infrastructure within and between neighborhoods that facilitate children walking and bicycling safely to school and will partner with the Polk County School Board to encourage walk to school initiatives.

Policy NHP-1.3E: The City will explore working with the Polk TPO to develop a Bicycle Pedestrian Safety Action Plan to address safety issues, minimize traffic hazards, and reduce crashes through the design of complete streets and other appropriate means.

Policy NHP-1.3F: To promote walkability the City has been recognized by the Walk Friendly Communities program and will continue to invest in sidewalk/side path infrastructure.

Policy TRN-1.1B: The City will continue to incorporate optimum traffic safety standards in revised land development regulations.

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Policy TRN-1.2A: Transportation projects within the City shall implement our Vision Zero goal, promoting safe and convenient access and travel for all users of the transportation system.

Policy TRN-1.2B: Transportation projects within the City shall include amenities as appropriate such as street and pathway lighting, transit amenities, street parking, medians, street trees and landscaping, and connection and integration of the street and modal networks, all within consideration of local context of land uses and the City's adopted roadway typology.

Policy TRN-1.2C: Roadway intersections and connection points between modes (pedestrian-transit, automobile-bicycle, etc.) shall be designed with consideration given to pedestrians, bicyclists and other vulnerable users including children, the elderly and those with mobility challenges.

Policy TRN-1.2D: Mobility improvements in designated constrained corridors shall not include the addition of through-lanes for motorized vehicles and design exception corridors shall only allow for the addition of travel lanes with premium transit or bicycle/pedestrian facilities such as bus rapid transit and multi-use pathways, respectively.

Policy TRN-1.3F: In conjunction with the City's designation of US 98 (Bartow Road) from East Main Street to its southern corporate limits as a "Transportation Corridor" pursuant to Section 337.273 F.S. and Resolution 4345 endorsing the Corridor Access Management Plan (CAMP) for US 98 as adopted by FDOT District One in July 2004, the City will use the CAMP in the review of all new and redevelopment proposals for properties located within the City's portion of the US 98 Corridor. Development proposals shall be reviewed for conformity with the CAMP and related City land development regulations, including requirements to close or consolidate substandard driveways and strategies to implement shared- or cross-access.

Policy TRN-1.4B: The City has coordinated with the Polk TPO and Polk County to adopt coordinated multi-modal level-of-service standards to incorporate these connectivity plan strategies.

Policy TRN-1.4C: For the TOC and CCTSA areas, and where roadway capacities are and/or will be exceeded with the proposed development (i.e., where the volume to capacity or v/c ratio will be in excess of 1.0), then the outlined multi-modal (bus, bike, sidewalk etc.) improvements are required and intended to help offset the City's lower road based level of service standards in these areas.

Policy TRN-1.4D: The City shall update its adopted Connectivity Plan and update the adopted Capital Improvements Element as necessary for those strategies identified in the City's TCEA Connectivity Plan with (sic) commitment of funding from the Lakeland Community Redevelopment Agency (CRA) for sidewalk, pathway, transit and/or transportation demand management projects consistent with the Transportation Element and redevelopment area plans for the Mid-Town, Dixieland and Downtown CRA districts;

Policy TRN-1.5B: Development within the Central City Transit Supportive Area (CCTSA) and Transit Oriented Corridors (TOC) having a significant impact (defined as consuming five percent of the roadway's peak-hour directional service volume on a roadway segment or intersection operating at a failing highway level-of-service) shall be required to fund off-site sidewalk and/or other multi-modal projects to address transportation network gaps in proportion to the project's impacts.

Policy TRN-1.5C: Funding priorities for future sidewalk improvements shall support transit use and the City's multi-modal transportation level of service standards. The following funding prioritization shall apply [in part by] pedestrian needs identified in City, neighborhood or CRA plans, including improved access to City parks;

Policy TRN-1.5E: The City will encourage private sector support of transit services through development incentives. Use of transit friendly site or subdivision plan designs shall be required throughout the Central City Transit Supportive Area and within ¼ mile of all Transit Oriented Corridors.

Policy TRN-1.5G: The City will support increased transit, which includes encouraging mixed use developments and medium or higher residential densities within ¼ mile of any TOC or other transit route with at least a 30-minute headway.

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Policy TRN-1.5I: The City shall develop regulations for uses and site designs that support premium transit infrastructure and services along the US 98 Corridor within the City south of Lakeland Square Mall.

Policy TRN-1.5K: The City will continue to work with FDOT, the Polk TPO and LAMTD to advocate for high-speed, intercity and SunRail commuter rail stations within Lakeland's city limits, conducting and supporting planning efforts for station areas along Interstate 4 and the CSX rail line through Downtown. The City will support planning and implementation of transit service enhancements along the US 98 corridor as the spine of a network connecting regional passenger rail investments with key redevelopment sites in the Central City and Urban Development Areas.

Policy TRN-1.7A: The City will install new sidewalks, where physically and environmentally feasible, ultimately on both sides of arterial and collector roads in accordance with adopted prioritization criteria.

Policy TRN-1.7C: The City will continue to incorporate consideration of bicycle and pedestrian facilities in all roadway improvements, consistent with the appropriate Roadway Typology and Citywide Pathways Plan and to help create complete streets that function safely for all users of the transportation system.

Policy TRN-1.7E: The City will also work with the TPO, FDOT and Polk County to incorporate bicycle and pedestrian features into intersection projects (e.g., pedestrian signals, intersection bulb-outs, enhanced crosswalks, raised concrete pedestrian refuges and in resurfacing projects (e.g., addition of five-foot paved shoulders on open-drainage typical sections). The City shall include designated bicycle lanes or un-designated paved shoulders on each resurfacing project implemented on the City collector road system unless such treatments are not feasible. In such instances, alternative measures such as "sharrow" markings and "bicycles sharing roadway" signage shall be evaluated for installation.

Policy TRN-1.7F: Transit amenities such as transit shelter pads, wheelchair deployment pads and transit bench pads shall be included in all highway improvement and resurfacing projects implemented within the City, where feasible.

Policy TRN-1.7G: Through the Citywide Pathways Plan, projects on prioritized Pathway Segments may be implemented through the stated (sic) methods.

Projects to be implemented through the Citywide Pathways Plan should include: a. 12-foot wide multi-use trails, constructed within 20-foot wide access easements or rights-of-way as stand-alone projects or constructed in conjunction with roadway improvement projects; b. Wider and enhanced sidewalks on designated Pathways Segments in neighborhoods or business districts to accommodate high pedestrian activity thereby increasing user comfort and minimizing operational conflicts; c. Implementation of "bicycle boulevards" through designated bicycle lanes and/or other bicycle markings such as "sharrows", network/bike sharing signage, controls or operational treatments as appropriate to better accommodate bicycles on local or collector streets with low-volumes; and d. Unpaved, stabilized trails constructed within 20-foot wide access easements through natural areas or between natural and developed areas to serve an added benefit as wildfire buffer.

Policy TRN-1.7S: In conjunction with access management and site circulation standards adopted in the LDC, the City will require safe and efficient accommodation of bicyclists (including bicycle parking), pedestrians and transit patrons, within applicable commercial, office, and multi-family developments.

Policy TRN-1.8D: If high speed rail comes to Lakeland, potential station locations should have appropriate connections to all transportation modes available including bus/other transit, sidewalk, and bicycle access.

Policy TRN-1.10B: The City will incorporate motorized and non-motorized traffic issues in all neighborhood, sector and/or CRA plans developed or updated.

Policy TRN-1.12D: Improvements to designated "constrained" roadway corridors shall not include the addition of through-lanes for motorized vehicles, instead focusing on intersection, operational, bicycle, pedestrian and transit improvements to more efficiently move people in these corridors.

EXHIBIT 3

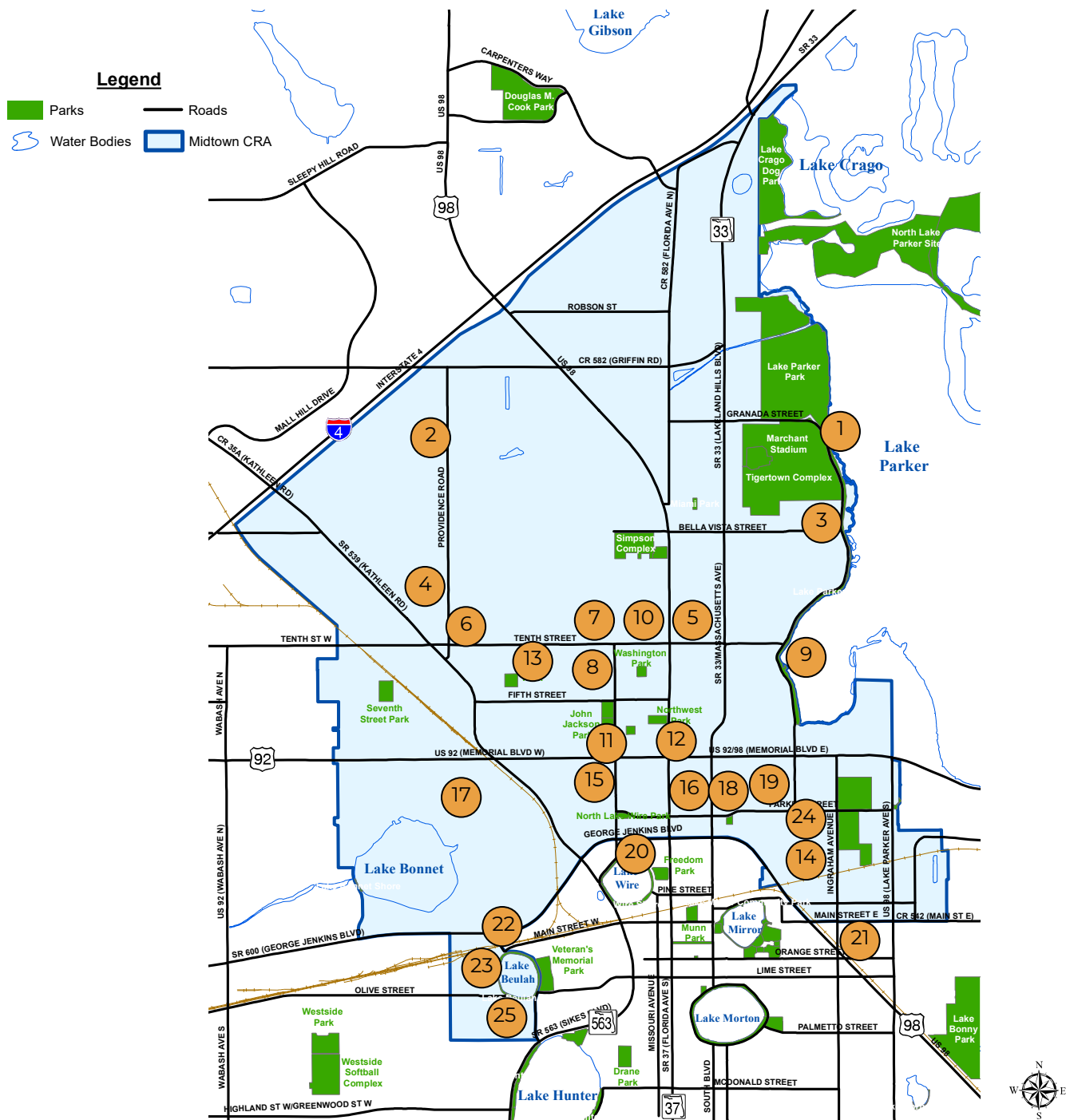
Policy TRN-1.15C: Neighborhood and CRA plans will consider the street as a public place, particularly streets with “Community Street” and “Main Street” typologies, where the existing street system is enhanced through various techniques such as streetscaping and traffic calming to encourage the use of non-motorized modes of travel and transit on at least those facilities that operate as collector or local roads.

Policy TRN-1.16A: The City shall continue to support incentives for new and re-development within its traditional Community Redevelopment Areas of Downtown, Midtown and Dixieland as well as infill and transit oriented developments within the Central City Transit Supportive Area and increased residential densities within the TOC Overlay.

Policy TRN-1.16G: The City shall encourage bicycle travel by requiring bicycle parking as a condition of development approval for new development in accordance with the Land Development Code, and by participating in the development of a bicycle parking strategy for Downtown Lakeland and a published bike route map for the City.



REINVENTING YOUR CITY



MIDTOWN CRA Projects Map

Key: Project (2001 Midtown CRA Redevelopment Plan Action Item No.)

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Lake Parker Shared-Use Path (1.20) 2. Providence Rd. Complete Street (1.12) - Planned 3. Lake Parker Dr. Crosswalks (1.20) 4. West 14th Street Pedestrian Enhancement (1.45) 5. Parkview Pl. Pedestrian Crossing (2.19) 6. Intersection Improvements (10th St. & Providence Rd.) (1.45) 7. Dakota Place (Senior Housing, Planned) (4.1) 8. Kettles Ave. Sidewalk (1.7) 9. Lake Parker Dr. Crosswalks (1.20) 10. 10th St. Improvements (1.36) 11. MLK Improvements (Memorial to 10th St.) (1.37) 12. US 98 Median Improvements (3.1) 13. Lincoln Square (1.48) | <ol style="list-style-type: none"> 14. Ingraham Ave. Improvements (2.12) 15. MLK Ave. Improvements (Myrtle St. to Memorial Blvd.) (1.37) 16. Mass Market Redevelopment Area (1.34) 17. Bonnet Springs Park (1.16) 18. Parker St. Neighborhood Park (1.26) 19. E. Parker Street Improvements (1.27) 20. Bartow Rd. Landscape Buffer (1.23) 21. East Main St. Beautification (1.27) 22. Five-Points Roundabout (1.8) 23. Lake Beulah Trail (1.14) 24. Midtown Lofts (4.1) 25. Twin Lakes (Senior Housing) (4.1) |
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