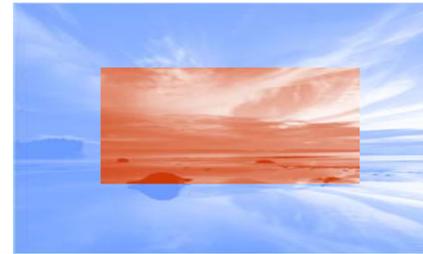
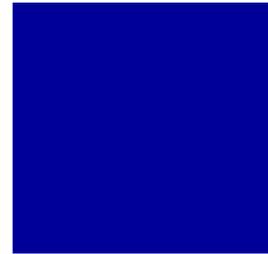


 **Polk County North Ridge CRA**
Economic Development Action Plan



Recreation



ECONOMIC
DEVELOPMENT
ACTION
PLAN



Development



Future



Commerce



People





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INTRODUCTION

This Economic Development Action Plan provides recommendations and strategies for stimulating economic development and job creation within the North Ridge Community Redevelopment Area. The overall area addressed by this Plan is the north-central portion of the North Ridge Community Redevelopment Area which is roughly bounded by the I-4/US-27 intersection area on the west, CR-54 to the north, US-17-92 on the east and the southern boundary of the North Ridge CRA to the south (See Map 1 Study Area). The specific geographic areas surrounding the proposed Ernie Caldwell Boulevard and its intersections with US-27, the proposed Oakmont Extension, CR-547, portions of the US-27 corridor and US 17-92 are the areas addressed by the Plans recommendations and strategies.

<i>Part I of the Economic Development Action Plan sets forth the following information:</i>	<i>Part II of the Economic Development Action Plan will present the following information:</i>
<ul style="list-style-type: none"> • The establishment of the North Ridge CRA; 	<ul style="list-style-type: none"> • Current Polk County Economic Development Programs;
<ul style="list-style-type: none"> • Long term development plans and infrastructure improvements; 	<ul style="list-style-type: none"> • Polk Vision Strategies for Economic Development;
<ul style="list-style-type: none"> • Current and future land uses; 	<ul style="list-style-type: none"> • Recent Economic Development Activity in Polk County;
<ul style="list-style-type: none"> • Pending and approved development within and adjacent to the study area; 	<ul style="list-style-type: none"> • The Base Economic Model; • Polk County's Targeted Industries;
<ul style="list-style-type: none"> • Anticipated impacts to North Ridge transportation system from approved developments; • Estimated North Ridge CRA Tax Increment Finance (TIF) Revenues 	<ul style="list-style-type: none"> • North Ridge Conceptual Master Plan (Land Use Plan); • Targeted Economic Development and Redevelopment Areas and Opportunity Sites; • Potential Gateway locations

The attached Appendices provide summary information addressing:

- Approved development projects, and their anticipated impacts upon public services for the period of 1995-2005;
- Estimated build out impacts of proposed land uses from North Ridge Conceptual Master Plan;
- The existing economic development incentives, National, State, Local, utilized by Polk County and the Central Florida Development Council (CFDC)
- Potential Complementary Incentive Programs.; and
- Example Documents

PART I

BACKGROUND

Establishment of the North Ridge Community Redevelopment Area

The North Ridge Community Redevelopment Area (CRA) was established by the Polk County Board of County Commissioners through Resolution (02-19) in April of 2002. That Resolution, in accordance with Chapter 163.355 of Florida Statutes, also adopted that a finding of blight existed within the North Ridge CRA boundaries.

To address these findings of blight the Polk County Board of County Commissioners developed a Community Redevelopment Plan in September of 2003. The 2003 Community Redevelopment Plan was designed to eliminate unsafe conditions and obsolete land use patterns and to provide a framework to increase investor confidence in renewal of the area. This Plan identified redevelopment goals and objectives for the North Ridge CRA including: potential acquisition properties; redevelopment areas; improvements and housing rehabilitation.

The guiding principles utilized by the Polk County Commissioners when establishing the North Ridge CRA were:

- The Polk County Board of County Commissioners will form the Community Redevelopment Agency and be responsible for adopting and implementing the CRA Plan.
- There will be no increase in tax rates as a result of the creating the CRA.
- The CRA Plan will be based on a conservative forecast of growth rates of taxable value within the CRA.
- A conservative approach will be taken implementing the Plan.
- An incremental financial plan will be developed that considers the time frame for the life of the CRA and the percent of tax increment allocated to the CRA.



PART I

NORTH RIDGE CRA AREA

The North Ridge CRA area, generally located in the north-east section of Polk County, contains a portion of the North Ridge Selected Area Plan (SAP), all of the US 27 North SAP and a small portion of the CR 54/Loughman SAP near the I-4 US 27 Interchange. **Map 1** outlines the area contained within the North Ridge CRA.

LONG TERM DEVELOPMENT PLANS AND INFRASTRUCTURE IMPROVEMENTS

The North Ridge Redevelopment Plan details five key redevelopment elements:

- Administrative Programs
- Parks and Recreation
- Transportation System
- Water and Sewer System and
- Housing

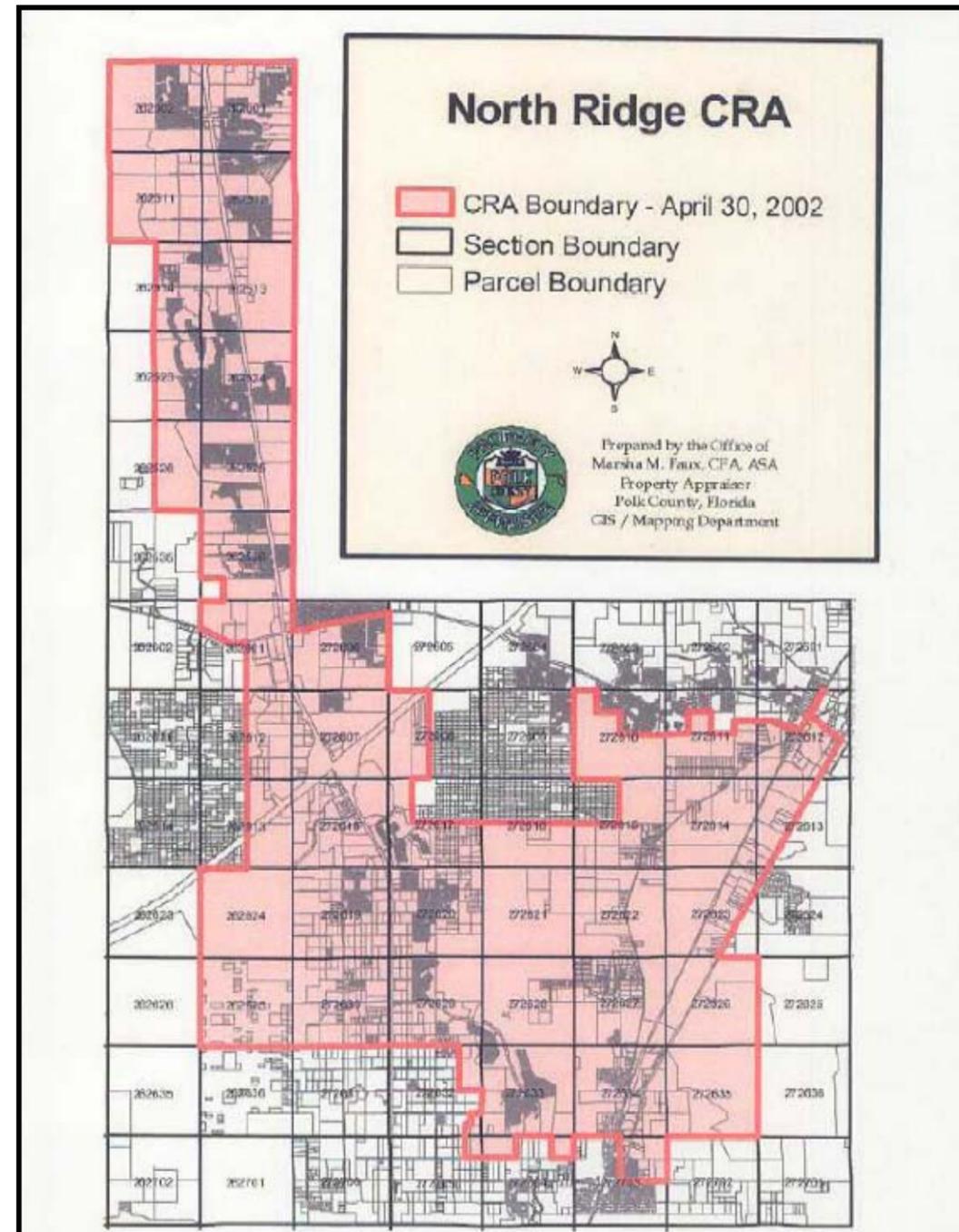
Administrative Programs

The administration of the North Ridge CRA is addressed through the Polk County Board of County Commissioners. The daily operations of the CRA are administered through the CRA Advisory Board and Mr. Jim Freeman, Deputy County Manager. The CRA Advisory Board Members are: Mr. Mark Scott, Chairman; Mr. Warren McKnight; Mr. Lem Carnes; Mr. Glen Jackson; and Mr. Michael Wadley.

Initial projects identified by the CRA Advisory Board and approved by the Polk County Board of County Commissioners focus on stimulating private capital investment and job creation through the installation of Transportation System improvements. These transportation system projects are detailed in the following Transportation System section. These transportation projects have been made priorities of the North Ridge CRA based on the anticipated catalyzing effects they will have upon development activity, job creation and private capital investment within the North Ridge CRA. The anticipated additional private capital investment will accelerate future Tax-Increment Fund (TIF) revenue growth enabling earlier implementation of the listed key remaining redevelopment elements. The North Ridge Tax Increment Fund and anticipated TIF Revenue estimates are shown in **Table 5**.

Additional administrative activities initiated by the CRA Advisory Board have included the evaluation of establishing various financing methodologies that would allow the North Ridge CRA to implement its long term development goals in a fiscally prudent and timely manner. To that end the CRA Advisory has evaluated, and continues to evaluate, various bonding and loan scenarios in order to leverage the established TIF revenue stream and expedite the implementation of long term development goals. The potential bonding scenarios are detailed in the Potential Bond Funding of North Ridge CRA Projects section of this Report..

Map 1. North Ridge CRA Study Area





PART I

Parks and Recreation

The North Ridge Community Redevelopment Plan identifies the need for an additional 200 acres of community /regional parks within the CRA area based on the current Level-of-Service standards identified in the Polk County Comprehensive Plan for the period of 2002-2031. The estimated cost for property acquisition and development of the parks is ~\$10-\$20 million dollars. Potential funding sources identified for these improvements include TIF revenues, Developer Participation grants and Recreation fees. The proposed FY 06-07 Polk County Budget includes a 0.75 mill MSTU (Municipal Service Taxing Unit) for Parks and Recreation. It is anticipated that this MSTU will generate additional revenues of \$10 million dollars per year for Parks and Recreation Services countywide.

The anticipated revenues from the Parks and Recreation MSTU, coupled with catalyzed North Ridge CRA TIF revenues from increased private capital investment, will provide the North Ridge CRA an opportunity to accelerate acquisition and development of additional Parks and Recreation facilities within the North Ridge CRA boundaries.

In **Part II** of this report, the North Ridge CRA Conceptual Master Plan presents general locations for potential parks and recreational facilities within the CRA. Opportunities for linear park development and public open space development exist along the Horse Creek Corridor, and north of the proposed Ridgewood Lakes DRI, in accordance with the North Ridge Selected Area Plan (SAP) and Polk County Comprehensive Plan. An opportunity also exists to require future residential and non-residential development within the North Ridge CRA to provide additional parks and recreation amenities, greater than those currently required by the North Ridge SAP, as a potential trade-off to allow the developer to obtain additional development density, increased building heights, or increased intensity of uses for their project. This could be achieved through the use of specific Development Agreements negotiated during the permitting process with County staff and reviewed and approved by the CRA Advisory Board for action by the CRA Board. Donation of land and the use of development agreements to negotiate impact fee credits is already an established policy of the North Ridge SAP. This process is clearly articulated in the following Policy from the North Ridge Selected Area Plan.

The North Ridge SAP Policy 2.131-X1 (c), “A means of providing for impact-fee credits for contributions made in lieu of fees for school sites, parks, land for government buildings, and other facilities provided by developers or property owners shall be established. Credits, if required, shall be negotiated and established in a development agreement”, provides enabling language to accept private donations of land for public spaces, parks and other public facilities in exchange for impact fee credits.

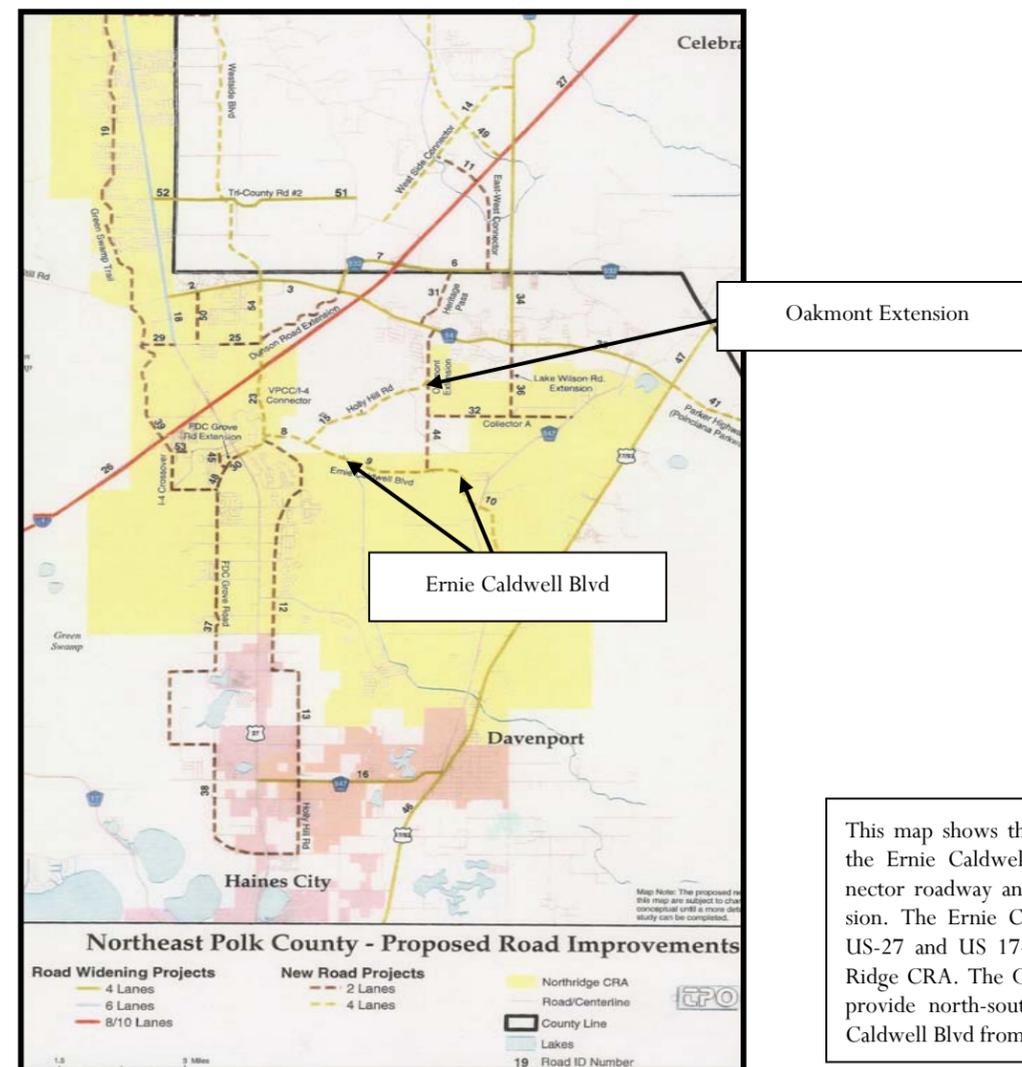
Transportation System

The initial projects identified by the CRA Advisory Board and approved by the Polk County Board of County Commissioners focus on stimulating private capital investment and job creation through the installation of Transportation System improvements. These transportation system projects include Corridor Alignment, Planning, Design and Engineering (PD&E) studies, ROW acquisition and first phase construction funding for the Ernie Caldwell Boulevard; Corridor Alignment,

ment, Planning, Design and Engineering (PD&E) studies, ROW acquisition and first phase construction funding for the Oakmont Extension; and Corridor Alignment and ROW Acquisition for the Green Swamp Trail. The prioritized initial transportation improvements to be implemented are:

- The Ernie Caldwell Boulevard;
- The Oakmont Extension;
- The Green Swamp Parkway.

Map 2 shows the general location of these roadway improvements in the North Ridge CRA.

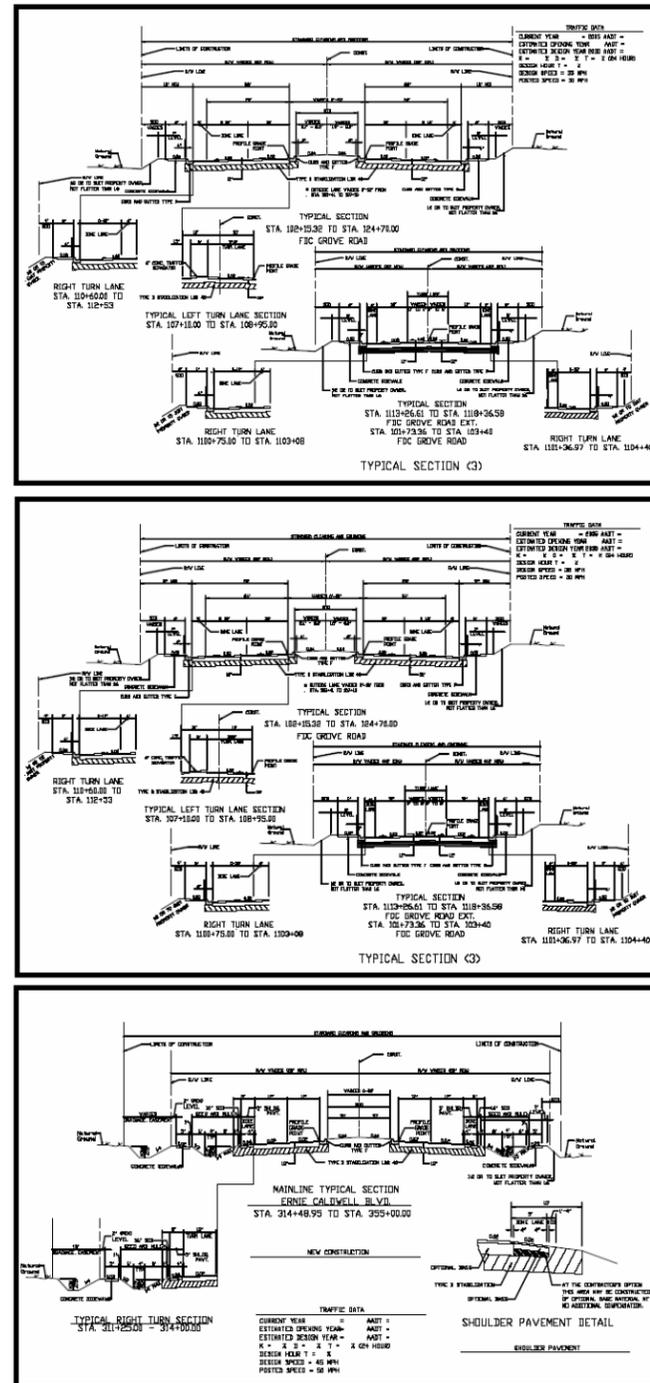


This map shows the proposed location of the Ernie Caldwell Blvd. east-west connector roadway and the Oakmont Extension. The Ernie Caldwell Blvd. connects US-27 and US 17-92 through the North Ridge CRA. The Oakmont Extension will provide north-south access to the Ernie Caldwell Blvd from CR-54.



PART I

Figure 1. Typical Cross-sections of Ernie Caldwell Boulevard



These projects have been prioritized based on the anticipated catalyzing effects they will have upon development activity, job creation and private capital investment within the North Ridge CRA. The Ernie Caldwell Boulevard is an East–West connector that travels from west of US-27 to US-17-92 through the center of the North Ridge CRA and connects US-27 and US 17-92 through the North Ridge CRA. The Oakmont Extension will provide north-south access to the Ernie Caldwell Boulevard from CR-54.

The Ernie Caldwell Boulevard will be a four-lane Urban roadway with several different types of typical sections. Examples of these typical sections are shown in **Figure 1**.

The Oakmont Extension is also shown on **Map 2**. The Oakmont Extension, intersects the Ernie Caldwell Boulevard approximately mid-way and will provide a north-south access point. The Oakmont Extension is proposed to be a two-lane suburban roadway. It is currently undergoing an alignment study. The intersection of the Ernie Caldwell Boulevard and the Oakmont Extension will provide an opportunity for the establishment of a commercial node to service future businesses and residents and the potential installation of a development oriented gateway feature.

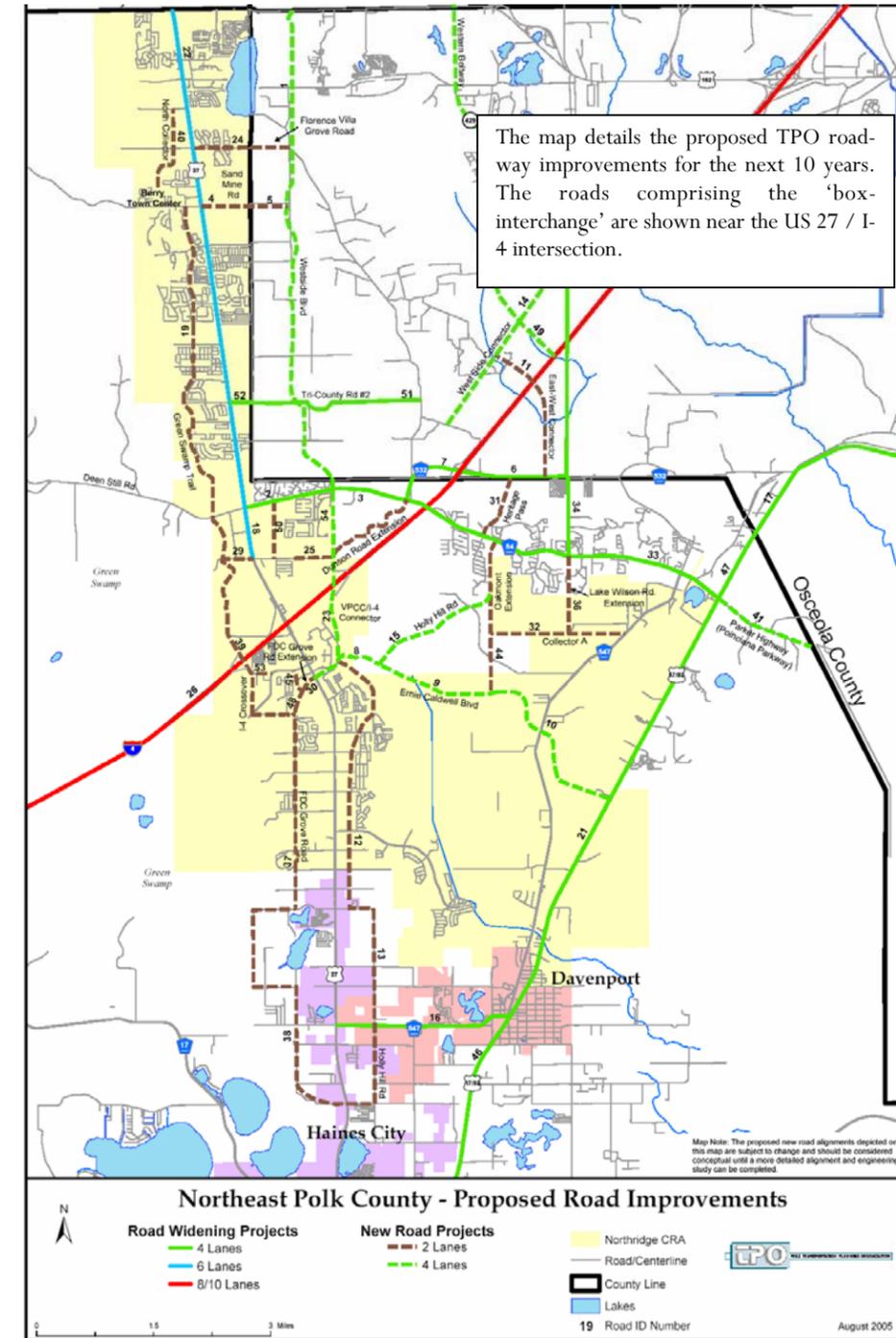


PART I

Other Transportation Improvements

Polk County's Transportation Planning Organization (TPO) have also identified additional specific roadway improvements for the northeast section of Polk County within and immediately adjacent to the North Ridge CRA. **Map 3** shows the proposed roadway improvement projects in the North Ridge CRA area. **Table 1** provides roadway details and a schedule for the proposed TPO roadway improvements shown on **Map 3**.

Map 3. Proposed Road Improvements





PART I

Table 1. TPO 10-Year Transportation Improvements Schedule

Northeast Polk County - Proposed Road Improvement Table									
ROAD ID	ROAD NAME	FROM	TO	ROAD IMPROVEMENT	COST (\$1,000)	SCORE	PRIORITY	CUMULATIVE COST	COMMENT
30	Ernie Caldwell Boulevard	FDC Grove Rd	US 27	2/4 Lanes	\$69,880	70	1	\$69,880	Project under design. Road is on Regional Road Network. Eligible for TRIP funds
8	Ernie Caldwell Boulevard	US 27	Holly Hill Road Extension	4 Lanes					
9	Ernie Caldwell Boulevard	Holly Hill Road Extension	CR 547 (Lee Jackson Highway)	4 Lanes					
10	Ernie Caldwell Boulevard	Oakmont Extension	US 17/92	4 Lanes					
48	Ernie Caldwell Boulevard	FDC Grove Rd	FDC Grove Road Extension	2 Lanes					
45	FDC Grove Road Extension	Ernie Caldwell Boulevard	Homerun Blvd	2 Lanes	\$4,648			\$74,528	
44	Oakmont Extension	Ernie Caldwell Boulevard	CR 54	2 Lanes	\$12,420	40	2	\$86,948	Design phase in FY 05/06.
	Basic Alignment Study for Westside Blvd, FDC Grove Road and Holly Hill Road				\$1,500		3	\$88,448	Need to identify corridor alignments to obtain/protect ROW.
23	VPCC/I-4 Connector	Ernie Caldwell Boulevard	Proposed I-4 Interchange	4 Lanes	\$20,570	45	4	\$109,018	Project is on Regional Road Network. Eligible for TRIP and SIS funds.
	I-4 Ramps	@ VPCC/I-4 Connector Road			\$20,000			\$129,018	
54	Westside Blvd	Interstate 4	CR 54	4 Lanes	\$12,642	45	5	\$141,660	Project is on Regional Road Network. Eligible for TRIP funds. Candidate impact fee project.
19	Green Swamp Trail	Dean Still Rd	Sand Mine Rd	2 Lanes	\$36,409	70	6	\$178,069	Corridor Alignment Study is underway.
40	North Collector	Poitras Rd	Polo Park Blvd	2 Lanes	\$11,431	70	7	\$189,500	Corridor Alignment Study is underway.
39	I-4 Crossover	Home Run Blvd	Dean Still Rd	2 Lanes	\$33,358	40	8	\$222,858	Project is on Regional Road Network. Eligible for TRIP and SIS funds.
	I-4 Ramps	@ I-4 Crossover Road			\$20,000			\$242,858	
2	CR 54 (Ronald Reagan Parkway)	US 27	Westside Blvd	2 to 4 Lanes	\$12,061	40	9	\$254,919	Project is on Regional Road Network. Eligible for TRIP funds. Candidate impact fee project.
4	Sand Mine Rd	US 27	Osceola County Line	2 Lanes	\$6,770	40	10	\$261,689	
12	Holly Hill Rd	CRA Boundary (FL Development Road)	Ernie Caldwell Boulevard	2 Lanes	\$25,018	35	11	\$286,707	
37	FDC Grove Road	Massee Rd	Ernie Caldwell Boulevard	2 Lanes	\$23,625	35	12	\$310,332	
24	Florence Villa Grove Road	US 27	Westside Blvd	2 Lanes	\$6,900	30	13	\$317,232	
36	Lake Wilson Road Extension	CR 54 (Ronald Reagan Parkway)	CR 547 (Lee Jackson Highway)	2 Lanes	\$17,350	25	14	\$334,582	
32	Collector A	Oakmont Extension	Lake Wilson Road Extension	2 Lanes	\$9,898	25	15	\$344,480	
29	Dunson Road Extension	Green Swamp Trail	W of US 27	2 Lanes	\$5,022	20	16	\$349,502	
52	Tri-County Road #2	US 27	Osceola County Line	4 Lanes	\$3,862		17	\$353,364	
53	Green Swamp Connector	Green Swamp Trail	Green Swamp Connector East Terminus	2 Lanes	\$4,000		18	\$357,364	
18	US 27	Dunson Rd	CR 54 (Ronald Reagan Parkway)	4 to 6 Lanes	\$7,181	50		\$364,545	Additional federal funding may accelerate project.
22	US 27	CR 54 (Ronald Reagan Parkway)	US 192	4 to 6 Lanes	\$60,109	50		\$424,654	Additional federal funding may accelerate project.
21	US 17/92	CRA Boundary/Fuller St.	CRA Boundary @ CR 54	2 to 4 Lanes	\$51,850	15		\$476,504	

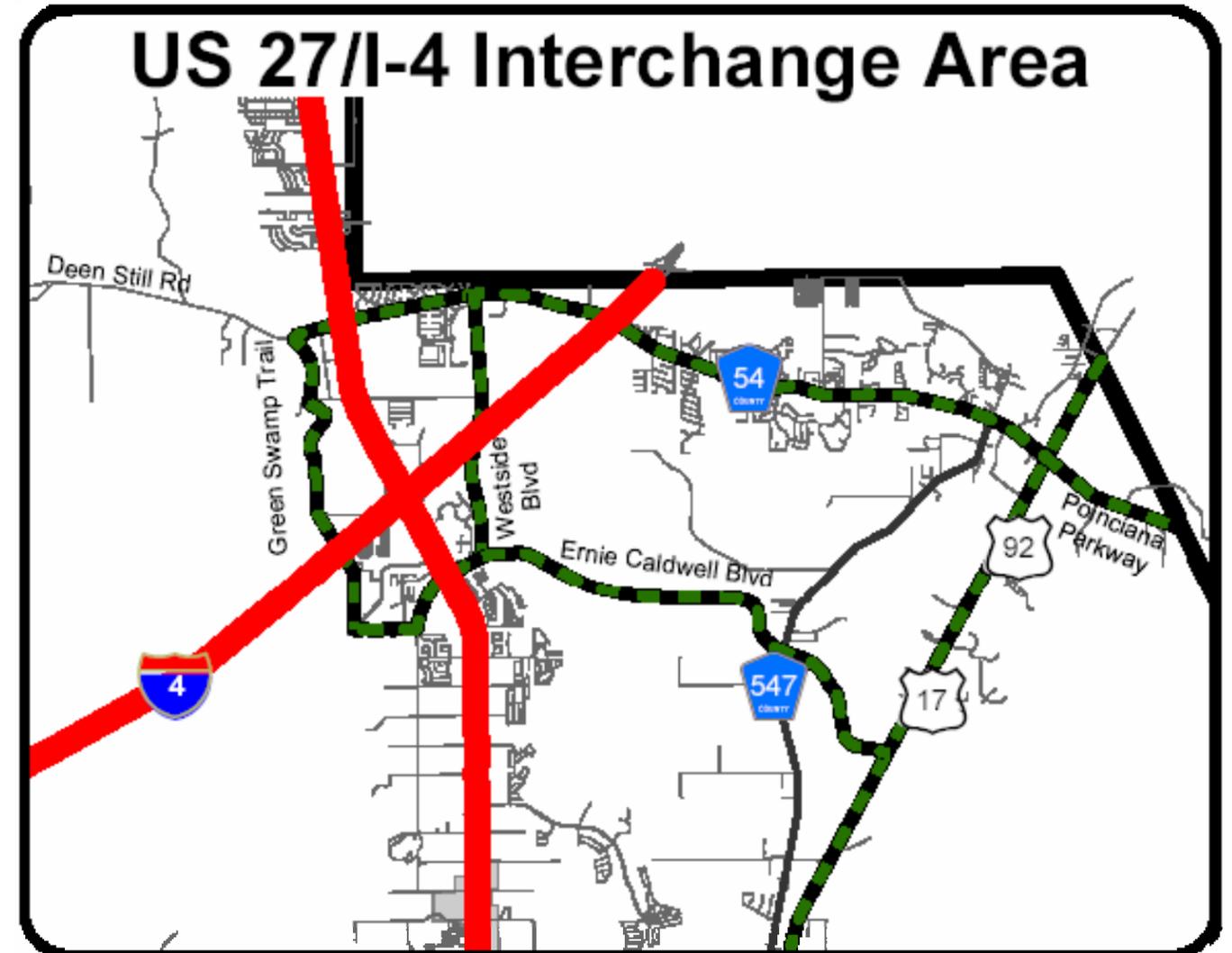


PART I

I-4 / US -27 'Box Interchange'

The Polk County TPO and FDOT have coordinated to develop a proposed solution to the increasing travel and vehicle volume pressures that continued development in north-east Polk County will place upon the Interstate 4 (I-4) and US 27 Intersection. The solution involves the installation of a 'box-interchange' that would surround the existing I-4 / US-27 interchange. The 'box-interchange' would provide reliever roads that would allow vehicles to exit I-4 before the existing I-4 / US-27 interchange and access local connector roads to US -27 and other area roadways. Proposed funding source for this improvement may include State (FDOT) funds, County Road and Gas Tax funds and North Ridge CRA Tax Increment Funds (TIF). **Figure 2** shows the proposed 'box-interchange' among the other proposed transportation improvements.

Figure 2. Proposed Box-Interchange





PART I

Water and Sewer System

The North Ridge CRA area is served by the Polk County Northeast Regional Utility Service Area (NERUSA). The North Ridge CRA Community Redevelopment Plan identified the need to expand the water and wastewater systems within the area to accommodate future development and population growth.

Polk County is currently under a Consent Order from the South Florida Water Management District (SFWMD) that limits the County's ability to approve or permit new residential development that will require an increase in consumptive use of potable water over current levels. Polk County is working with SFWMD to resolve the Consent Order limitations through a series of initiatives. These initiatives include: use of conservation methods for new construction; construction of new wells; conversion of existing agricultural use wells to potable/residential uses; establishing interconnects and purchasing potable water supplies from adjacent utility providers and municipalities (Toho Water Authority, Kissimmee Utility Authority and Haines City) and the potential use of very deep wells. These initiatives are anticipated to resolve the Consent Order requirements by the end of the 2nd Quarter, 2006.

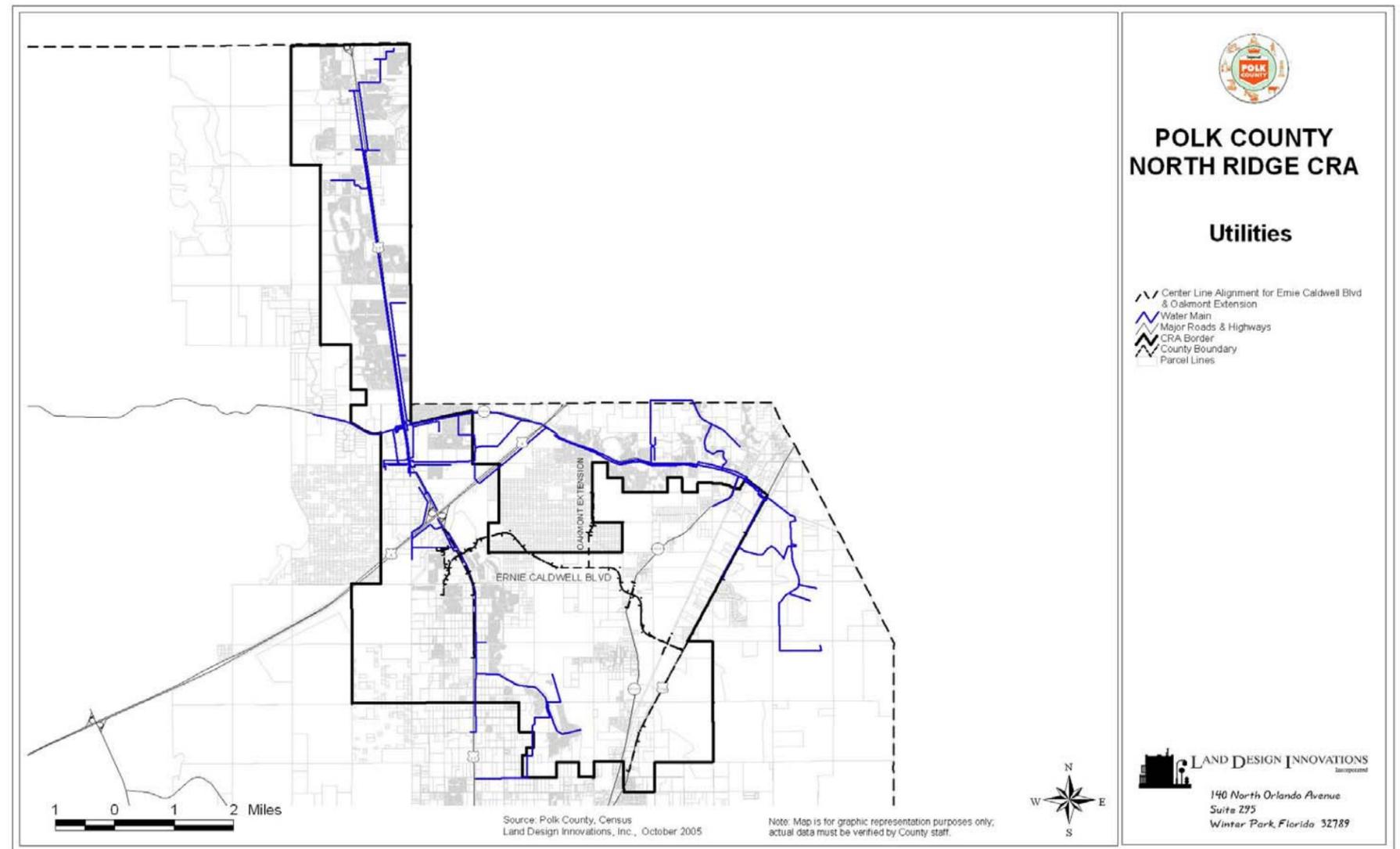
The Polk County Utilities Department is currently working with PBS&J to develop a Water Supply Master Plan. The Water Supply Master Plan is anticipated to be completed within 12-15 months, or ~1st Qtr. 2007. The timing and development of this Master Plan represents a unique opportunity for the North Ridge CRA to participate in the planning process and coordinate the anticipated water and wastewater needs to accommodate the potential demands of residential and non-residential development along the Ernie Caldwell Boulevard and the potential employment and commercial development that is proposed along US-27, US 17-92, the Oakmont Extension and US 17-92 intersections with the Ernie Caldwell Boulevard.

Additionally an evaluation of potential storage sites for ground storage and elevated storage of water within the development area along the Ernie Caldwell Boulevard corridor should be undertaken. This would identify sites that may be used to provide water storage for required fire-flow and that may be incorporated into the overall Water Supply Master Plan. Based on preliminary discussions with the Polk County Utilities Department regarding the anticipated potential development and build out along the Ernie Caldwell Boulevard corridor, a water main of 18" to 24" would be required to provide adequate service. This future water main could be installed simultaneously with the roadway construc-

tion. An additional 24" water main is planned for installation near the western boundary of the Ridge wood Lakes DRI along US -27. This would interconnect with the Haines City potable water system. The proposed timeframe regarding the installation of this water main was not available. The North Ridge Community Redevelopment Plan estimated that the cost for area wide plant expansion of the Water and Wastewater system would be between \$10 million to \$20 million.

Map 4 presents the existing utilities within and adjacent to the North Ridge CRA. The potential maximum build-out demand for water and wastewater services is presented in **Part II** of the **Economic Development Action Plan** in the **Appendix**.

Map 4. Existing Utilities





PART I

Housing

Polk County currently has an aggressive housing program designed to improve the overall housing conditions in the County. These include programs to provide down-payment assistance for qualified first time home buyers, provide funds for the repair of existing homes and also provide funds for the rehabilitation of damaged or dilapidated homes. These programs are financed by the Polk County Housing Authority, State and Federal sources.

Additional programs identified in the North Ridge Community Redevelopment Plan that may be used to improve the overall housing conditions in the North Ridge CRA and Jamestown area are listed below.

Reconstruction: This program is designed to provide replacement housing for SHIP and HOME income-eligible owner occupied homes that are not feasible for rehabilitation or repair, particularly homes that are owned by residents over 55 years of age. Manufactured homes and Mobile Homes are not eligible for this program unless those home are removed from the site as per the applicant's request and agreement.

This program cannot be applied to homes that are condemned by the County, nor can this program be used to condemn homes. Only those homes occupied by eligible owners wishing to participate in the program, including voluntary demolition, will be considered for participation in the program if specific criteria are met. A temporary relocation grant of up to \$5,500 will be provided for temporary relocation expenses, permits, Encumbrance and Ownership reports, and service delivery costs.

Housing replacement costs for very low-income homeowners under age 55 will be secured with a 10-year deferred zero-interest loan not to exceed \$30,000. This loan will be forgiven at a rate of 10 percent per year over 10 years. For homeowners over the age of 55, the entire loan amount will be deferred and forgiven on a schedule. If the home is sold, title transferred, or the home cease to be the primary residence of the applicant, the amount of the assistance yet to be forgiven must be repaid. This program is administered by the Polk County Housing and Neighborhood Development Division.

Minor Home Repairs: This program provides one-time assistance for roof, sewer or septic systems, wells or water systems and also to remove architectural barriers for the disabled or physically handicapped (provide for ADA accessibility) for SHIP-eligible, very low, low or moderate income, owner occupied homes. Manufactured homes and mobile homes cannot participate in this program. This program is also administered by the Polk County Housing and Neighborhood Development Division.

Homes that require repairs whose costs are below \$6,500 are not required to be repaired to meet Polk County's Housing Rehabilitation Standards. Eligible repairs must correct substantial code violations, improve deficiencies that pose an immediate threat to the health safety or well being of the occupants or eliminate physical barriers for the handicapped and or physically disabled.

Substantial Housing Rehabilitation: This program provides funds for substantial rehabilitation for SHIP and HOME income eligible owner occupied homes. Manufactured homes and Mobile Homes are not eligible for this program. Eligible homes requiring significant rehabilitation (i.e., repairs in excess of \$6,500 but less than \$35,500) are to be repaired to meet Polk County's Housing Rehabilitation Standards. A temporary relocation grant of up to \$5,500 will be provided for temporary relocation expenses, permits, Encumbrance and Ownership reports, and service delivery costs. Substantial rehabilitation costs for very low-income homeowners will be secured through a deferred no interest subordinate lien. This program is also administered by the Polk County Housing and Neighborhood Development Division.

Substantial rehabilitation costs for low-income homeowners will be secured through zero-interest loans, amortized for up to 20 years. For moderate-income homeowners, assistance may be in the form of a loan with an interest rate not to exceed 3% based on the homeowner's cash-flow ability to. This will be amortized for up to 20 years. Should the home be sold transferred or the home ceases to the primary residence of the grant recipient, the loan must be repaid. This program is stackable , that is it may be combined with other Federal, State or Local assistance programs.

Down Payment and Closing Cost Assistance (SHIP and HOME Program): The purpose of this strategy is to provide down payment and closing costs assistance to SHIP and HOME income-eligible buyers. Down payments and closing costs assistance may be for the purchase of existing homes, for newly constructed homes or for rehabilitated homes.

Applicants are required to obtain a first mortgage for the balance of the purchase price. Applicants cannot currently own a home. This program has been utilized by low and moderate-income households which are able to qualify for first mortgage financing for loans. This program is open to very low and low-income households as well.

Down payment assistance garnered through this program is secured through a deferred, no interest subordinate mortgage. The amount of the subordinate mortgage is forgiven at a rate of 10% per year over 10 years. Should the home be sold transferred or the home ceases to the primary residence of the grant recipient, the amount of assistance not yet forgiven must be repaid.

The North Ridge Community Redevelopment Plan acknowledges that the economic development of the North Ridge area will have a beneficial effect for the residents and homeowners within the area through increased levels of amenities, services and improvements to the physical and built environment. Continued residential development within and adjacent to the CRA will provide a range of housing options and types, including increased availability of affordable housing products. The Land Development Code as referenced in the North Ridge SAP Policy 2.131-Q7 and Policy 2.131-Q4 (g) Density and FAR Schedule, encourages the development of affordable housing as a component of new development by providing density and FAR bonus points for the projects that include the affordable housing components within specific lands-use districts in the North Ridge CRA.



PART I

The potential use of voluntary ‘Inclusionary Zoning’ methods may also be a potential solution to the provision of affordable housing in Polk County and the North Ridge Area. Inclusionary Zoning is a process whereby new residential development is required to create a certain portion of the new affordable housing units as a component of the proposed new development. Through the potential use of voluntary Inclusionary Zoning techniques, the on-going tide of residential development could address a portion of the affordable housing needs currently impacting Polk County and the North Ridge area. Attributes of the voluntary Inclusionary Zoning Program could include the creation of density and intensity incentives for developers who choose to participate, providing a percentage of the overall residential development units as affordable housing units either on-site of the parent project or offsite in other targeted areas. Model ordinances, frequently asked questions, sample policies and incentives addressing voluntary inclusionary zoning are provided in the Appendix.

The establishment of a development policy that would allow the affordable housing component of future residential development to be developed offsite from the initial development sites, that is to be built in areas specifically targeted as needing additional affordable housing units to replace existing substandard residential units, would allow the strong ongoing residential development trend in north east Polk County to be the very mechanism that addresses some of the need for additional affordable housing units within the North Ridge and Jamestown area. Additional density/intensity bonuses for affordable housing development within the targeted or receiving areas would further act as an incentive to developers to provide this product. Sample voluntary Inclusionary Zoning Ordinance, Policies and incentives are detailed in Appendix 5 Example Documents.

Areas classified for residential development within the North Ridge CRA are shown in **Part II** of the **Economic Development Action Plan** in the **North Ridge Conceptual Master Plan, Map 7**.



PART I

CURRENT AND FUTURE LAND USES

The 2025 Future Land Use designations within the entire North Ridge CRA include a range of residential and non-residential uses. Those uses are detailed below.

The basic Future Land Designations contained within the North Ridge CRA are:

- Recreation and Open Space (ROS)
- Agricultural Rural Residential (A/RR)
- Leisure Recreational (LR)
- Residential Suburban (RS)

LAND USE	
Residential	Number of Units
<i>Single Family</i>	2,557
<i>Multi-Family</i>	4,855
Total	7,412
Non-Residential	Gross Building Area
<i>Hotel</i>	1,979 rooms
<i>Industrial</i>	317,000 sq. ft.
<i>Commercial</i>	929,200 sq. ft.
<i>Service</i>	1,918,500 sq. ft.
Total sq. ft. non-residential	3,164,700 sq. ft.

Source: Polk County 2025 Transportation Plan; Kimley-Horn and Associates, Inc. and Harlan Hanson, Inc.

The land uses within the North Ridge CRA have been further modified by the adoption of the North Ridge Selected Area Plan (SAP) in 1992 and later updated in 2002. The North Ridge SAP further tailors the existing future land use designations to provide development guidelines for the anticipated urbanization of the area as development pressures from adjacent Orange and Osceola counties increase over the next 20 years.

- Residential Low (RL)
- Residential Medium (RM)
- Commercial Enclave (CE)
- Tourism Commercial Center (TCC)
- Convenience Center (CC)
- Linear Commercial Corridor (LCC)
- Neighborhood Activity Center (NAC)
- Community Activity Center (CAC)
- Regional Activity Center (RAC)
- Office Center (OC)
- Business Park Center (BPC)
- Industrial (IND)
- Institutional (INST)
- Professional Institutional (PI)
- Ridgewood Lakes and Circus World (Posner Center)
- DRI's
- Preservation
- CORE
- Town Center (TC)

These modified land uses will be incorporated into the proposed land use scenarios presented in **North Ridge Conceptual Master Plan Map 7** section of **Part II** of this Report.



PART I

NORTH RIDGE CRA AREA LAND USE ANALYSIS

The current acreages and associated land uses contained within the entire North Ridge CRA are listed below. The largest land use components of the North Ridge CRA are: Rural Residential Low Density; Agricultural /Rural Residential; and Green Swamp Greenway Corridor.

Land Use	Type	# Parcels/ Acres
A/RR	Agricultural /Rural Residential	3,261
BPC	Business Park Center	642
CC	Convenience Center	12
CE	Commercial Enclave	0
CIT	City	0
CORE	Green Swamp Greenway Corridor	1,662
DRI	Development of Regional Impact	1
CE	Employment Center	0
IND	Industrial	352
INST	Institutional	96
LAKES	Lakes	31
LCC	Linear Commercial Center	0
LR	Leisure Recreational	238
NAC	Neighborhood Activity Center	90
PI	Professional Institutional	70
PRESV	Preservation	726
RAC	Regional Activity Center	1,195
RL	Residential Low	5,896
RM	Residential Medium	1,063
TCC	Tourist Commercial Center	665
Total Acres		16,386

Source: Polk County Planning and Development, 2005



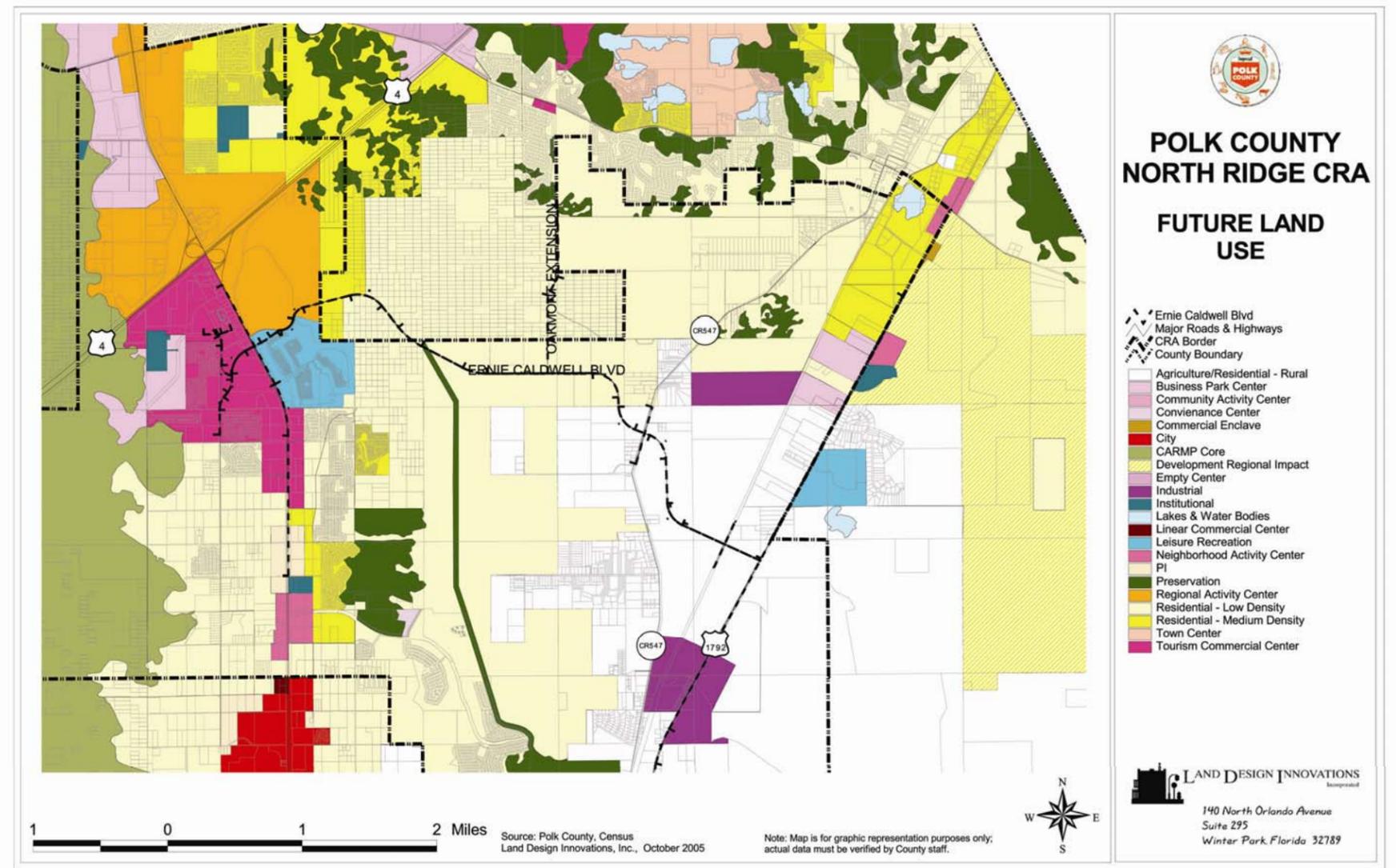
PART I

Economic Development Action Plan Study Area -Existing Future Land Use

The North Ridge Economic Development Action Plan Study Area surrounds the Ernie Caldwell Boulevard from the US 27 and I-4 interchange east to the US 17-92 & Ernie Caldwell Boulevard intersection. The western boundary of the area is characterized by the I-4 & US 27 Interchange. On the north eastern side of the interchange the primary uses are the Victor Posner Development Mixed Use project which includes TND residential, office, recreational and neighborhood commercial. The south-eastern side of US 27 the primary use is Tourism Commercial. This use includes hotels, restaurants, RV parks and various commercial activities to serve the tourism market. To the west of this interchange the primary uses are characterized by Regional Activity Center Uses, including large scale commercial (Auto Sales), hotels, restaurants, offices and various commercial uses. The Future Land Use Map, **Map 5**, shows the various existing Future Land Uses identified within the Polk County Comprehensive Plan within the Study Area.

The most immediate feature noted when evaluating the Future Land Use Map of the study area is the large amount of Residential Low Density and Agricultural/Rural Residential use designated parcels that are located surrounding the proposed Ernie Caldwell Boulevard corridor. A second feature noted is the 'bracketing' of this area by the development pressure to the west, represented by the US-27& I-4 Regional and Tourism Activity Center and to the east by the Providence (formerly Oak Hills) DRI and the Industrial and Business Park Center designated properties along US 17-92.

Map 5. North Ridge CRA Future Land Use





PART I

PENDING AND APPROVED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT

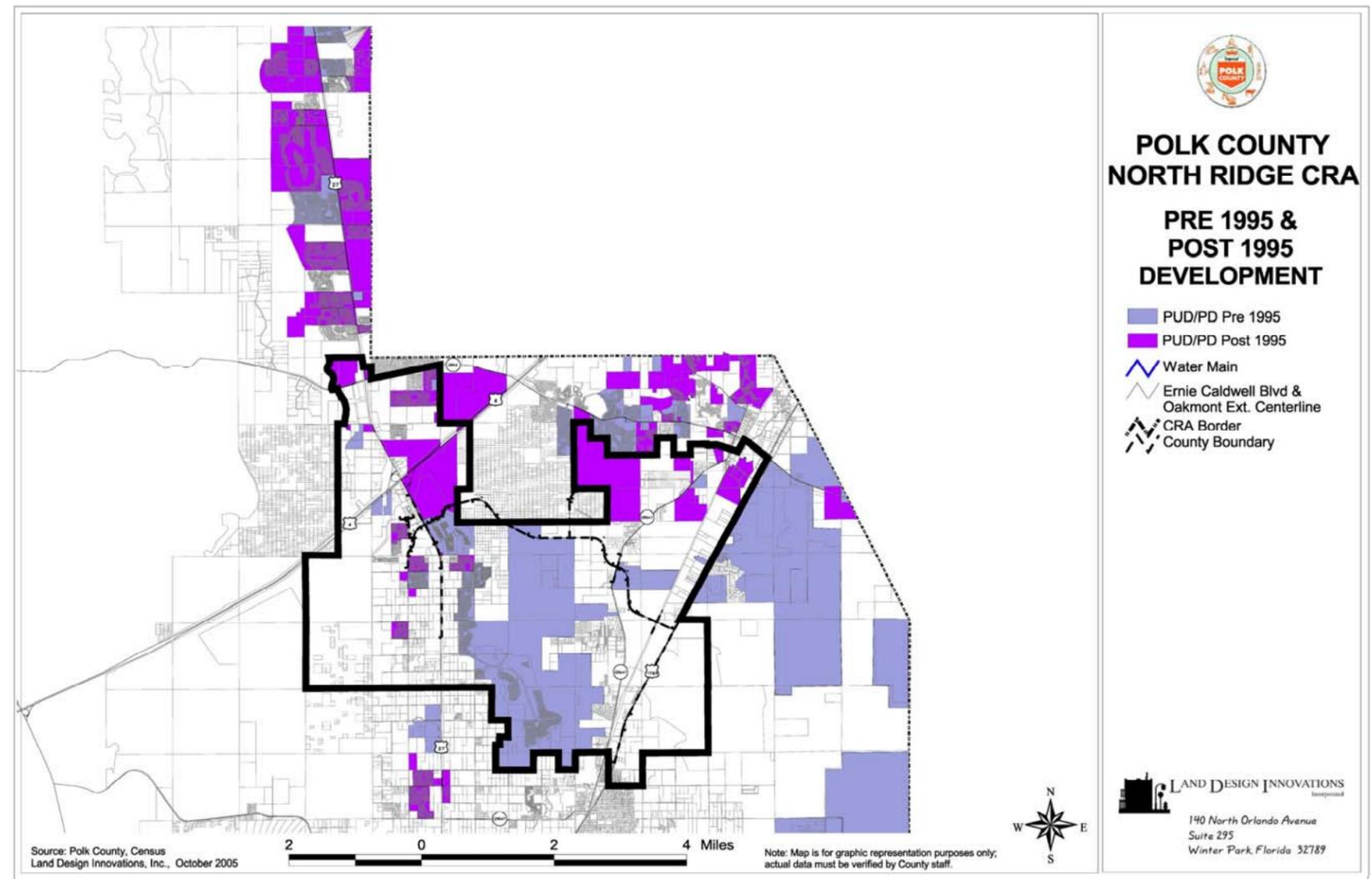
Acknowledging the current and approved development within and adjacent to the Study Area is necessary when evaluating the potential future land uses of the area that will be accessed by the construction of the Ernie Caldwell Boulevard. During the period of 1995-2005 (through 1st Quarter 2005) over **16,515¹** total residential units and over **3,050,000²** sq. ft. of non-residential development has been approved within and adjacent to the Study Area. Residential development includes over **11,467** single-family unit condominiums and town homes for short-term rentals and over **5,048** single-family units and multi-family units for owner occupied residents. Approved non-residential development has included over **1,200,00** sq. ft of industrial development with the remainder of approximately **1,800,000** sq. ft. comprised of a mix of commercial, retail, and office development.

Map 6 shows the approved Planned Development projects from the period of 1971 through 2005. A summary table listing the details of each specific development project from 1995-2005 is attached in the **Appendix**.

Anticipated Impact from Residential and Non Residential Development

The approved residential and non-residential development shown in **Map 6** will generate a substantial demand for public services while also creating an opportunity for economic and commercial development within the study area. The provision of additional acreage for commercial, retail and office development to serve this growth is presented in **Part II** of this report, **North Ridge Conceptual Master Plan, Map 7**.

Map 6. 1971-2005 Approved Development Projects



¹ Polk County Planning and Development Department, Land Design Innovations, Inc., 2005.
² Polk County Planning and Development Department, Land Design Innovations, Inc., 2005.



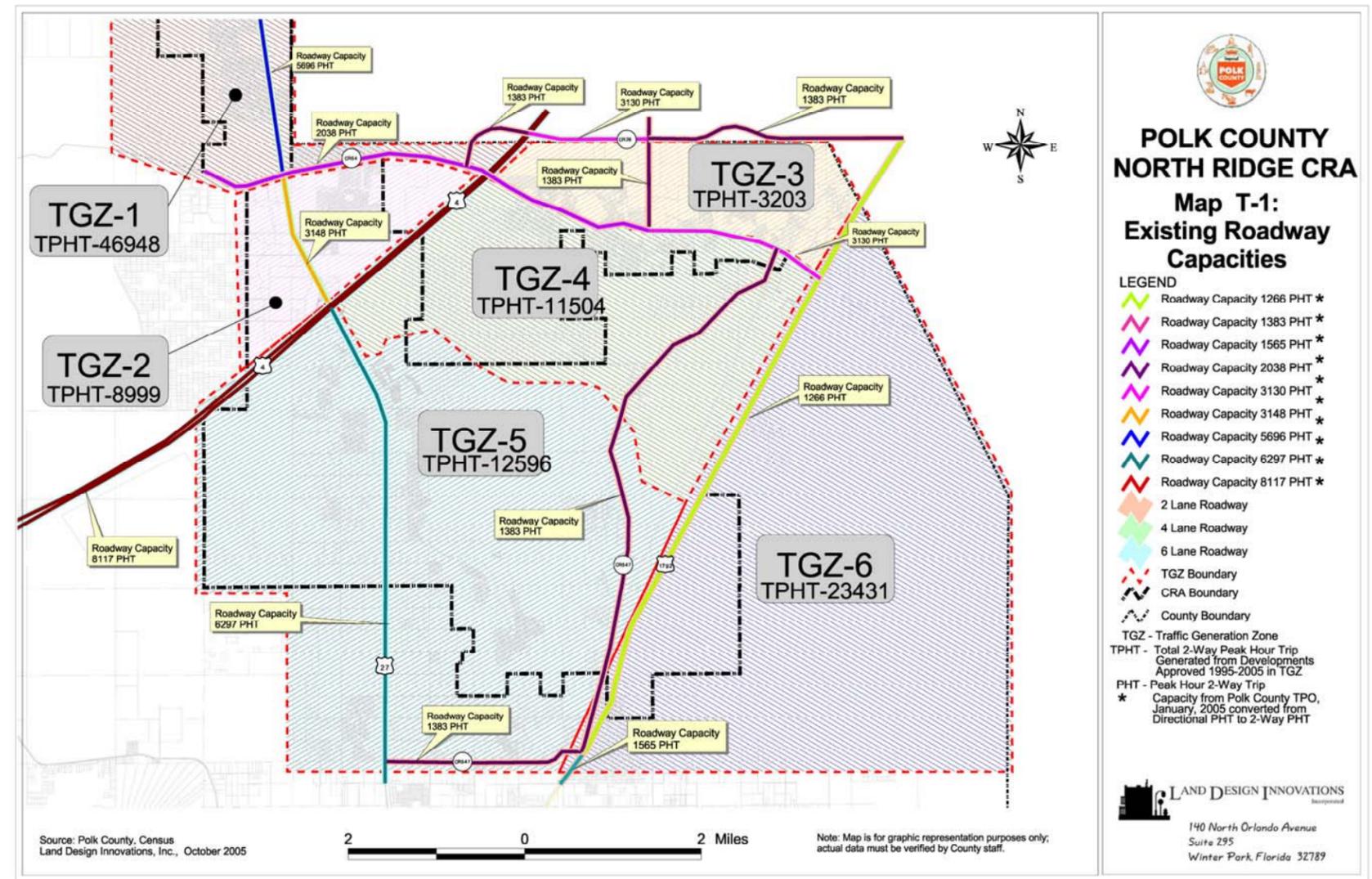
PART I

Impact on Surrounding Roadways

Based on the traffic generation estimates for the planned developments approved from 1995-2005, the anticipated increase in average daily trips on the roadways within and adjacent to the study area will be significant. The recently announced large-scale shopping center, Four Corners Town Center³, listed to be over 1,000,000 sq. ft. in size, will add a significant amount of additional trips (~5,000 peak hour trips) to the US 27 / I-4 Regional Activity Center (RAC) Area.

Map T-1 shows the designed roadway capacities⁴ for roadways within specific Traffic Generation Zones in and adjacent to the North Ridge CRA network that currently serves the North Ridge CRA area and the estimated number of peak hour trips from development projects approved during 1995-2005. Table T-1 details the cumulative roadway design capacities for each of the Zones represented on the map and also presents the cumulative estimated additional trips for each sector based on the 1995-2005 approved development projects.

Map T-1. Existing Roadway Capacities



³ Orlando Sentinel, Money Section, *Shopping Complex Proposed for Polk*, Friday, October 7, 2005.
⁴ Polk County TPO, FDOT, 2005.



PART I

Table T-1 and Map T-1 indicate that the roadways all the traffic generation zones, except TGZ-3 (north US 17-92 and CR 54) will significantly exceed their current peak hour capacities for trips based on the current existing capacities of the roadways and the anticipated demand for additional trips from approved development projects.

Table T-1. Existing Roadway Capacities and Cumulative (1995-2005) Approved Development Peak Hour Trips

Existing Roadways								
Traffic Generation Zone - 1			Traffic Generation Zone - 2			Traffic Generation Zone - 3		
Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *
US 27	5696	46948	US 27	3148	8999	CR 54	3130	3203
			CR 54	2038		CR 532	1383	
TOTAL	5696	46948	TOTAL	5186	8999	TOTAL	4513	3203
Traffic Generation Zone - 4			Traffic Generation Zone - 5			Traffic Generation Zone - 6		
Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *
US 27	6297	11504	US 27	6297	12596	US 17/92	1266	23431
CR 54	3130							
TOTAL	9427	11504	TOTAL	6297	12596	TOTAL	1266	23431

* - Includes existing and approved PUDs from 1995 to 2005

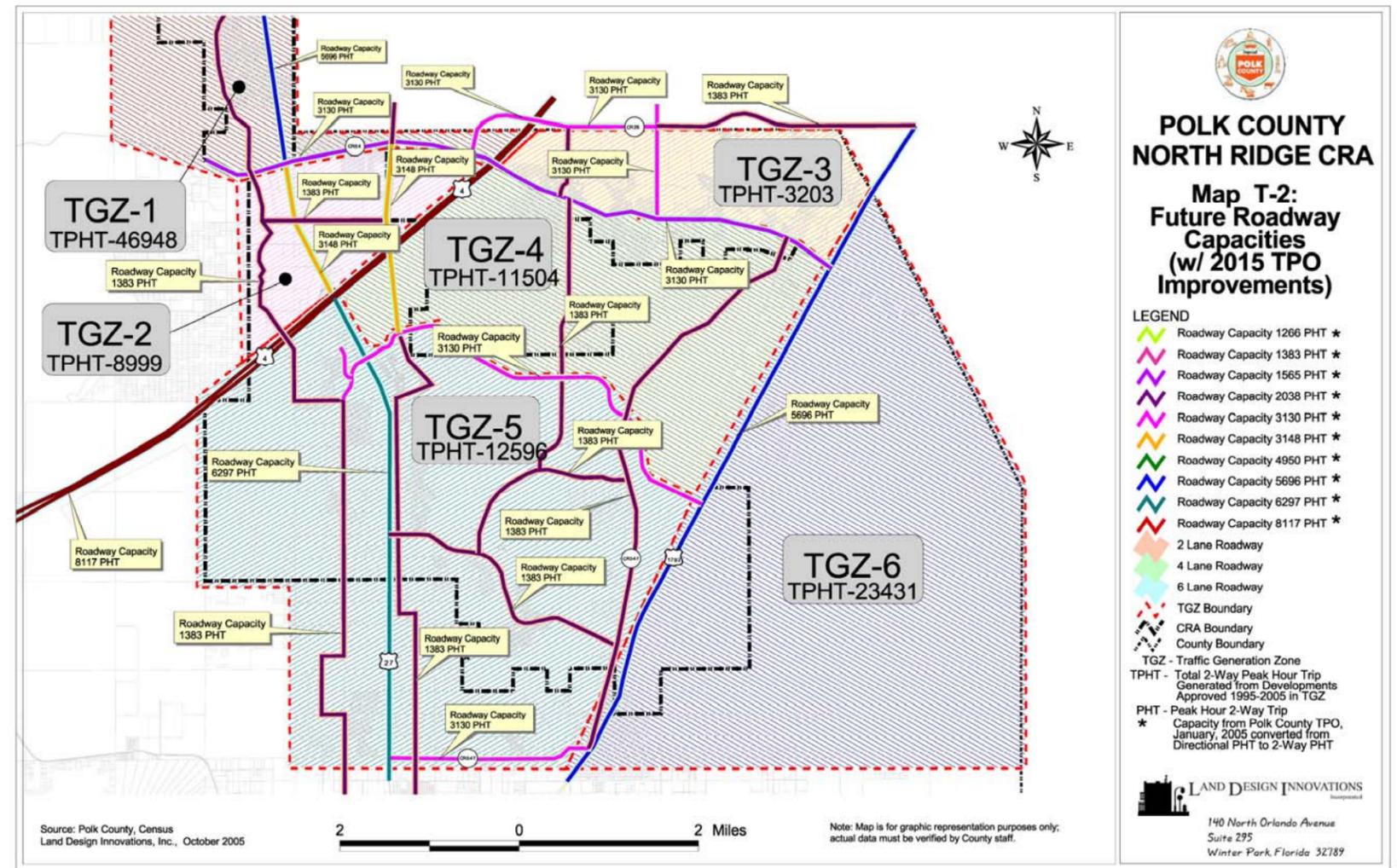
Source: Polk County Planning and Development, Polk County TPO, Land Design Innovations, Inc., 2005.



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Map T-2 shows the proposed and programmed roadway improvements for the next 10 year period within the north-east section of Polk County, including the North Ridge CRA and adjacent areas⁵ and the estimated number of peak hour trips from development projects approved during 1995-2005. These improvements include the proposed 'box-interchange' at US 27 and I-4, the Oakmont Extension, the Ernie Caldwell Boulevard and the Green Swamp Parkway. As shown previously in **Table T-1**, are the specific analysis sectors within the study area, the corresponding roadway capacities for the programmed improvements and the cumulative estimated additional trips for each sector based on the 1995-2005 approved planned developments. **Table T-2** details the cumulative roadway design capacities for proposed roadway improvements in each of the sectors represented on the map and also presents the cumulative estimated additional trips for each sector based on the 1995-2005 approved planned developments.

Map T-2. Future Roadway Capacities



⁵ Polk County Transportation Planning Organization, *North Ridge CRA Road Projects Recommended 10 Year Plan*, August 29, 2005.



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Table T-2 and **Map T-2** indicate that only the roadways within TGZ-1 (US 27 corridor north of CR 54) and TGZ-6 (US 17-92 from CR 54 south to CR 547 intersection near Davenport), will continue to significantly exceed their future peak hour capacities for trips based on the capacities of the roadways and the anticipated demand for additional trips from approved development projects after the completion of the improvements identified in the TPO's 10 Year Plan for North Ridge CRA. These improvements include the proposed 'box-interchange' at US 27 and I-4, the Oakmont Extension, the Ernie Caldwell Boulevard and the Green Swamp Parkway. The roadways within the remaining areas in the CRA will retain excess capacity due the additional capacity gained from the improvements identified in the TPO's 10 Year Plan for North Ridge CRA.

The estimated increase in Peak Hour Trips and Average daily Trips resulting from development projects approved from 1995-2005 will significantly impact the available roadway capacities within and around the North Ridge CRA area. Developer funded transportation improvements and the programmed 10 year TPO transportation improvements will accommodate a portion of the anticipated new trips that will be from approved development projects. It is anticipated that if all of the development projects approved during the 1995-2005 period come to fruition, their cumulative impact upon the existing and planned transportation network within and adjacent to the North Ridge CRA will exceed its current ultimate capacity in the areas along US 27 north of CR 54 and along US 17-92 south of CR 54 and north of Davenport and require additional transportation improvements to provide additional capacity in these areas to accommodate continued development and growth.

Table T-2. Improved Roadway Capacities and Cumulative (1995-2005) Approved Development Peak Hour Trips

TPO 10 year Program								
Traffic Generation Zone - 1			Traffic Generation Zone - 2			Traffic Generation Zone - 3		
Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *
US 27	5696	46948	US 27	3148	8999	CR 54	3130	3203
			CR 54	3130		CR 532	3130	
			VPCC Connector	3130				
			I-4 Crossover	2038				
TOTAL	5696	46948	TOTAL	11446	8999	TOTAL	6260	3203
Traffic Generation Zone - 4			Traffic Generation Zone - 5			Traffic Generation Zone - 6		
Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *	Roadways Affected by TGZ	Peak Hour Capacity of Affected Roadways	Peak Hour Trips Generated in TGZ *
US 27	6297	11504	US 27	6297	12596	US 17/92	5696	23431
US 17/92	5696		US 17/92	5696				
Ernie Caldwell	3130		Ernie Caldwell	3130				
CR 54	3130							
VPCC Connector	3130							
TOTAL	21383	11504	TOTAL	15123	12596	TOTAL	5696	23431

* - Includes existing and approved PUDs from 1995 to 2005

Source: Polk County TPO, Land Design Innovations, Inc. 2005



PART I

Impact on demand for Utility Services

The estimated potential demand for additional utility services, water and wastewater services, created by the development projects approved from 1995-2005, will be approximately 6,524,200 GPD for potable water and 4,893,150 GPD for wastewater⁶. The presence of adequate or programmed capacity for the provision of both these services is a prerequisite for final approval before construction of the projects may begin.

The long term development of the northeast section of Polk County and the North Ridge CRA area will demand an increase in overall potable water and wastewater service capacities to accommodate the approved planned development and the continuing long term development of the vacant areas within and adjacent to the North Ridge CRA. Continued expansion of the North East Regional Wastewater Treatment Facility will be needed to accommodate short-term growth. Long-term growth and potential build-out of the area will necessitate the construction of an additional wastewater facility to accommodate potential future demand. The use of on-site package plants may be able to offset some of the need for additional sanitary sewer infrastructure installation when developing the vacant parcels within the CRA. Continued expansion of services provided by adjacent municipal providers (Haines City and Davenport), or private utility providers (KUA/Toho), or the conversion of agricultural wells and mining wells, may also partially offset the need for additional municipal potable water infrastructure installation when developing the vacant parcels within the CRA. The use of alternate water supplies, as identified by the regional water management district and incorporated into the Polk County Water Supply Master Plan, currently under formulation, may also identify alternate sources of potable water for future development within the North Ridge CRA.

⁶ Polk County Planning and Development Department, Land Design Innovations, Inc., 2005



PART I

TAX INCREMENT FUND (TIF) REVENUES

Historic Estimates versus Actual Collections

The primary funding mechanism for projects within the North Ridge CRA is Tax Increment Funding (TIF). The North Ridge area has experienced significant development and accompanying TIF revenue growth since the North Ridge Community Redevelopment Plan was created in 2003. Actual TIF revenues collected have exceeded the annual estimates during 2 of the last 3 years and are anticipated to exceed previous estimates in the upcoming years. The following table shows the estimated revenues from the 2003 North Ridge Community Redevelopment Plan and the actual TIF revenues received to date.

Table 4. Historic TIF Revenue Estimates vs. Actual TIF Collected

Year	2003 TIF Estimates	Actual TIF Revenues
03	\$815,297	\$1,364,891
04	\$1,752,888	\$1,596,680
05	\$2,399,826	\$2,857,565
Cumulative	\$4,968,011	\$5,819,136

Source: North Ridge Community Redevelopment Plan, 2003. Polk, County CRA, 2005.



PART I

Future Tax Increment Revenue Projections

The following table details the projected tax increment (TIF) fund and MSTU revenues that will be available for projects within the North Ridge CRA. In 2005, Polk County established three new Municipal Service Taxing Units (MSTUs) for Roads, Libraries and Parks. These new funds will be collected *in addition* to the TIF revenue projections and will provide additional revenues for their specific services within the North Ridge CRA. The MSTU generated funds will supplement the TIF revenues and may be used to address current service deficiencies and shortfalls, unlike impact fees for the same services, which can only be applied to new capital investment costs for the provision of said services.

Table 5. North Ridge CRA Projected TIF and MSTU Revenues

North Ridge Community Redevelopment Agency Tax Increment Fund Revenue Estimates										
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY12-13	FY 13-14	FY 14-15	FY 15-16
General Fund	\$6,510,676	\$10,214,657	\$15,217,514	\$18,027,627	\$21,664,472	\$25,869,413	\$30,731,634	\$36,354,397	\$33,834,688	\$41,804,372
Roads*	\$853,635	\$1,339,276	\$1,995,216	\$2,363,659	\$2,840,497	\$3,391,820	\$4,029,321	\$4,766,540	\$4,436,173	\$5,481,103
Subtotal	\$7,364,311	\$11,553,933	\$17,212,730	\$20,391,286	\$24,504,969	\$29,261,233	\$34,760,955	\$41,120,937	\$38,270,861	\$47,285,475
Libraries**	\$426,818	\$669,638	\$997,608	\$1,181,829	\$1,420,249	\$1,695,910	\$2,014,661	\$2,383,270	\$2,218,086	\$2,740,551
Parks***	\$640,226	\$1,004,457	\$1,496,412	\$1,772,744	\$2,130,373	\$2,543,865	\$3,021,991	\$3,574,905	\$3,327,129	\$4,110,827
Total	\$8,431,355	\$13,228,028	\$19,706,750	\$23,345,859	\$28,055,591	\$33,501,008	\$39,797,607	\$47,079,112	\$43,816,076	\$54,136,853

*-Based on Roads MSTU of 1.00 mill
 **-Based on Libraries MSTU of 0.50 mill
 ***-Based on Parks MSTU of 0.75

Source: Polk County TPO, Land Design Innovations, Inc. 2005



PART I

Historic Use of TIF Funds

North Ridge CRA TIF funds have been utilized to administer the day to day operation of the North Ridge CRA and implement the objectives of the North Ridge Community Redevelopment Plan. Expenditures have been to address transportation improvements including roadway alignment studies, roadway design and right-of-way acquisition. The three roadway projects that the North Ridge CRA has undertaken are:

- Ernie Caldwell Boulevard (East-West connector)
- Oakmont Avenue Extension
- Green Swamp Parkway

Table 6 lists the historic use of TIF funds, the current and the estimated future costs of the three aforementioned roadway projects and administrative costs and also shows the projected TIF, MSTU revenues for the same period. Based on these cost estimates and revenue projections, there will be a shortfall shown through years 2005/2006, 2006/2007, 2007/2008 and 2008/2009. This shortfall will occur if the North Ridge CRA relies solely on TIF and MSTU revenue to fund identified projects. In order to avoid a shortfall and continue to implement the identified roadway projects and to be able to accommodate any additional future projects in a timely fashion, it will be necessary for the North Ridge CRA to identify an alternative, supplementary funding mechanism.

Table 6. Historic and Proposed Future Use of TIF Funds.

Expenditures	FY 03 /04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Administration	\$200,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000
ECB Alignment Study	\$135,906						
ECB Design	\$104,619	\$2,300,000	\$2,300,000				
ECB ROW (est)	\$625	\$50,000	\$4,840,000	\$3,812,000			
ECB Construction				\$7,139,000	\$23,426,000	\$17,203,000	
Oakmont Alignment Study	\$1,623	\$86,520					
Oakmont Design (est)			\$500,000				
Oakmont ROW (est)				\$1,100,000	\$823,000		
Oakmont Construction						\$2,662,000	\$2,372,000
Green Swamp Alignment Study		\$500,000	\$300,000				
Green Swamp ROW		\$10,000	\$10,000				
Subtotal Expenditures-1	\$442,773	\$3,186,520	\$8,190,000	\$12,291,000	\$24,489,000	\$20,105,000	\$2,612,000
TIF/MSTU Revenues-2	\$2,812,135	\$2,977,565	\$5,098,848	\$8,431,355	\$13,228,028	\$19,706,750	\$23,345,859
Carryforward-3		\$2,369,362	\$2,610,406	-\$480,391	-\$4,340,036	-\$15,601,008	-\$15,999,258
Balance-4	\$2,369,362	\$2,160,407	-\$480,746	-\$4,340,036	-\$15,601,008	-\$15,999,258	\$4,734,601

1-Expenditures based on project actual costs and estimates. Polk County, North Ridge CRA, 2005.

2-FY 03-04 through 05-06 based on actual collections and carryforwards. FY 06-07 through 09-10 based on TIF/MSTU revenue estimates, Polk County Finance Department, 2005.

3-Polk County North Ridge CRA, 2005.

4- Balance reflects known and estimated project costs and actual and projected TIF/MSTU revenue estimates only. No additional funds are identified for use in the table.



PART I

¹⁵ Polk County, 8/24/2005

Potential Bond Funding of North Ridge CRA Projects

The most applicable funding mechanism that would allow the North Ridge CRA to accommodate the identified roadway projects and additional future projects would be the use of a non-rated tax increment revenue bonds that would utilize the anticipated Tax Increment Fund (TIF) revenue stream for life of the CRA through 2032. Additional revenues that may be utilized to increase the potential bonding capacity of the North Ridge CRA could include revenues from recently adopted MSTUs for roads, libraries and parks.

The North Ridge CRA may choose to utilize one of two potential bonding scenarios. The first scenario would utilize TIF revenue and road MSTU revenue. The second scenario would utilize the TIF revenue and the MSTU revenues for roads, libraries and parks.

Potential Bonding Scenarios

Scenario One (TIF Revenue and Roadway MSTU Revenue pledged)

Based on the historical collection and growth rates and the projected TIF/MSTU⁷ revenues throughout the term of the North Ridge CRA, the CRA would be capable of financing two separate bond issuances. The first potential issuance, in FY 2007, could be for up to \$50,000,000⁸ with a 23 year debt/repayment period. The estimated debt service payment for this issuance would be \$4,200,000. The second potential issuance, in FY 2009, could be for an additional amount of up to \$64,000,000⁹ with a 21 year debt repayment period. The estimated debt service payment for this issuance would be \$5,600,000. The combined potential revenue stream from these two issuances, available for projects within the North Ridge CRA, would be approximately \$114,000,000¹⁰. The combined annual debt service payment for these two issuances would be \$9,800,000¹¹.

Scenario Two (TIF Revenue and Roadway, Parks and Libraries MSTU Revenues pledged)

Based on the historical collection and growth rates and the projected TIF/MSTU¹² revenues throughout the term of the North Ridge CRA, the CRA would be capable of financing two separate bond issuances. The first potential issuance, in FY 2007, could be for up to \$57,000,000¹³ with a 23 year debt/repayment period. The estimated debt service payment for this issuance would be \$4,800,000. The second potential issuance, in FY 2009, could be for an additional amount of up to \$73,000,000¹⁴ with a 21 year debt repayment period. The estimated debt service payment for this issuance would be \$6,400,000. The combined potential revenue stream from these two issuances, available for projects within the North

Ridge CRA, would be approximately \$130,000,000¹⁵. The combined annual debt service payment for these two issuances would be \$11,200,000¹⁶.

Other potential sources of funding for roadway projects, specifically for the Ernie Caldwell Boulevard and the 'Box-Interchange' projects include the State's Transportation Regional Incentive Program (TRIP) funds and Strategic Intermodal System (SIS) fund. These projects would be eligible to compete for TRIP and SIS funds based on: Being identified in the regional transportation plan (TPO 10-Year Plan); an being projects which are designed to serve areas that transcend the County's boundaries and the availability and commitment of local match funding for these projects.

⁷ MSTU millage used is the 1 mil for transportation. Parks and libraries MST millage not used in this bonding scenario.

⁸ Based on FY 2006 Revenues of \$7,634,311, coverage of 1.75x, 6.25% annual interest rate and a final maturity of 2030 (23 year Debt schedule)

⁹ Based on FY 2008 Revenues of \$17,212,730, coverage of 1.75x, 6.25% annual interest rate and a final maturity of 2030 (21 year Debt schedule)

¹⁰ Polk County, 8/24/2005

¹¹ Polk County, 8/24/2005

¹² MSTU millages used are the 1 mil for transportation the .75 mil for Parks and .5 mil for libraries in this bonding scenario.

¹³ Based on FY 2006 Revenues of \$8,431,355, coverage of 1.75x, 6.25% annual interest rate and a final maturity of 2030 (23 year Debt schedule)

¹⁴ Based on FY 2008 Revenues of \$189,706,751, coverage of 1.75x, 6.25% annual interest rate and a final maturity of 2030 (21 year Debt schedule)



PART II

CURRENT ECONOMIC DEVELOPMENT PROGRAMS, POLK VISION

The following section of the report will introduce economic development strategies and actions to implement those strategies. However, before we begin to discuss potential strategies, a brief review of Polk County's overall Economic Development program, goals and objectives, as articulated in the Polk Vision document will help establish a context for the recommendations contained in this report. A brief overview of the Base Economic Model and terms will help frame and guide our recommendations and action items that will further implement the goals and objectives of the County's Economic Development program.

CURRENT ECONOMIC DEVELOPMENT PROGRAMS

Polk County Economic Development and Tourism Department

The Polk County Economic Development and Tourism Department oversees business development (including business recruitment and retention), the Small Business Development Center, and Sports Marketing and Tourism activities through the operation of the Central Florida Development Council (CFDC).

Business Development

The Central Florida Development Council (CFDC) aggressively markets and advertises available facilities and sites through its working partnership with the East Polk Committee of 100 and the Lakeland Economic Development Council. Through one on one meetings, site visits, tours and information provided through the CFDC website and publications, the CFDC provides potentially relocating or expanding businesses listings of available sites and facilities, demographic data, links to business and community resources, and information regarding available incentive programs. The CFDC also provides a business listing of companies already located within Polk County. The CFDC provides an annual Economic Barometer report that details the existing economic conditions, changes in the economic environment and notable economic development achievements, including corporate relocations and expansions that have occurred in the previous year.

Small and Minority Business Development Center

The Small and Minority Business Development Center (SMBDC) assists existing, emerging and minority business owners in all phases of business development. Services include educational seminars, confidential and one-on-one business management counseling, on-site visits and use of their state-of-the-art resource library. The SBDC focuses on assisting micro, small and medium-sized businesses to thrive and grow. The SBDC offers technical assistance with writing business plans, preparing commercial and Small Business Administration (SBA) loan packages, and acting as the single point of contact for small business support services. The SBDC coordinates its activities with Polk Community College for the development of training and employee development programs, and also coordinates with the statewide SBDC network.

Tourism and Sports Marketing

The Polk County Tourism and Sports Marketing Division, PCTSM, was created through a merger of the Visitors and Convention Bureau and Polk County Sports Marketing. The PCTSM's primary objective is to increase overnight stays in Polk County accommodations and enhance the county's economic climate. It is the mission of PCTSM to promote tourism and economic development through sports and visitors. PCTSM focuses on developing sales and marketing of special events, marketing and promoting Polk County to visitors, implementing new events and leveraging these activities through effective sponsorships and partnerships.

POLK VISION

The Polk Vision Task Force is comprised of over 390 Polk County residents, business owners, and community and local leaders who are committed to establishing a vision and direction to address critical issues and challenges facing the future development of Polk County. In 2004, this group considered a vast range of information collected from focus groups, community meetings, public agencies and personal experiences. The Polk Vision Task Force established a long-term community vision (through 2024), identified core values and established key benchmarks in order to formulate mid-term strategies that would enable the achievement of the community vision. Mid-term strategies addressed the following topics:

- Education
- Infrastructure
- Quality of Life
- Economic Development
- Government
- Private Sector Leadership



PART II

The Vision group identified 619 priority issues. These issues were then divided into each of the above mid-term strategies groups and ranked to produce the top ten (10) issues facing Polk County as identified by the Vision Task Force. The top two (2) issues identified were education and economic development. The following section of this report will address how the North Ridge Economic Development Action Plan can assist in the implementation and realization of the shared economic development goals and strategies of the North Ridge CRA and the Polk Vision.

Polk Vision Strategies

The following seven (7) strategies have been paraphrased from the Economic Development Foundation's Statement of Strategies from the August 3, 2004 Polk Vision Report.

- Develop and maintain an aggressive, competitively funded economic development program that creates higher paying jobs through relocation of jobs to Polk County, expansion and retention of jobs by existing employers, and the creation of new enterprises.
- Develop a brand for internal and external marketing.
- Create and retain a commercial and industrial certified real estate inventory countywide to be marketed by the Central Florida Development Council (CFDC). Identify sites that need land use changes countywide. Proactively initiate those changes. Encourage private sector participation and formation of private sector consortiums. Encourage public sector land assembly.
- Maintain a list of targeted job sectors to sharpen recruitment focus on higher-paying jobs.
- Create highly competitive incentive and tax exemption programs that attract new higher paying jobs through corporate expansion, relocation and retention. Use CRAs, Hub Zones, Enterprise Zones and Free Trade Zones as economic development tools.
- Encourage small business development and entrepreneurs through the provision of support services, incubators, access to capital and counseling.
- Create an environment that attracts and retains a creative young, work-force.

Implementing the Polk Vision (Economic Development)

The Polk County Economic Development and Tourism Department, and the Central Florida Development Council (CFDC) for Polk County have successfully implemented many of the strategies identified by the Polk Vision process. These strategies have been incorporated into the Strategic Plan for Business Development. The action items associated with this Plan and relevant to the future development of the North Ridge CRA area include:

- Identify sites that need land use changes countywide and proactively initiate those changes;
- Identify targeted industry sectors;

- Establishment and maintain of the Business Development website as a marketing and information portal for the community;
- Implement State and Local incentives programs for targeted industries; and
- Continue marketing of specific sites within Polk County.

These actions items and the Polk Vision strategies that they implement will be coordinated with the proposed North Ridge Economic Development Action Plan strategies and action items presented at the end of this report.

Economic Development Activity in Polk County

Recent economic development achievements for Polk County include significant corporate relocations and expansions. The following corporations relocated or expanded their facilities in Polk County during the period of October 1, 2003-September 30, 2004¹.

Table 7. Recent Corporate Relocations or Expansions in Polk County

AERCON	Pepperidge Farm
Canadian Property Trust	Progress Energy
Coca-Cola	Sofa Express
Composites One	Star Distribution
Exel Logistics Company	Technology Research Consultants
Lowe's	The Kegel Company
Peace River Citrus Products	

¹ Central Florida Development Council, Inc., Economic Overview, 2004



PART II

During Fiscal Year 2004 the Business Development Team implemented eight (8) company relocations and expansions. These activities resulted in \$42.4 million in new capital investment and the creation of 725 new jobs.

It should be noted that these significant corporate relocations or expansions occurred primarily to the southwest and outside of the North Ridge CRA. However, due to its aggressive economic development program and its ongoing successful corporate recruitment and retention program, Polk County is firmly placed on the 'radar screen' of corporate site locators and development coordinators. This bodes very well for development of additional 'targeted-sites' within the northeast section of the County and the North Ridge CRA.

The historic and growing impact of the tourism related commercial and housing development is apparent in the construction of thousands of short-term rental housing units in and adjacent to the North Ridge CRA, over 12,000 of these units have been approved since 1995². The continued population growth within the state of Florida and central Florida in particular will continue to increase the residential development pressure within the north east portion of Polk County in particular and Polk County in general. However, care should be given that continued residential development in north east Polk County does not come at the expense of limiting future non-residential development potential. Specifically, land within the North Ridge CRA should be allocated for future locations of high-value added non-residential development to ensure the provision of an adequate inventory of potential sites in the future. Residential development is an immediate tertiary step in the increased utilization of property from raw land to more intense uses. If land is not allocated for non-residential development within the North Ridge CRA, residential development will effectively 'nibble away' at the inventory of sites most suitable for office park, business park and other non-residential development. If an adequate inventory of land is not established for non-residential development, it may not be feasible or possible to shift development from a residential to non-residential use in the future. The following section of the report outlines the roles residential and non-residential development play in the Base Economic Model.

BASE ECONOMIC MODEL

Polk County and the North Ridge CRA area are part of the overall Central Florida regional economy. The economic history, current economic conditions and economic future of the area has been, and will continue to be, significantly influenced by the activities and developments that occur within the adjacent communities and counties. Initially an agricultural based citrus and mining economy, like much of central Florida, north east Polk County has been transforming into a more residential, tourism, commercial and industrial based economy.

When analyzing economic development scenarios for northeast Polk County, it is useful to differentiate between business that follow residential growth (termed non-base industries) and businesses that lead, or generate residential growth (termed base industries). Both types of businesses serve an important role within the community.

Businesses That Follow Residential Growth

The businesses that follow residential growth are the types of businesses that are utilized by households every day. Examples of these businesses are:

- **Retail:** Grocery Stores, Restaurants, Dry Cleaners, and Clothing Stores and other services.
- **Office:** Doctor's Office, Insurance office, Attorney's offices, Accountants and other professional services.
- **Industrial:** Warehouse storage, self storage, cabinet shops, air-conditioner repair shops, and other trades services.

Businesses That Lead Residential Growth

Businesses that lead or generate residential growth are typically referred to as base industries. Base industries and employment brings new capital and dollars into an area by the manufacturing and exporting of goods and services. Examples of base industries include:

- Manufacturing firms
- Agricultural production and
- Back office, headquarters and financial services

Tourism, though not traditionally seen as a base industry, performs a very similar function as traditional base industries here in central Florida by bringing in capital and money from outside of the area to be spent and captured within the local economy. Base industries generate money or bring money into a local economy through the salaries of their employees. They bring money into a community through capital investment. This capital investment may be either a company building their own facility, or causing buildings to be built to house the industry or support services and the installation of manufacturing equipment and machinery. Base industries also add to the local economy through the utilization of local businesses for products and services such as attorneys, accountants, realtors, office supply stores, furniture stores, janitorial services, printing shops, computer repair services and landscape maintenance firms. By patronizing and utilizing local businesses, base industries can cause the number and size of local services and goods providers to be larger than those that would be found to support and serve and serve only the local population.

An additional benefit that base industries bring to local communities is the effect that the monies from outside of the community are injected into the local economy. The monies paid to employees of the base industries, in the form of salaries, makes its way through the local economy and has a multiplier effect. This multiplier effect greatly expands the impact of the monies from the base industries to all aspects of the local economy.

² Polk County Planning and Development Department, Land Design Innovations, Inc., 2005



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Residential and Commercial Properties Equilibrium and Targeted Industries

The demand for goods and services generated by a local residential population, or short term rental residential population, creates a need for a certain level, or amount of commercial property to locate the businesses that supply those goods and services to the residential market. The businesses that occupy those commercial spaces, or properties, are part of the non-base industries described previously. In order to expand the amount of commercial properties to greater than the equilibrium level demanded by the local population, base industries must be attracted to create additional commercial demand for additional commercial property allocation in the community. Frequently the Base industries selected for recruitment are called “Targeted Industries”.

The Polk Vision Economic Development Foundation has identified several key or targeted industries for recruitment. They include:

- Food Processing Industries
- Finance/Insurance/Back-Office/Corporate Headquarters
- Manufacture of Home Construction/Industrial Suppliers
- Medical Instruments/Bio-Medical
- Electronic Control Systems and Aerospace Industries
- High Value –added Jobs
- State and Federal Agencies, and
- Computer Information and Technology

Importance of Targeted Industries

The establishment of targeted industries increases the demand for commercial properties beyond the level that serves the existing residential base. Polk County has an established balance between the commercial uses that serve the community and the residential base that supports those businesses. This balance provides a relatively stable ratio between the property tax revenue generated from residential and non-residential uses. In order to expand the existing commercial base beyond the existing base that serves local and residential demands, Polk County must attract Base or Targeted industries. These Targeted industries serve a wider customer base than just the local economy, and as discussed previously, bring new money into the economy. For Polk County to create additional demand for more commercial properties, Polk County needs to attract Base or Targeted Industries.

Benefits of Shifting the Tax Base from Residential Uses to Non-residential Uses

Residential land uses demand an increased proportion of costs to provide public services than public service costs associated with non-residential properties⁴. Residential properties demand additional public services, such as law enforcement and emergency medical services, public parks, and facilities and other services than those demanded by non-residential properties. In certain occasions, non-residential development provides its own security and limited fire safety services. By shifting the amount of tax revenue generated from residential and non-residential properties, Polk County will realize an increase in tax revenue without the commensurate increased cost for the provision of public services. This additional tax revenue from non-residential development will enable Polk County to address other community needs and programs.

The Importance of Providing Areas for Targeted Industries

Polk County’s Planning and Development Department has carefully evaluated its current land inventory and has assigned to that land appropriate future land uses. The County uses these future land use categories to project future revenue estimates and to make capital investment decisions.

The County’s Economic Development and Tourism Development Department has identified areas throughout Polk County with attributes that make locations attractive to targeted industries and has successfully used zoning, infrastructure, investment and various state incentive programs to encourage development within these areas. In order to maintain a competitive advantage and continue to be an aggressive ‘player’ in the economic development arena, it is imperative that Polk County continue to allocate sufficient properties, at desired locations, for targeted industry location and continued commercial development. A component of this plan is the North Ridge Community Redevelopment Area Conceptual Master Plan. The North Ridge CRA Conceptual Master Plan identifies additional properties for potential future land use reclassification for future development and use by targeted industries and businesses. The proposed future land-uses will utilize Polk County’s existing future land use classification system and those specific land uses identified within the North Ridge Selected Area Plan (SAP) and the County Road 54 (Ronald Reagan Parkway) SAP where applicable.

⁴ NEFA, *Cost of Community Services* – Average cost of services (dollars) by land use category, 2000.



PART II

NORTH RIDGE COMMUNITY REDEVELOPMENT AREA CONCEPTUAL MASTER PLAN

The North Ridge CRA Conceptual Master Plan proposes future land uses for the areas immediately within the North Ridge CRA. These proposed land uses are intended to provide areas for increased residential, commercial, industrial and employment center development. The location of the proposed land uses are based on the existing adjacent current and future land uses, the approved development projects discussed previously, the planned and programmed roadway improvements identified by the Polk Transportation Planning Organization (TPO), environmental constraints, potential development opportunity and TIF generation potential, and the anticipated and continuing development trends within the County and adjacent areas.

These proposed land uses are consistent with the land uses identified within the Polk County Comprehensive Plan and the North Ridge Selected Area Plan (SAP), CR-54 (Ronald Reagan Parkway) Selected Area Plan (SAP) and the City of Haines City Polk County Joint Planning Area map and Urban Growth Area (UGA) requirements. **Map 7** details the proposed land uses and development areas.

COMPREHENSIVE PLAN AMENDMENT CYCLES

The dates associated with the next Polk County Comprehensive Plan Amendment Cycle (2006-B) that may be used to accommodate the proposed land uses presented in the North Ridge Conceptual Master Plan are listed below.

- Pre-Application Deadline February 20, 2006
- Application Deadline March 24, 2006
- Planning Commission Hearing June 13, 2006
- First BOCC Hearing August 2006
- Second BOCC Hearing - December 2006

Small scale amendments, 10 acres or less, may be processed at any time during the year .

NORTH RIDGE CRA LAND USES

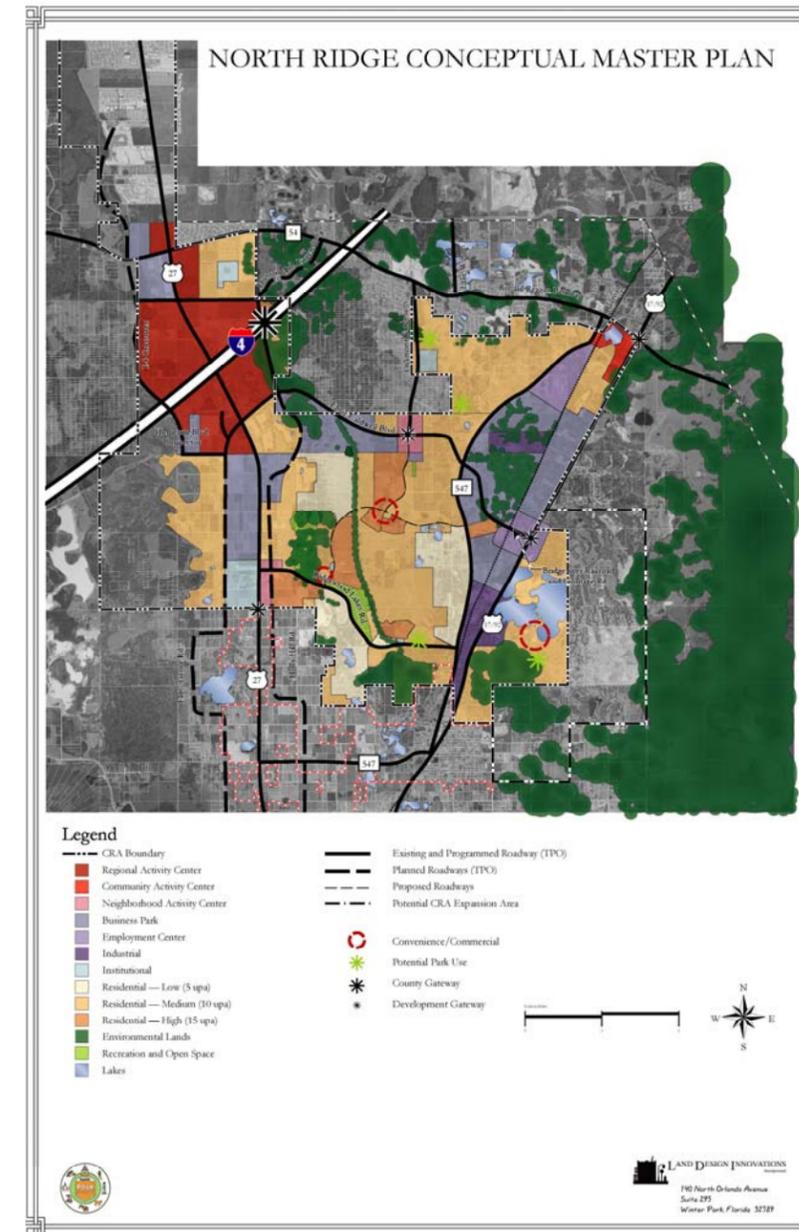
Existing and Proposed Locations and Allocations

The proposed land uses contained within the North Ridge Conceptual Master Plan and their associated characteristics, densities, typical tenants, typical sizes and existing and proposed locations for specific uses are described below.

Residential Low Density –RLX

Low density residential is characterized by a base density of up to five (5) dwelling units per acre maximum with a potential increase of up to eight (8) dwelling units per acre if the proposed development provides certain specific features and amenities as detailed in Policy 2.131-Q7 Density and FAR Schedule, North Ridge SAP Plan⁵. Additional detail regarding bonus-point criteria for potential increases in residential development density and FAR applicable to the North Ridge CRA area is contained in Table 4.19–Density and FAR Bonus Point Schedule, Chapter 4, Polk County Land Development Code. Multi-family units (up to four (4) units per building) and duplexes may be accommodated within the low-density classification.

Map 7: Proposed Land Uses and Development Areas



⁵ North Ridge Selected Area Plan, Policy 2.131-Q7-Density and FAR Schedule, (Revised), March 2002.



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Residential Medium Density - RMX

Medium density residential is characterized by a base density beginning at 6 dwelling units per acre with a potential increase to a maximum density of up to 15 dwelling units per acre if the proposed development provides certain specific features and amenities as detailed in Policy 2.131-Q7 Density and FAR Schedule, North Ridge SAP Plan. Additional detail regarding bonus-point criteria for potential increases in residential development density and FAR applicable to the North Ridge CRA area is contained in Table 4.19-Density and FAR Bonus Point Schedule, Chapter 4, Polk County Land Development Code. Multi-family units (up to 8 units per building) and duplexes may be accommodated within the medium-density classification. Multi-family units in RMX may allow more than eight (8) units per building with a planned development.

High Density Residential

High density residential is characterized by a density of up to 15 dwelling units per acre. This proposed land use is not currently addressed by the North Ridge SAP but is addressed by the Polk County Comprehensive Plan (Policy 2.119-A1) and Land Development Code.

Regional Activity Center

Regional Activity Centers (RACs) are intended to provide for shopping needs of local residents from a market area radius of approximately 20+ miles. Special Residential shall be permitted at 10 dwelling units/acre up to 50 dwelling units/acre, for up to twenty five percent (25%) of the entire RACX. Typical tenants within a Regional Activity center include those found within a Community Activity Center with a greater variety of shops including: Furniture and Appliance Stores; Regional Automobile dealerships; Big-Box Superstores; Variety Stores; Discount Stores (i.e., Sam's Club); Department Stores; Supermarkets; Theatres; Offices; Restaurants; and Professional Services providers. An existing Regional Activity Center is located in the western portion of the North Ridge CRA around the intersection of Interstate 4 and US 27.

Community Activity Center

Community Activity Centers are intended to provide for shopping needs of local residents from a market area radius of approximately 2+ miles. Residential is not permitted as a primary use, but is permitted above commercial as an accessory use at the Medium-Density Residential (5.01 dwelling units/acre to 10.0 dwelling units/acre). The ISR shall be limited to 0.7 in all cases. Typical tenants within a Community Activity center include: Variety Stores; Discount Stores (i.e., Sam's Club); Department Stores; Supermarkets; Theatres; Offices; Restaurants; and Professional Services providers. An existing Community Activity Center are located in the eastern portion of the North Ridge CRA around the intersection of US 17/92 and CR 54 (Ronald Reagan Parkway).

Neighborhood Activity Center

Neighborhood Activity Centers are intended to provide for shopping needs of local residents from a market area radius of approximately 1-1.5 miles. Residential is not permitted as a primary use, but is permitted above commercial as an accessory use at the Medium-Density Residential (5.01 dwelling units/acre to 10.0 dwelling units/acre). Typical tenants within a Neighborhood Activity center include: Drug Stores; Supermarkets; Restaurants; Bakery; Offices; and Convenience Stores. A Neighborhood Activity Center is proposed to be located in the center portion of the North Ridge CRA around the intersection of Ernie Caldwell Boulevard and the Oakmont Extension.

Tourist Commercial

Existing Tourism Commercial parcels are located south of the I-4 US 27 interchange along US 27. Tourism Commercial is a mix of uses intended to serve the commercial needs associated with tourism activities, recreation activities and visitors to Polk County. Typical

tenants include: Short-term and long-term lodging (i.e., hotels, motels, rental housing, RV parks); Restaurants; Gas Stations; Gift Shops; miniature golf and other entertainment facilities. Due to continuing residential development in the surrounding areas and Polk County's direction to increase job opportunities within this area through targeted business recruitment, this Plan proposes a phasing out of the Tourism Commercial land use and proposed future land use change to a distribution of Employment Center, Medium Density Residential, Business Park Center and Professional Institutional. The aforementioned typical tenants of areas whose designated land use is Tourism Commercial may be accommodated in the proposed land uses and/or the Regional Activity Center (RAC) land use.

Convenience/Commercial

Convenience shopping needs shall be provided for through the use of Convenience Centers. Convenience Centers are intended to accommodate the convenience-shopping needs of residents from a market area radius of approximately 1 mile. Residential is not permitted as a primary use, but is permitted above commercial as an accessory use for a total of two stories of residential over one story of commercial (total of three story mixed-use building). Typical tenants include: Laundry or Dry Cleaners; Barber shop; Restaurants; Gas stations and Offices. Convenience Commercial Centers are proposed to be located throughout the North Ridge CRA to serve the commercial demands from future residential development.

Industrial

Industrial lands are characterized by facilities which process, fabricate, manufacture recycle or distribute goods. These facilities may contain any uses found within a business park center however the use found in this classification tend to be of a higher intensity. Uses associated with this classification also include those uses that tend to create a significant amount of noise, vibration, dust or lighting on and off-site that may not produce a physical product. Existing Industrial uses are located in areas that are very near to large areas of wetlands, east of CR 547 and west of US 17-92, just north of the Ernie Caldwell Boulevard. Existing Industrial uses located in the southern portion of the North Ridge CRA along US 17-92 are recommended to remain as Industrial uses and to be expanded slightly southward.

Business Park Center

Business Park Centers are intended to promote employment opportunities within the region by allowing for the establishment of office parks research and development parks, light industrial facilities, distribution centers and mixed-use employment parks. The centers are not intended to accommodate high-traffic producing facilities and heavy commercial facilities. A relatively substantial amount of area within the North Ridge CRA has been proposed for use as a Business Park Center. These proposed areas are located along US 27, on the eastern side of the CRA along US 17-92, north and south of the Ernie Caldwell Boulevard and along Ernie Caldwell Boulevard near the Holly Hill Road. An existing area allocated for Business Park center use is located on the western side of the CRA west of US 27 and north-west of the US 27 and I-4 interchange.

⁶ North Ridge Selected Area Plan, Policy 2.131-Q7-Density and FAR Schedule, (Revised), March 2002.



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Office/Employment Center

Office/Employment Centers are designed to allow light assembly, low impact commercial, and other business uses to serve the needs of the community. They generally contain lawyer, real estate, engineering, medical offices and other professional offices. Office / Employment Centers are proposed to be located in the north-eastern portion of the North Ridge CRA along CR-547, at the intersection of Ernie Caldwell Boulevard and US 17-92 and along portions of western Ernie Caldwell Boulevard. Residential uses may be a component of the Office/Employment Center development. Residential development shall be a maximum of 15% of the total developable area at Medium Density Residential density (5-10 du/a). As mentioned previously, additional density bonuses are available that may increase the allowable density. To encourage residential development, residential units above non-residential uses are not included in the 15% residential cap.

Professional/Institutional

Professional/Institutional areas are primarily characterized by private and public-service structures. The PIX is intended to accommodate the employment and functional needs of the medical community as well as associated uses and retail and commercial uses to serve the employees within the PIX. The PIX will generally contain medical offices and support facilities including uses to support the employee population. Typical tenants within Public Institutional areas include: Public and Private educational facilities; Government Administration facilities; Health Care facilities and professional facilities associated with the healthcare industry (i.e., hospitals, medical centers, clinics, pharmacies, medical supply retail, doctor's offices, retail, hotels and motels, nursing homes and ACLFs); Public Safety facilities and Cultural Facilities. Residential uses may be a component of the Professional Institutional development. Residential development shall be a maximum of 15% of the total developable area at Medium Density Residential density (5-10 du/a). As mentioned previously, additional density bonuses are available that may increase the allowable density. To encourage residential development, residential units above non-residential uses are not included in the 15% residential cap.

Recreation/Open Space

Recreational/Open Space lands are grounds and facilities that are primarily oriented towards providing open space and natural amenities for passive recreational related services for residents and short-term visitors to Polk County. These services may include: Golf Courses; Fish Camps; Commercial Campgrounds and Convenience Stores. The areas are not intended to accommodate permanent residents. Existing recreation and open spaces are identified throughout the Ridge-wood Lakes DRI (and Golf course). Proposed community recreation and park facilities locations are identified throughout the North Ridge CRA area to serve the needs of future residential development. The proposed locations of these facilities may be changed to accommodate shifts and timing of residential development, environmental constraints and availability of funds within the CRA.

Environmental/Preservations Lands Preservation areas are generally characterized by property that is publicly or privately purchase for the long-term protection and preservation of natural systems or habitats. No additional preservation or

environmental areas have been proposed. The potential dedication or reservation of additional environmental or preservation lands may be negotiated with potential developers within the North Ridge CRA Area through Development Agreements and Letters of Understanding

Table 8 outlines the acreage allocations for the proposed land uses contained in the North Ridge Conceptual Master Plan. The largest percentage land use allocation is for residential uses with the largest proportions of this allocation to Residential Medium, Residential Low and Residential High in descending order. The next two (2) largest percentages of land use allocations are Business Park Center and Regional Activity Center. These proposed land uses are intended to provide a sufficient allocation of area for continued residential development within north-east Polk County while simultaneously reserving a sufficient allocation of potential development areas for future economic development and job creation activity. The increasing in overall allocation of non-residential land uses in intended to

provide a range of site opportunities within the North Ridge area for developers to select from when evaluating potential sites. Studies have indicated that unless specific areas are identified and allocated for non-residential development, the inexorable residential development tide will continue to consume the best available development sites⁷. This consumption of available sites can limit the non-residential development potential of an area by reducing the number of available sites and increasing land acquisition costs. These proposed land uses seek to provide a balanced inventory of allocations for residential and non-residential development within the North Ridge CRA .

Table 8: North Ridge Conceptual Master Plan Land Uses

Land Use Classification	Acres
Regional Activity Center	1,801
Community Activity Center	108
Neighborhood Activity Center	166
Business Park	1,873
Employment Center	961
Industrial	586
Institutional	294
Residential Low	1,195
Residential Medium	4,796
Residential High	618
Total Acres	12,397

Source: Land Design Innovations Inc., 2005.

* Does not include environmental core or unclassified land uses.

TARGETED ECONOMIC DEVELOPMENT AND REDEVELOPMENT AREAS

Specific areas within the study area have been targeted for different types of economic development. This is reflected in the proposed land uses associated with specific areas. The targeted areas are shown on the North Ridge Conceptual Master Plan **Map 7**.

⁷ Assessment of Long Term Sustainability, KeyInSites, 2005.



PART II

IDENTIFICATION AND PRIORITIZATION FOR DEVELOPMENT OF OPPORTUNITY SITES

A range of opportunity sites, identified by the proposed future land uses shown on the North Ridge Conceptual Master Plan, provide areas that would be suitable for the potential siting of targeted industries, commercial, office and residential development within the North Ridge CRA boundaries. The potential development of these sites will be contingent upon site specific environmental factors, parcels ownership and availability of adequate infrastructure to serve the site. Potential sites for Office Users, Business Park Users, Industrial Users, other Targeted Business Users. These sites have received a preliminary prioritization. A formal prioritization of the sites must occur before any focused marketing of the sites. Prioritization of potential sites will be based on discussion and input from Polk County Economic Development and Central Florida Development Corporation (CFDC).

OPPORTUNITY SITES: POTENTIAL TARGETED INDUSTRY LOCATIONS

Office Users

These areas may accommodate large plate office development. Targeted industries that require easy access to I-4 and visibility from I-4 or US 27 may find these sites particularly appealing. Several Greenfield sites are available within the south-west corner of the RAC, in front of and behind the existing automobile dealership, and at the northwest and southwest corner of the US 27 and CR 54 intersection.

Potential Office User and Business Park Site Areas w/ I-4 Access and/or Visibility

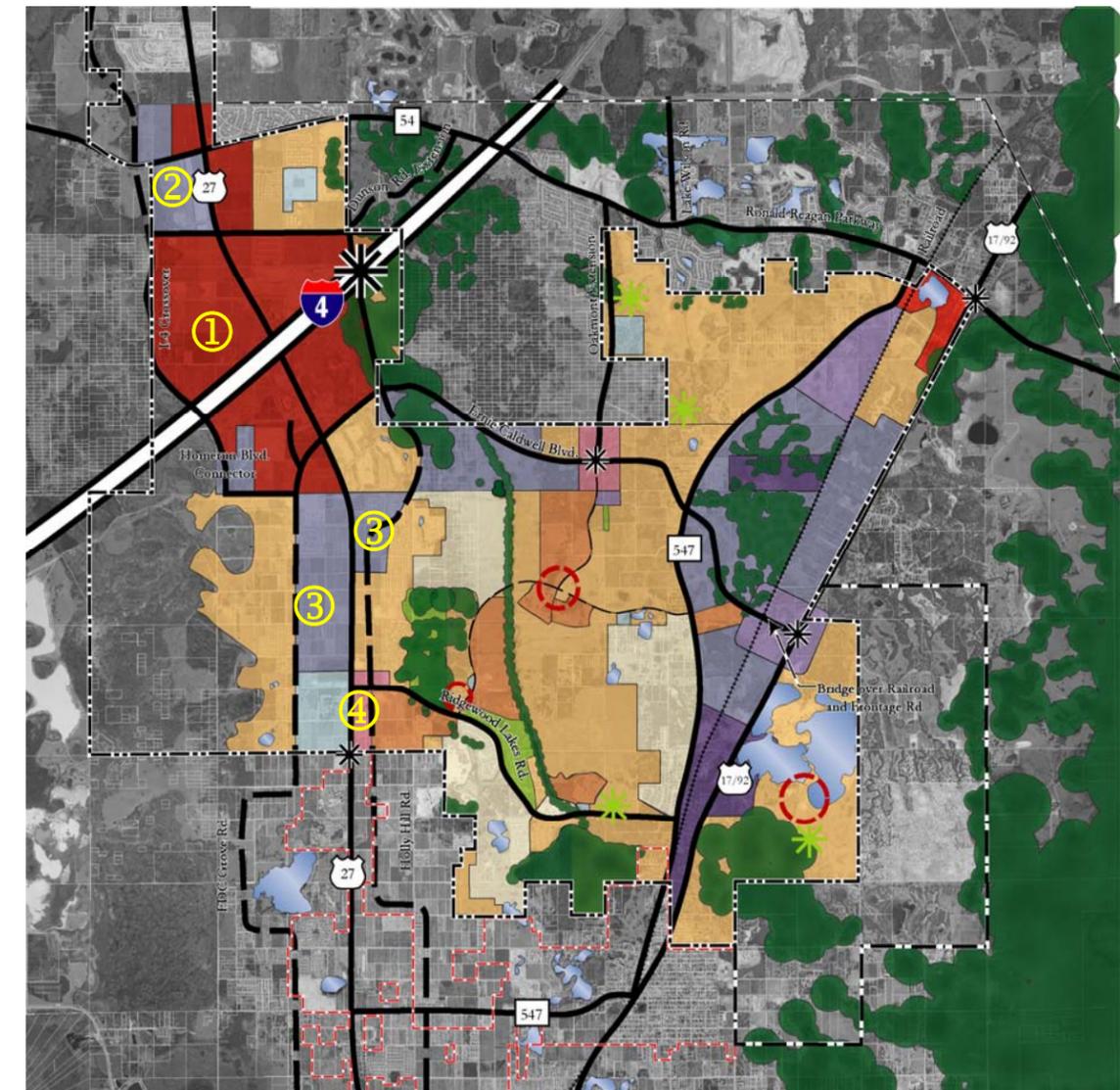
1. I-4/ US 27 Regional Activity Center (RAC)
2. US 27 / County Road 54 (Ronald Reagan Parkway)
3. US 27 Corridor
4. US 27/ and Ridgewood Lakes Boulevard Intersection

Office/Business Park Users:

The potential users for these areas could include some of the targeted industries that are more office-oriented and the professional services sector that would serve the local residential and business community. The latter could include doctors, attorneys, financial institutions, engineers and other professional services. These firms could also serve the increased professional service and commercial demand that would be created by the locating of a targeted industry or corporate headquarters to area. The former could include office users like those Targeted industries identified by the Polk Vision process and currently being recruited by the Polk County Economic Development and Tourism Division's Business Development Department including: Finance/Insurance/Back-Office/Corporate Headquarters; Computer Information and Technology; and State and Federal Agencies.

Map 8 details prioritized opportunity site for Office and Business Park user development with I-4 and US-27 visibility. The numbers listed identify sites with the highest potential to immediately accommodate office users and office oriented targeted industries. Site priorities were based on transportation access, visibility from I-4 and US 27 and availability (proximity) of utilities.

Map 8. Prioritized Potential Office User and Business Park Sites with I-4 and US 27 Visibility





PART II

Office Users

These following sites are located on the east side of the North Ridge CRA and do not possess the visibility or proximity to I-4 and US-27 but do have proximity and access to US 17-92, CR 547 and the proposed Ernie Caldwell Boulevard.

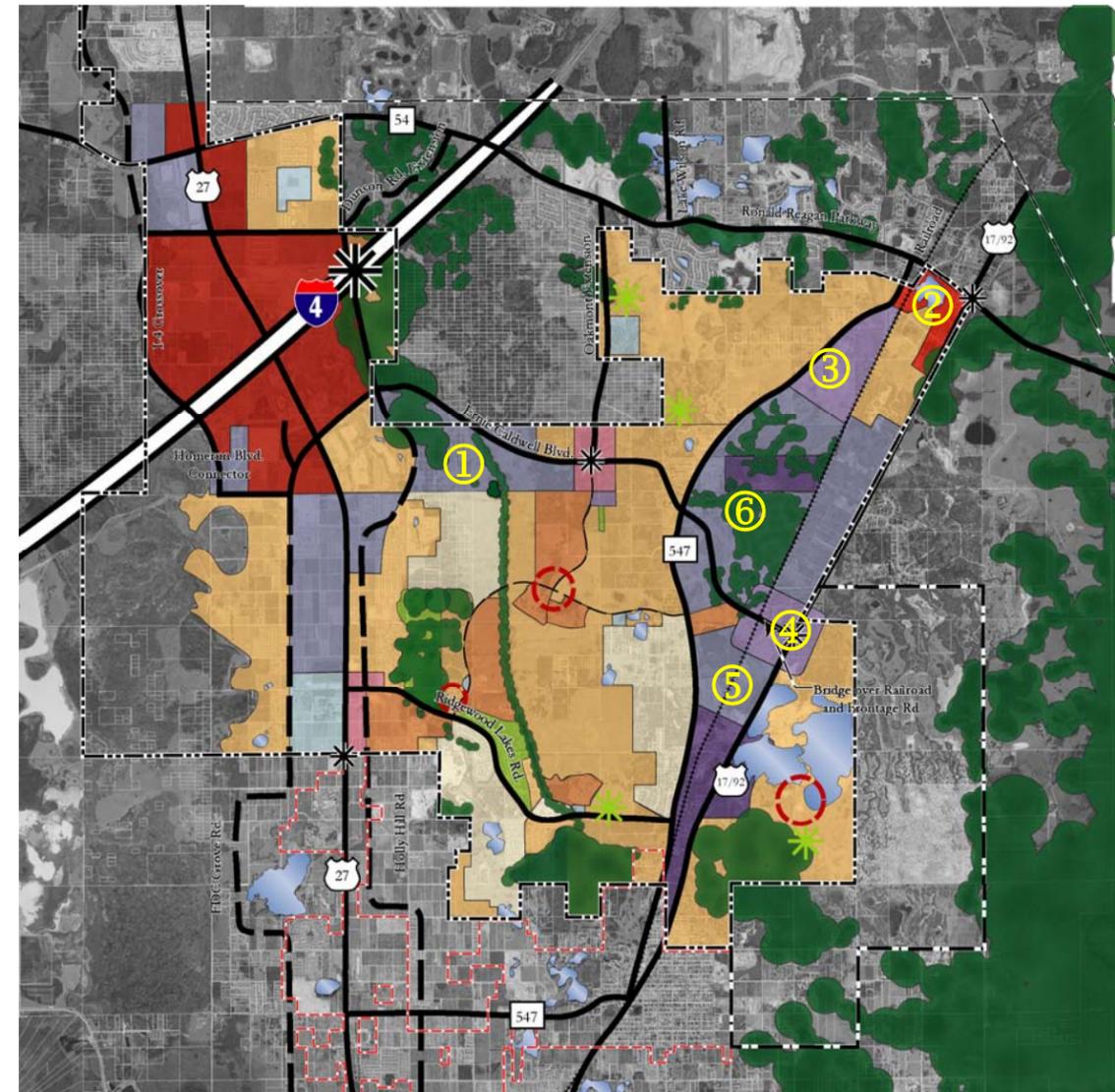
Potential Office Users Site Areas Near US 17—92, CR 547 and Ernie Caldwell Boulevard

1. Ernie Caldwell Boulevard/Near Holly Hill Road
2. US 17-92 and County Road 54(Ronald Reagan Parkway) Community Activity Center (CAC)
3. County Road 547 and County Road 54(Ronald Reagan Parkway), Employment Center
4. US 17-92 and Ernie Caldwell Boulevard Intersection, Employment Center
5. CR 547 and US 17-92 Business Park (South of Ernie Caldwell Blvd.)
6. CR 547 Business Park (North of Ernie Caldwell Blvd.)

Office users that do not require easy access to I-4 or visibility from I-4 may seek to locate at the areas sited near the proposed Ernie Caldwell Boulevard and proposed Holly Hill Road intersection and the northern end of CR-547 and CR-54 intersection. These areas, proposed as Business Park Center and Employment Center uses respectively, have several large vacant green fields. These areas are also adjacent to the proposed Neighborhood Activity Center (NAC) at the Oakmont Extension and Ernie Caldwell Boulevard intersection and Community Activity Center (CAC) at the US 17-92 and CR-54 intersection respectively. As with the RACs, Community Activity Centers may also accommodate office uses in addition to secondary residential and commercial uses. Additional sites proposed for office user development are located at the intersection of the Ernie Caldwell Boulevard and US 17-92 and along CR 547. Both of these sites are located near active rail-lines, near areas proposed for Business Park Center uses and pre-existing industrial uses. Nearby large scale residential development, Providence (formerly Oak Hills) also increases the marketability of these parcels.

Completion of on-going utility, water and wastewater, improvements along CR-54 (Ronald Reagan Parkway) will accelerate development of these parcels.

Map 9 Prioritized Potential Office User and Business Park Sites with Visibility and Access to US 17-92, CR 547 and Ernie Caldwell Boulevard





PART II

Business Park / Light Industrial Users

Several areas have been proposed as additional Business Park Center land uses. These areas may accommodate large plate office park development, research and development parks, distribution centers, and areas for light industrial and mixed-use parks. These areas may represent the **greatest short-term opportunities** for the Polk County North Ridge CRA for Targeted Industry location. Heavy industrial uses are not allowed within the Business Park Center use. Targeted industries that require easy access to I-4 via US 27 and close proximity to residential development and/ or medical or professional facilities may find this area south of the I-4 US 27 RAC suitable for their development.

Additional Business Park sites are proposed just off of Ernie Caldwell Boulevard near the Holly Hill Road intersection and adjacent to Ernie Caldwell Boulevard near the proposed Neighborhood Activity Center (NAC). Additional areas for Business Park sites are also proposed near the intersection of CR 547 and Ernie Caldwell Boulevard.

The two primary sites that may accommodate light industrial as well as business park development are located north and south of the Ernie Caldwell Boulevard along US 17-92. Over 2,490 acres have been proposed for the Business Park land use. The proposed US 27 Business Park Center site just north and west of Ridgewood Lakes Boulevard has significant Greenfield space available and US 27 frontage available. Further north on US 27, near the CR 54 (Ronald Reagan Parkway) interchange there is another Business Park Center area with limited green field space available adjacent to existing warehousing uses. As with the RACs and CACs, Business Park Centers may also accommodate office uses in addition to secondary residential (High Density Residential with appropriate buffering) and minor commercial uses.

Potential Business Park Center Users Site Areas Near US 27 w/ Visibility and Access

1. US 27 and CR 54 (Ronald Reagan Parkway) Interchange
2. US 27 south of RAC on east and west side of US 27

Potential Business Park Center Users Site Areas Near Ernie Caldwell Boulevard

3. Ernie Caldwell Boulevard and Holly Hill Road
4. Ernie Caldwell Boulevard and CR 547

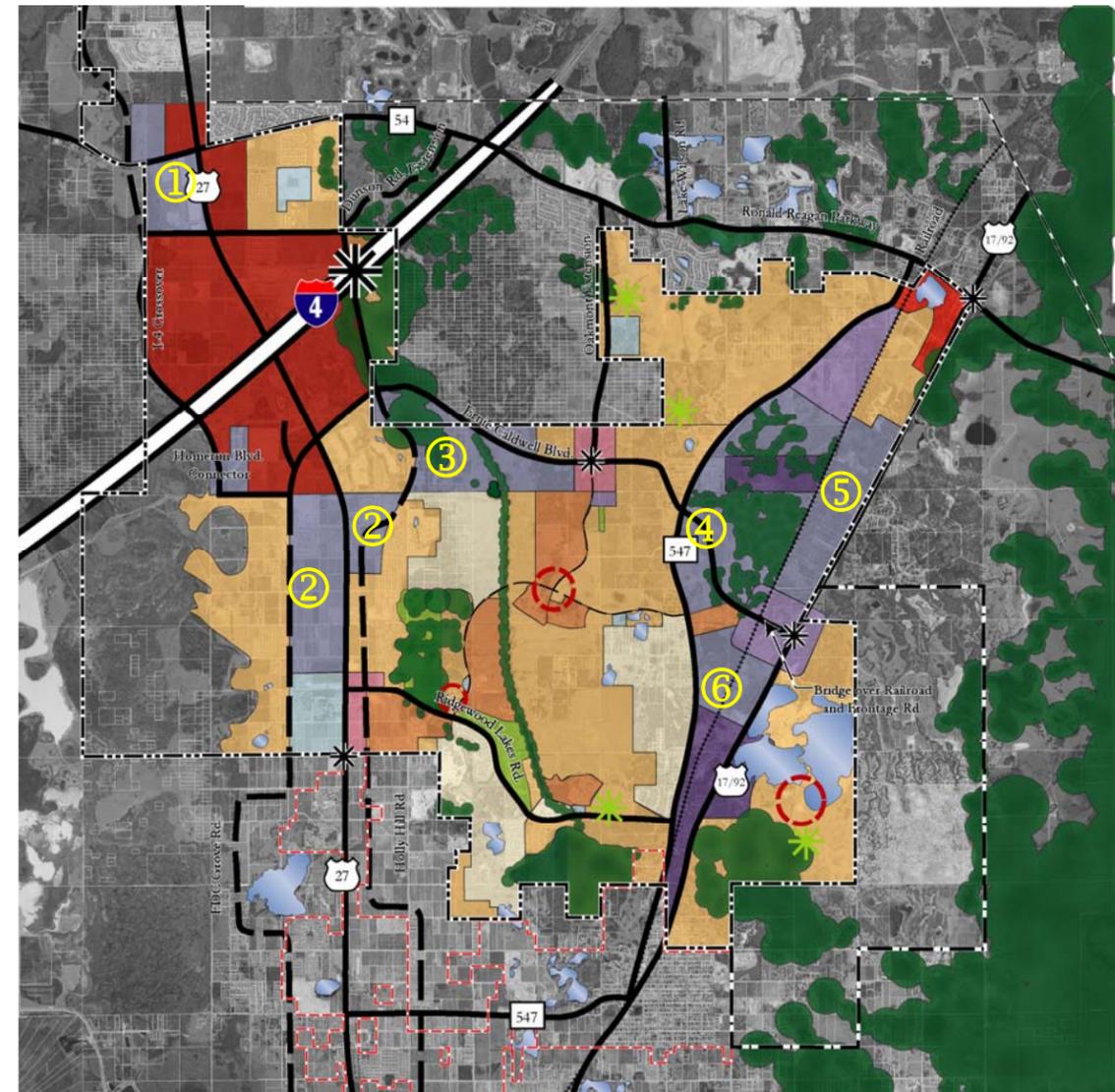
Potential Business Park Center Users Site Areas Near US 17-92 w/ Visibility and Access

5. US 17-92 North of Ernie Caldwell Boulevard
6. US 17-92 South of Ernie Caldwell Boulevard

The potential users for the proposed Business Park Center areas include the light-industrial and office users. Light-industrial users would be able to capitalize on the nearby transportation facilities, railways and roadways. These users could include aluminum extrusion companies, injection molding and plastics fabrication companies, vehicle assembly companies and other light assembly companies. Office users could include those targeted industries identified by the Polk Vision process and currently being recruited by the Polk County Economic Development and Tourism Division's Business De-

velopment Department including: food processing industries; manufacturers of home construction/industrial supplies; and medical instruments/bio-medical device fabrication.

Map 10 Potential Business Park Center / Light Industrial Users Site Areas





PART II

Industrial Users

There are two existing areas within the North Ridge CRA that are allocated for Industrial uses. The first existing area is located north of Ernie Caldwell Boulevard between CR 547 and the CSX Rail-line. The second existing Industrial uses area is located on US 17-92 south of Ernie Caldwell Boulevard and north of Davenport and Jamestown. The North Ridge Conceptual Master Plan recognizes the existing Industrial land uses located north of Ernie Caldwell Boulevard between CR 547 and the CSX Rail-line and does not propose a discontinuance of that present use.

The second existing Industrial uses area, located on US 17-92 south of Ernie Caldwell Boulevard and north of Davenport and Jamestown, represents a significant opportunity to industrial users that require rail-line access and highway access via US 17-92. Industrial users such as, plastics molding, industrial suppliers, food and flavoring production and/or sand and silica industries that require the use of heavy rail transport would benefit from this site areas access to existing CSX rail-lines.

Potential Industrial Users Sites

1. US 17-92 North of Ernie Caldwell Boulevard
2. US 17-92 South of Ernie Caldwell Boulevard

Other Targeted Business Users

Other targeted industry or business users, such as, Finance/Insurance/Back-Office/Corporate Headquarters, Medical Instruments/Bio-Medical, Electronic Control Systems and Aerospace Industries, Computer Information and Technology may seek to locate in the areas whose land use is proposed as Regional Activity Center, Employment Center and Business Park Center as shown in **Maps 8 and 10**.

Medical instruments and bio-medical targeted industries may seek to locate at sites located within the areas indicated on **Maps 8 and 10**, whose proposed future land use in Professional Institutional along US 27 just north of the Haines City CRA Boundary. This area is in close proximity to the Heart of Florida Regional Medical Center in Haines City.

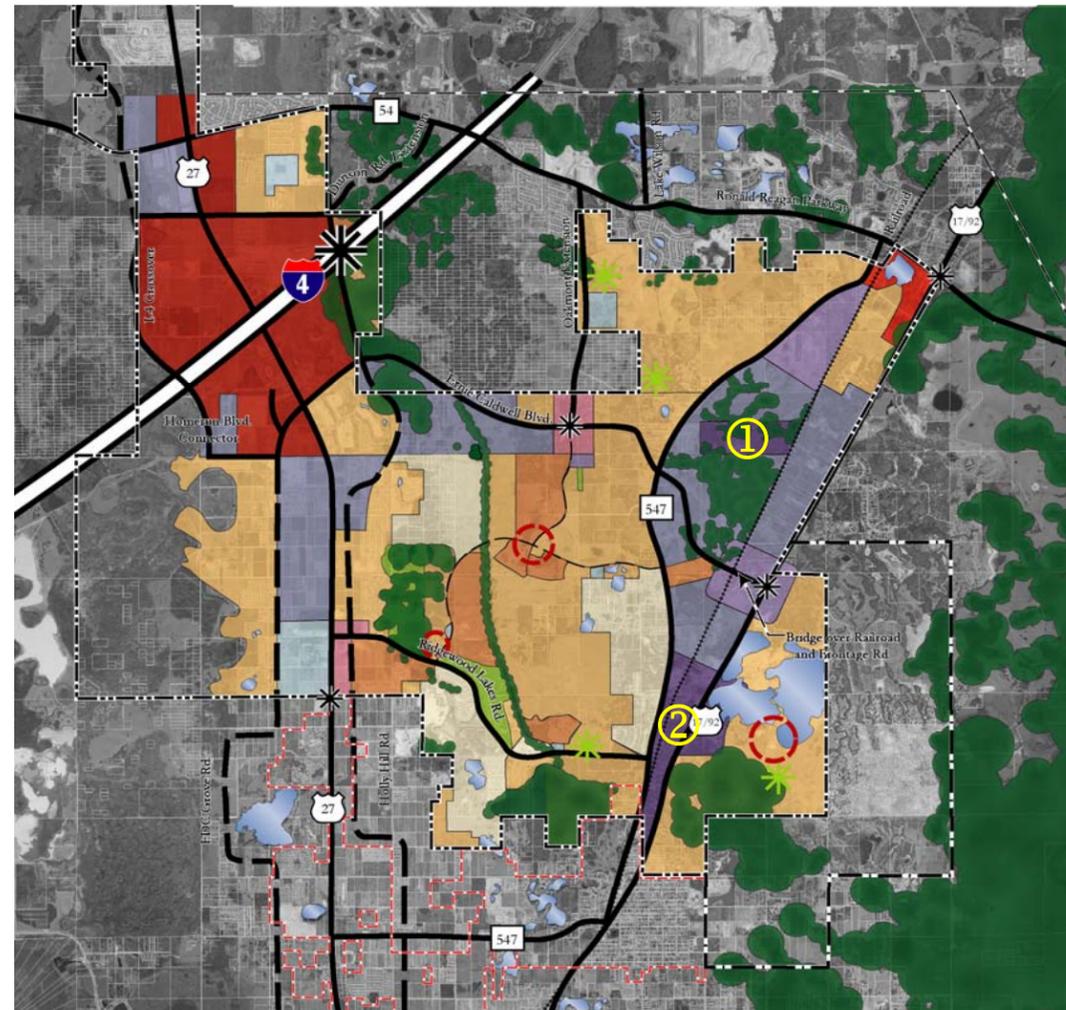
Residential Users

Significant areas have been allocated for continued residential development within the North Ridge CRA area. Over 6,600 acres have been allocated for residential development. The two most substantial current residential development projects are the Providence (formerly Oak Hill Estates) development on the eastern border of the North Ridge CRA near CR-547 and US 17-92 and the Ridgewood Lakes DRI located in the center of the North Ridge CRA between US 27 and US 17-92.

Continued DRI Development and Increased Residential Densities

The opportunity exists for high-density residential development along western portions of the Ernie Caldwell Boulevard near the northern portion of the Ridgewood Lakes DRI and along CR-547. Prudent high-density residential development, including higher elevation residential (5+ stories) along the Ernie Caldwell Boulevard, could significantly reduce the potential for suburban sprawl and minimize impacts upon the existing wetlands and natural systems, particularly if the higher density residential development is a component of well balanced mixed-use development that can accommodate the commercial, employment and entertainment needs of its residents on-site.

Map 11 Potential Industrial User Site Areas





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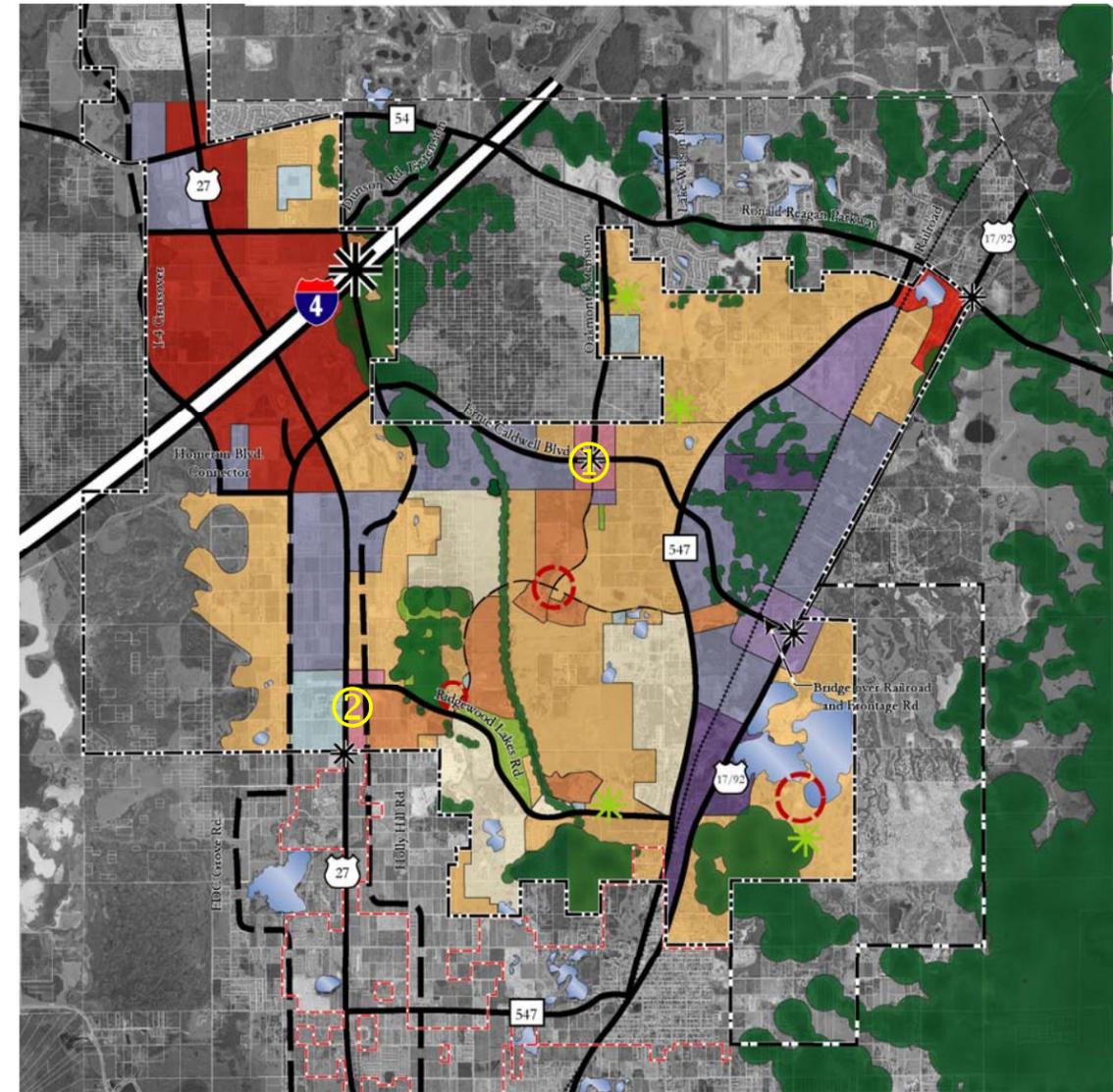
Substantial future residential development may be accommodated along the south-eastern border of the CRA and eastward beyond the North Ridge CRA’s eastern border. Long-term residential development may occur in areas that have been reclaimed from sand-mining and other uses. The natural amenities (lakes) that result from the sand-mining activities presents a unique opportunity for residential development in this area. A review of the North Ridge CRA boundaries in this area may be warranted. Potential future expansion of the CRA boundaries to include areas that possess a high residential development potential should be examined and evaluated based on the potential TIF revenue that may be generated by development within these areas and the accelerated installation of infrastructure that may be accommodated by the CRA funding mechanism. **Map 7**, North Ridge Conceptual Master Plan, shows the areas outside of the CRA that have a high potential for residential development.

Commercial Nodes / Neighborhood Activity Centers

Commercial areas or nodes are areas designated to accommodate commercial development to satisfy the demand generated from residential development and potential non-residential development within the North Ridge CRA study area. Two (2) additional areas, totaling 166 acres, have been proposed as potential commercial nodes. The first area is located around the intersection of Ernie Caldwell Boulevard and the Oakmont Extension. The second area is located at the intersection of Ridgewood Lake Boulevard and US 27. Both of these areas are proposed to be assigned a future land use designation of Neighborhood Activity Center. The land use designation Neighborhood Activity Center does not limit the uses within that designation to strictly commercial but does allow for a mix of uses including professional office and secondary residential uses in addition to commercial uses. Due to the proximity of the previously existing Regional Activity Center at I-4 and US 27 and the Community Activity Center at CR 54 (Ronald Reagan parkway) and US 17-92, the Neighborhood Activity Center designation is the most intense Activity Center designation that may be assigned at this time to the Ernie Caldwell / Oakmont Extension intersection and at the Ridgewood Lakes Boulevard and US 27 interchange. Subsequent build-out of surrounding residential development and build-out of the aforementioned Activity Centers (Regional Activity Center and Community Activity Center) could permit an increase in the intensity of uses at the proposed Neighborhood Activity Centers in the future

The new proposed neighborhood activity center (NAC) is located at Ernie Caldwell Boulevard and the Oakmont Extension Intersection (1). The second NAC is an expansion of the pre-existing NAC at the interchange of US 27 and Ridgewood Lakes Boulevard (2).

Map 12 Commercial Nodes/Neighborhood Activity Centers Site Areas





PART II

Gateways

The development of Community Gateways and Development Gateways is also proposed on the North Ridge Conceptual Master Plan. These gateway features would announce entry into Polk County or identify development projects, business parks, developments or specific areas (e.g., Ernie Caldwell Boulevard Town Center). There are different types of gateway designs. Gateway designs may be automobile oriented, architecturally or building oriented, pedestrian oriented or designed to acknowledge a specific intersection. Automobile gateways may include arches or monuments as typical features. Pedestrian oriented gateways may include pedestrian scale monuments, gates and fountains as typical features. Intersection gateways may include decorative walls, water features, structures (e.g. clock towers), public art, or even specimen trees incorporated into the gateway feature. Each of the different types of gateways would help to establish or reinforce a particular theme or style. The construction of gateway features could be a term of negotiation when the North Ridge CRA is crafting Development Agreements for specific projects and development. Examples of the different types of gateway designs are shown below.



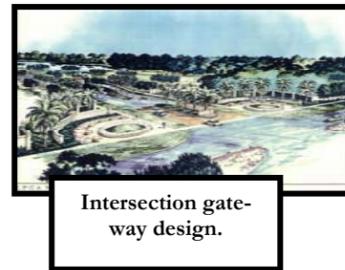
Automobile oriented gateway design.



Pedestrian oriented gateway design.



Architectural or building gateway.



Intersection gateway design.

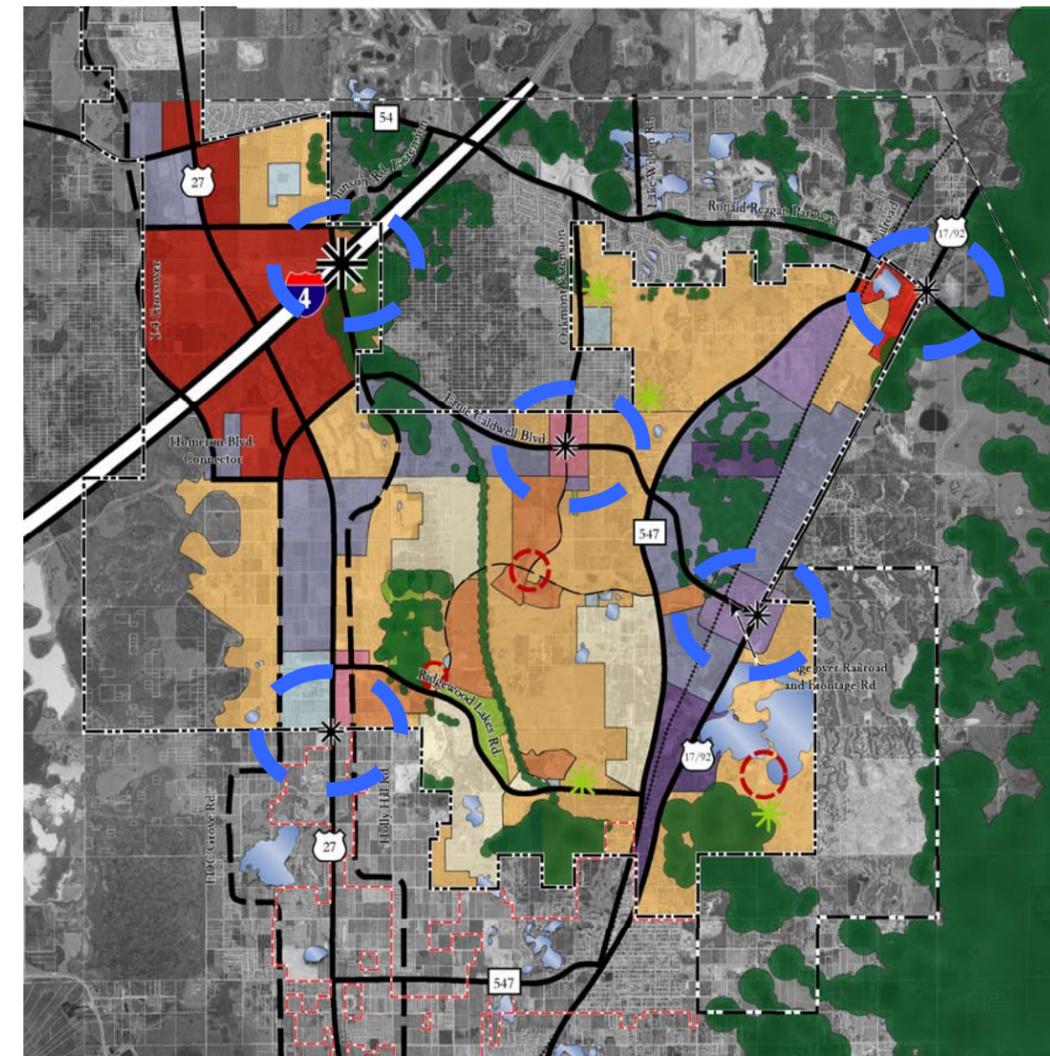
Community Gateways

Community gateways announce that you have entered a specific area or community. In this case, northeast Polk County. The I-4 traveled border (westbound) with Osceola County is immediately adjacent but outside the North Ridge CRA. However a gateway feature could affect the thousand of daily travelers', visitors' and commuters' awareness and perception of the nearby North Ridge area and its development potential. The Polk County community gateways are proposed to be located near the I-4/US 27 Interchange near the border with Osceola County. Possible design options for this gateway could include signage placed on the existing overpass at I-4 and US 27, similar to the I-4 and Conroy Boulevard gateway treatment at the City of Orlando and Orange County border. An alternate location for the community gateway could include the placement of monument signage near the proposed box intersection ramps just south of the Osceola County border, outside of the North Ridge CRA boundaries. Any gateway features that may be installed along I-4 would have to adhere to the Community Identification Structures and Landscape (CISL) criteria provided by the Florida Department of Transportation (FDOT). Any proposed design for a gateway of a community identification structure located on I-4 would require approval from the FDOT State Roadway Design Engineer and the Federal Highway Administration.

Development Gateways

Development gateways, or project specific gateways are to be located near specific development projects or areas. The gateway features would be used to identify a specific project, development or area and to introduce a theme or motif relevant to the area or project. Proposed locations for development gateways are: US 17-92 and CR 547 near the Community Activity Center; US 27 near Ridgewood Lakes Boulevard and the PIX area; and the intersections of Ernie Caldwell Boulevard at US 17-92 and the Oakmont Extension. Each of these gateway features would be used to establish or reinforce the

Map 13 Potential Gateway Locations



style or theme of a particular area. For example the development gateway at US 17-92 and CR 547 would relate to the burgeoning Community Activity Center and adjacent large scale residential developments. The development gateway at the Ernie Caldwell Boulevard and US 17-92 intersection would relate to the proposed employment center land use and potential office park development within the immediately surrounding area.



PART II

DEVELOPMENT STRATEGIES

The following section of the report presents economic development and job creation strategies for the North Ridge CRA study area. These long term strategies will provide an outline for overall development of the area while presenting mechanisms for evaluation of the development activities and other market, environmental condition changes that may influence the long term development of the area in the future. Following the presentation of these strategies will a listing of specific Action Items that will provide an implementation mechanism for these strategies.

1. PROVIDE ADEQUATE AREAS FOR NON-RESIDENTIAL (TARGETED INDUSTRIES) DEVELOPMENT:

- Assign appropriate land use designations to accommodate a range of non-residential uses and Targeted industries.
- Annual evaluation of existing available areas and consumption of vacant areas by land use.
- Identification of changes to areas available for development.
- Examine potential expansion of CRA Area in crease available properties and sites.

2. ENSURE PROVISION OF ADEQUATE INFRASTRUCTURE:

- Coordinate proposed future land uses and associated potential demand for potable water with current Water Supply Master Plan creation (Polk County Utilities Department and PBS&J).
- Inventory and identify existing and potential infrastructure shortfalls for opportunity sites.
- Coordinate with POLK TPO and FDOT to establish a Transportation Concurrency Management Area (TCMA) within the North Ridge CRA.
- Continue to pursue completion of Box-Interchange improvements at I-4 and US 27.
- Continue to provide support funding to advance development of prioritized roadways identified in TPO's 10 Year Transportation Plan for North Ridge CRA.
- Annually evaluate Polk County's capital improvement and infrastructure improvement program for opportunities to accelerate North Ridge CRA Area improvements utilizing TIF revenues and other available funds.
- Identify prioritized opportunity sites and associated infrastructure deficiencies for possible acceleration of needed capital improvements. Mechanisms may include the use of Developer's Agreements, Community Development Districts, Bond funding, supplementing Capital Improvements Budget with TIF or other funds.

3. MINIMIZE POTENTIAL REGULATORY HURDLES FOR SITE DEVELOPMENT:

- Assist property owners of identified opportunity sites to develop master storm water and land use plans in order to expedite (or obtain) permits from Water Management District and other regulatory agencies.
- Establish an expedited permitting review team within Polk County Planning and Development Department to provide expedited plans review and permitting services for projects identified by North Ridge CRA-Advisory Board, Polk County Economic Development Department and Central Florida Development Council.

4. AGGRESSIVELY MARKET IDENTIFIED OPPORTUNITY SITES AND AREAS TO TARGETED INDUSTRIES:

- Create site-specific marketing materials (Brochure/Web Listing on CFDC's on-line database).
- Direct contact with Business Park Developers and Town Center Developers.
- Create and distribute Request for Proposals (RFP) for Targeted Development Projects (Business Park Centers; Employment Centers; Neighborhood Activity Centers).
- Examine opportunities to complement existing Incentive Tool box.



PART II

DEVELOPING AND MARKETING OF OPPORTUNITY SITES

The following Action Items are designed to address critical needs and issues in order to promote economic development and job creation within the North Ridge CRA area. These Action Items may be repositioned with regard to timing of implementation due to changes in the economic conditions and market, regulatory changes and availability of funding for infrastructure improvements.

Table 9. ACTION ITEMS Year 1

Action Item	Outcome/Benefits	Participants
1. Adopt Economic Development Action Plan	Implement economic development program for North Ridge CRA. Provides direction and guidance for future decisions.	CRA-Advisory Board, Polk County BCC
2. Initiate Land Use Revision Process	Increases land available for economic development activities and marketing. Stimulates developer's interest.	CRA-Advisory Board, Polk County Planning Department, Polk County BCC, DCA
3. Coordinate proposed future land uses and associated potential demand for potable water with current Water Supply Master Plan creation (Polk County Utilities Department and PBS&J).	Establishes mechanism for identifying needs for North Ridge area and prioritizing improvements; Establishes schedule for provision of services; Minimizes uncertainty for developers	Polk County Utilities Department, CRA-Advisory Board
4. Initiate Bond Issuance One	Ensures timely development of roadways; Provides funds for additional projects and infrastructure improvements.	CRA-Advisory Board, Polk County BCC
5. Identify Small Scale Amendment Opportunities.	Expedites smaller scale development and higher use of properties in short term.	CRA-Advisory Board, Polk County Planning Department, Polk County BCC
6. Evaluate and Inventory Parcels for Land Banking Opportunities.	Establishes inventory of desired sites for range of uses (i.e., conservation, recreation, future sites of public facilities)	CRA-Advisory Board, Polk County Planning Department, Polk County BCC
7. Identify Specific Opportunity Sites Targeted Parcels and Areas for Aggressive Marketing Activities.	Enables CFDC to aggressively market specific parcels; Identifies parcels for accelerated infrastructure and pre-permitting activities	CRA-Advisory Board, CFDC



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Table 10. ACTION ITEMS Year 2

Action Item	Outcome/Benefits	Participants
1. Develop and Solicit Business Park Development RFP's for targeted areas within North Ridge CRA	Accelerates development of targeted parcels; Increases appeal of potential site to targeted industries	CRA-Advisory Board CFDC, Polk County Purchasing Department
2. Evaluate Targeted sites for opportunities to development storm-water master plans and conceptual site plans.	Increases marketability of target sites; Expedites development; Reduces cost/time to potential developers	Property Owners, CRA-Advisory Board, Polk County Planning Department, SFWMD, Polk County BCC
3. Identify Existing Residential vs. Non-Residential Proportion of Tax Roll Revenues	Establishes benchmark to compare against future development trends	Polk County Planning Department, Polk County Property Appraisers Office, Polk County GIS Department
4. Initiate Bond Issuance 2	Continues timely development of roadways; Provides funds for additional projects.	CRA-Advisory Board, Polk County BCC
5. Evaluate Potential Complementary Incentive Programs	Provide alternate incentive mechanisms; Increase Polk County competitive advantage; Increase Tax Base	CFDC CRA-Advisory Board
6. Develop Marketing Materials for Targeted Sites <ul style="list-style-type: none"> • Electronic • Print 	Provides marketing mechanism and tool for specific sites; Stimulates market interest and activity.	CFDC CRA-Advisory Board
7. Schedule Advertising 'Buy' with Polk County CFDC	Leverage existing advertising purchases; Provides additional product for CFDC staff; Stimulates market interest and activity.	CFDC CRA-Advisory Board
8. Update North Ridge Economic Development Action Plan	Itemizes Accomplishments; Identifies changes/shifts in market; Provides opportunity to review and refine Plan.	CRA-Advisory Board; CFDC; Polk County BCC