



2019 Wauchula Community Redevelopment Agency – Community Redevelopment Plan



Adopted September 2019



adaptive reuse and redevelopment

redevelop parks

to beautify and unify the City

spur economic development

promote affordable and workforce housing and make Wauchula an

inclusive community

engage the community



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EXECUTIVE SUMMARY

The City of Wauchula Community Redevelopment Agency (CRA) contracted with Kimley-Horn and Associates, Inc., to provide a review and update to the adopted 2010/2011 Community Redevelopment Plan. The CRA was established pursuant to all requirements provided in Florida Statutes (F.S.), Chapter 163, Part III. The Wauchula CRA and its first plan were adopted by the CRA Board in 1997. Updates to the plan were adopted in 2010. The Amended and Updated 2019 Wauchula CRA Master Plan (2019 Plan) will guide the CRA and its development activities, and contains fifteen chapters that outline the existing state of the area and the vision for the continued redevelopment of the Wauchula CRA.

Chapter I. Introduction Overview

The *2019 Plan* builds upon the vision established as part of the 2010 Plan and subsequently the 2011 Plan and introduces five (5) key elements as part of the update, including:

- updated Capital Improvements Plan (CIP) and Tax Increment Financing (TIF) projections
- development of a parks and recreation plan for the CRA
- extension of the CRA term from 2027 to 2057 consistent with Florida Statutes

Chapter II. 2010 Plan Overview

The amended and updated *2019 Plan* represents a recommitment to the vision and progress of the 2010 Plan. The 2010 Plan presented the vision for the CRA that was developed with consideration of the inventory and analysis of existing conditions within the City and CRA, on-site field inspection and investigations and review of adopted City Plans. The on-site investigations included the transportation and pedestrian network, stormwater infrastructure, parking and circulation, building conditions, landscaping, and aesthetics.

Chapter III. 2019 Plan Update

The *2019 Plan* includes recent accomplishments of the CRA, including advancements in the identification, support and where feasible, the creation of affordable housing stock, brownfield redevelopment and assistance, parks development, entryway signs and wayfinding, and economic development efforts with local partners.

Chapter IV. CRA Goals

CRA goals are presented, providing broad-based goals serving as a guide for capital improvements and programming of projects. Goals are categorized in four categories, including land use, economic development, transportation and mobility, and cultural and recreational resources.

Chapter V. CRA Programs/Partners

Programs and partners of the CRA are identified, including Mainstreet Wauchula Inc. (MSW) and the Hardee County Development Council/Industrial Development Authority (IDA). Programs including the paint the town program, commercial revitalization grants, and development incentives are detailed.

Chapter VI. TIF Projections

Tax Increment Financing (TIF) provides the primary source of funding for the CRA and is detailed throughout the chapter. TIF funds are generated from the observed increase in property values for those properties located within the CRA; TIF funds are received from both the City of Wauchula and Hardee County. An overview of TIF fundamentals and a taxable value and revenue projection is provided for the term of the CRA.



Chapter VII. Capital Improvements Plan (CIP)

Capital Improvements Program (CIP) provide the CRA with guidance for future projects and development within the City. The Five-Year Schedule of Capital Improvements provide project names and schedules of work and their consistency with the vision presented in the Comprehensive Plan.

Chapter VIII. Bonding

The concept of bonding is explored in this chapter, outlining the benefits that bonding may provide to the CRA. Bonding can provide flexibility for the CRA to target large projects which may have high value or importance to the City. Bonding of projects may help the City and CRA complete certain projects ahead of anticipated time frames.

Chapter IX. Neighborhood Impact & Affordable Housing

Neighborhood impact and affordable housing is discussed in this chapter, detailing recent successes in the development of housing stock in downtown Wauchula and new parks and recreation advancements. These add to the quality of life of the community and will act as economic drivers.

Chapter X. Wauchula CRA Market Analysis

A market analysis was performed for the Wauchula CRA, providing insight into existing conditions, including both internal and external market forces, employment trends, and socio-economic data. Wauchula is home to a variety of businesses across different segments of the economy and has a higher percentage of families than most Florida communities.

Chapter XI. Parking

Parking is examined in this chapter detailing the current “stock” of available parking capacity in the immediate downtown Wauchula area. As new development occurs in the CRA, it is important to understand the current parking available through public and limited private sources.

Chapter XII. Park Master Plan

An overview of desired improvements to the parks of Wauchula is discussed in this chapter, identifying the benefits that parks bring to a community. Parks can act as quality of life enhancers, helping to attract businesses and residents to Wauchula.

Chapter XIII. Duration and Updates

The duration and term of the CRA is detailed, examining recent legislation and changes to F.S. and the effect it will have on the CRA. The CRA intends to extend its termination data from 2027 to 2057.

Chapter XIV. Public Involvement Process & Community Outreach

The CRA undertook community involvement and outreach to determine what City residents desired and valued most in the community. The three most valued components the CRA can target per the residents were bringing in new businesses, focusing on improving the visual and physical components of current building stock, and improving sidewalks along roads and in between uses.



Chapter XV. Overview, Summary and Recommendations

An overview of the 2019 *Plan* is provided in this Chapter along with recommendations defined from the Plan. The 2019 *Plan* Update builds upon the visions developed as part of the 2010 Plan and 2011 expansion, and includes five key, updated elements. The CRA will strive to achieve responsible development and redevelopment of housing stock, continue to pursue economic development through cooperation with its partners, monitor and evaluate parking and focus on sidewalk development, and recognize the importance of parks and recreation facilities as economic drivers and quality of life enhancers.



I. INTRODUCTION OVERVIEW

2019 CRA Master Plan Update

The City of Wauchula Community Redevelopment Agency (CRA) contracted with Kimley-Horn and Associates, Inc., to review, update and amend the adopted 2010 Community Redevelopment Plan.

The 2019 Plan Update builds upon the 2010 Plan, and includes five key, updated elements:

1. Updated capital improvements plan (CIP) and related tax increment projection (TIF) projections
2. Neighborhood impact, including affordable and workforce housing
3. Downtown parking study
4. Parks and recreation facilities
5. Extension of term date from 2027 to 2057

These elements are further detailed in the chapters below, with specific CRA goals detailed in Chapter IV. This Plan also includes a Parks Master Plan, detailed in Chapter XII, which includes concepts for park redevelopments within the CRA. For references purposes, the 2019 Wauchula CRA – Community Redevelopment Plan may also be referred to as the 2019 Plan, the Plan and or 2019 Redevelopment Plan throughout this document.

Historical Reference

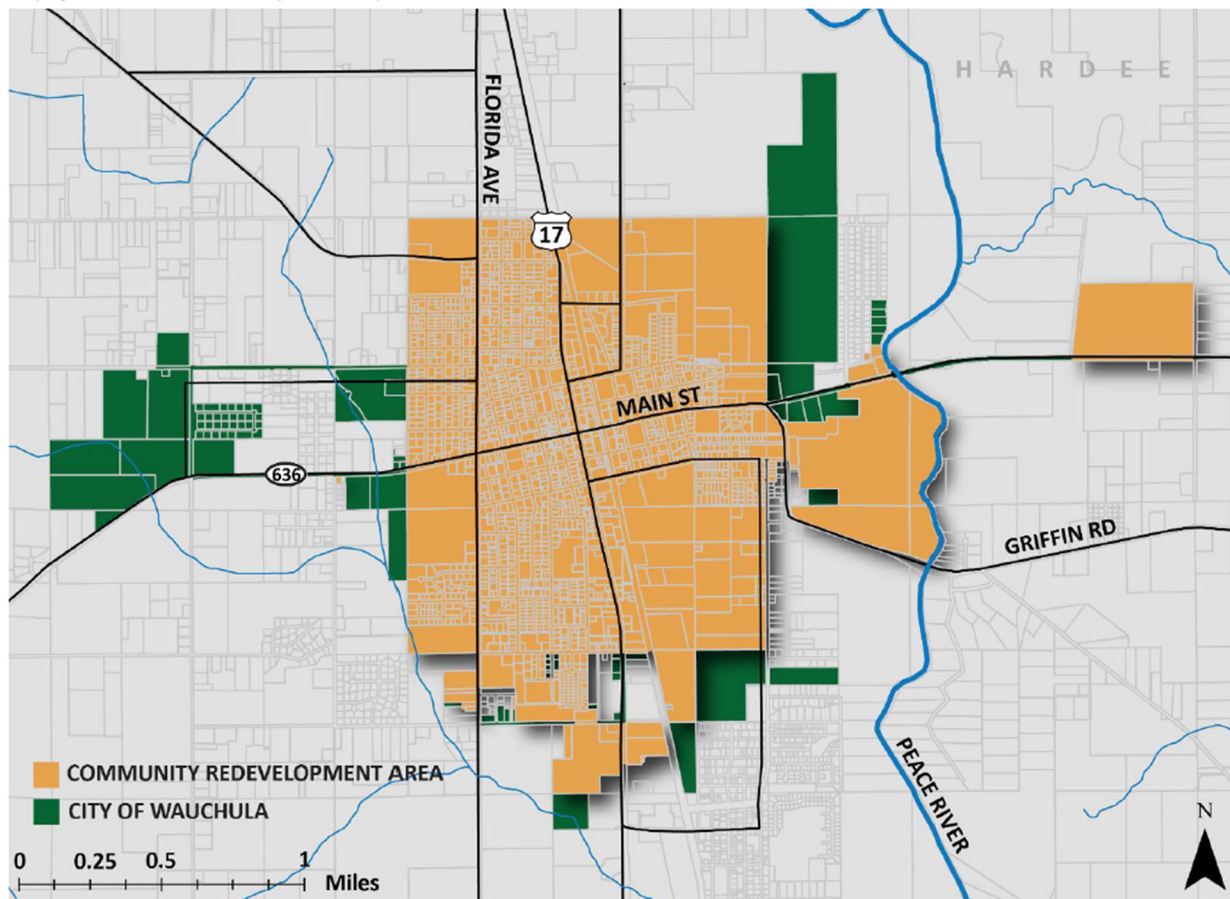
The City of Wauchula CRA contains over 1,536 acres and encompasses approximately 1,672 parcels within the limits of the City of Wauchula. The CRA's initial time frame and boundary were established in 1997 as part of the initial CRA Master Plan adoption and implementation. The boundary was expanded in 2010, adding sixteen additional properties and extending its term five years terminating in 2027.

Since the CRA was created prior to July 1, 2006, it predates requirements set forth in Chapter 163.340, F.S. limiting a CRA to no more than 80% of a community. If an expansion was desired however, an updated Finding of Necessity (FON) would be required. The statutes provide that prior to exercising the benefits created by the community redevelopment authority, the City must adopt a resolution supported by data and analysis that establishes ability for the City Commission to find that the conditions in the targeted area(s) meet established criteria found in Florida Statutes.



MAP OF CITY OF WAUCHULA CRA

City of Wauchula Community Redevelopment Area, 2018



Source: Kimley-Horn

The Revised FON was completed as part of the 2010 CRA Master Plan, consistent with the requirements of Chapter 163. No expansion of the CRA boundaries are proposed part of the 2019 Plan, therefore, no additional FON is required.

Community Background

Wauchula was incorporated in 1902 along the Florida Southern railroad, north of old Fort Hartsuff. Wauchula, the county seat of Hardee County, boasts a population of nearly 5,000 people. The community initially grew up around Fort Hartsuff, one of the many military forts during the Seminole Wars. The town was an economic and social center in rural central Florida in the early settlement days.

The Florida Southern Railway named Wauchula in 1886 when it extended its route and set up a depot. The name was derived from the Miccosoukee Indian word Wa-tu-la-ha-kee, meaning "call of the sand hill crane". Banks and stores opened quickly, and like many railroad towns along the Peace River, Wauchula benefited from the phosphate boom, the endless citrus groves, and the roving cattle.



II. 2010 PLAN OVERVIEW

The 2010 Plan presented a vision for the CRA that was developed with consideration and analysis of existing conditions within the City and CRA, and review of adopted City Plans.

The 2010 Plan divided the CRA into four distinct geographic areas to allow for more targeted use of CRA funds for projects and improvements. The four areas included:

- 1) Downtown Core
 - The Downtown Core consisted of the area centered along Main Street and extending between Florida Avenue to 3rd Avenue and included the majority of downtown businesses and governmental functions.
 - Strengths of this district included:
 - Historic character
 - Mix of uses
 - Main Street Streetscape enhancements



- Architectural variety
 - Traditional street network
 - Sidewalk facilities
 - Challenges of this district included:
 - Empty storefronts
 - Lack of smaller, available leasable space for small businesses
 - Lack of effective signage
 - Opportunities of this district included:
 - Redevelopment opportunities of the Coker Fuel Building for business and parking facilities
 - Wayfinding signage program
 - Extension of pedestrian and multi-modal opportunities along Orange Street, 8th Avenue, and Palmetto Street
- 2) North CRA
- The North CRA is one of the two primarily residential areas within the City and includes properties north of Oak Street to the northern CRA boundary. Includes some properties east and west of US 17. This area also has considerable vacant/agricultural areas primarily located in the northeast and northwest quadrants of the sub-district.
 - Strengths of this district included:
 - Existing, mature tree canopy
 - Oak Street Park
 - Proximity to downtown
 - Challenges of this district included:
 - Minimal sidewalk and pedestrian access
 - Industrial uses in close proximity to residential
 - Minimal screening and buffering
 - Facades of buildings and signage
 - Opportunities of this district included:
 - Sidewalk improvements including Florida Avenue and Townsend Street
 - Vacant land suitable for development and infill housing opportunities
 - Neighborhood parks and gateway features
- 3) South CRA
- The South CRA is the second main residential area of the City and includes properties south of Bay Street to approximately Stenstrom Road. Includes some properties east and west of US 17.
 - Strengths of this district included:
 - Mix of residential and non-residential uses
 - Medical facilities
 - Multiple parks and recreation facilities
 - Challenges of this district included:
 - Lack of sidewalks and pedestrian features
 - Overabundance of strip commercial
 - Deteriorating housing and building conditions
 - Perceived and actual high crime area
 - Opportunities of this district included:
 - Neighborhood and City gateway features
 - Sidewalk improvements along Florida Avenue, 8th Avenue, Dr. Martin Luther King Jr. Avenue.

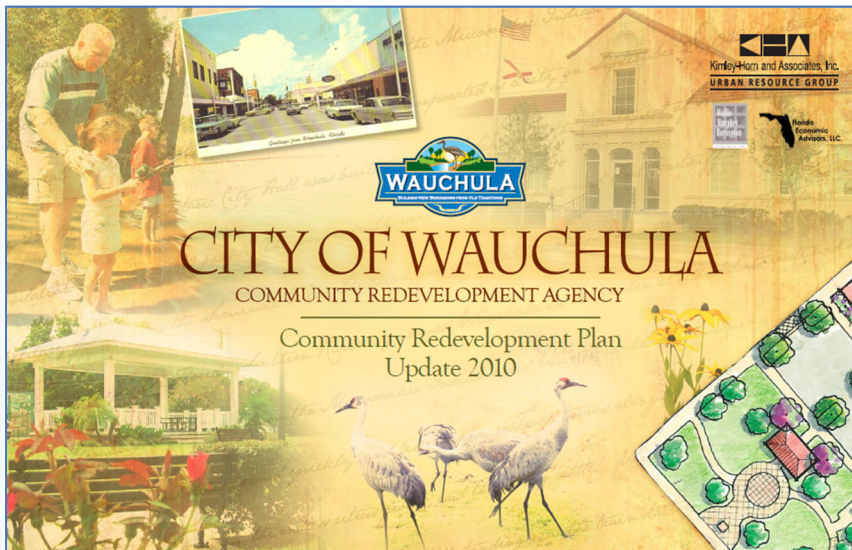


4) East CRA/Peace River

- The East CRA/Peace River subarea includes primarily City owned facilities and extends east from Griffin Road to the old airport property. Peace River Park is the largest of the City's Parks encompassing approximately 139 acres.
- Strengths of this district included:
 - Parks and recreational facilities
 - Amount of publicly owned lands
 - Potential redevelopment of old airport property
- Challenges of this district included:
 - Lack of screening and buffering for public works facility
 - Incomplete sidewalks
 - Lack of utilities east of the Peace River
- Opportunities of this district included:
 - Expansion of activities at Peace River Park

All of these four areas were further identified and researched, including specific information regarding the location and condition of existing sidewalks, stormwater management, and water and wastewater infrastructure.

The CRA was originally established in 1997 and included at that time 75% of the City's boundary area. The City has grown since then through annexations and expanded City limits, and the boundary of the CRA has changed slightly since its original inception.



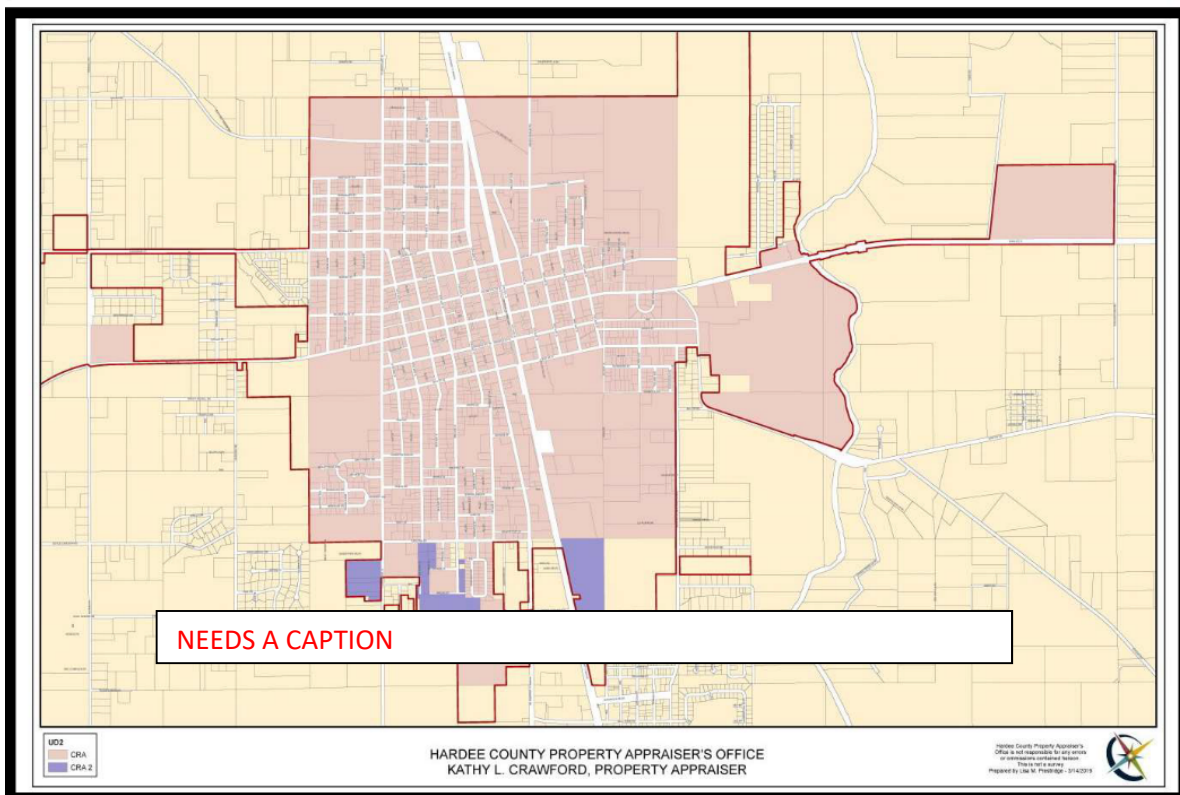
The 2010 Plan researched small expansions of the CRA boundaries based upon the analysis of a required Finding of Necessity (FON). The CRA boundary was then expanded by 16 properties, bringing the percentage of the city which falls within CRA boundaries at 79% (below the 80% maximum threshold per F.S). The term of the CRA was also extended from the original 25 years to 30 years.



III. 2019 PLAN UPDATE

Introduction

The 2019 Wauchula CRA Master Plan (Plan) was developed through a proactive public involvement process including community input and interviews with identified stakeholders, and on-site visits and investigations throughout the City of Wauchula. It is the intent of this CRA Master Plan to conform to the Comprehensive Plan and meet the Florida Statutes requirements as delineated in F.S. 163.360., 163.362, and other applicable Florida Statutes.



The Plan is intended to guide the CRA and be implemented over the course of the CRA's remaining term which is hereby extended from 2027 to 2057 consistent with applicable state statutes. This Plan includes economic analysis, analysis of current and projected funding through TIF, redevelopment initiatives and programs including a CIP, and goals for the CRA.

The CRA targets improvements specifically identified for implementation and in support of the CRA's purpose per statutes. It is important that the CRA has community support, and that the CRA reflects community-wide vision in support of redevelopment activities throughout the City. An ongoing recommendation towards successful implementation of this Plan includes involvement by all segments of the community, activating stakeholders and groups to capitalize on the socio-economic diversity that Wauchula has to offer.



Careful consideration and review of adopted City Plans and initiatives including the Comprehensive Plan, Land Development Regulations, Capital Improvements Plan, Hardee County Long-Term Recovery Plan, CRA Market Analysis, and Wauchula Parks Plan also led to the creation of the 2019 CRA Master Plan.

As stated previously, the 2019 CRA Master Plan includes updated socio-economic and demographic data prepared in the recent CRA Market Analysis (referenced in this Plan and included in Appendix C), analysis of current and projected funding through TIFs, alternative funding opportunities, and strategies for improvements within the boundaries of the CRA. A brief synopsis of these are found below and elaborated in greater detail in sequential chapters of the CRA Master Plan.

Socio-Economic and Demographic Data

Population Trends, 2000-2017

Area	2000	2010	2017	2010-2017 Δ		
				#	%	CAGR
City of Wauchula CRA	4,544	4,858	4,899	41	0.8%	0.1%
Hardee County	26,938	27,731	28,518	787	2.8%	0.4%
CRA % County	16.9%	17.5%	17.2%	5.2%		

Source: US Census; Kimley-Horn

Socio-economic and demographic data is provided in Chapter X (Wauchula CRA Market Analysis). Overall, the City of Wauchula and the CRA has a stable population that is significantly younger than the State of Florida. Wauchula has a large

share of families with high shares of school aged children between the ages of 5 and 14, and an under-represented share of older adult cohorts. The population of Wauchula remained stable from 2000 to 2017 with a slight increase of 0.8%.

TIF Projections

TIF projections and more detailed explanations are provided in Chapter VI (TIF Projections). As with most CRAs, tax increment financing provides most of the funding for the CRA. The year the CRA was established (1997) is considered the “base year” and is applied to properties within the CRA boundary. Tax increment financing is not an additional tax to property owners or residents within the CRA, rather it is a way to ensure that money locally generated is reinvested back into the community.

Based upon conservative TIF projections taking into consideration external market forces which may cause the projections to be higher or lower in a given year, the 2019 Plan assumes a conservative growth rate and no net new redevelopment or private investment within the CRA. It is understood that some level of development, redevelopment and re-investment will occur; however, for the purposes of this Plan, no net new development is included. It is anticipated that the CRA may receive between approximately \$6.2 to 7.4 million dollars over the course of the current remaining term of the CRA (FY 2027/28) based on current growth rates and projections. TIF projections are provided for reference purposes through the projected term of the CRA, 2057, as approximately \$30 million dollars to \$35 million dollars depending on market conditions and corrections in the local economic factors. As discussed within Chapter VIII, the City may investigate and pursue bonding opportunities to assist in the development of certain projects in order to expedite the completion of projects and minimize ongoing escalation in development costs if the project were funded on a “pay as you go” approach.

Recent Accomplishments

The CRA has undergone a period of great activity, including the completion of several notable projects. The CRA continued to follow the Redevelopment Plan Updated adopted by the CRA Board in 2010, as well as fulfill the intent of the CRA program as outlined in F.S. 163 Part III. Below, an overview of the activity is outlined as recent accomplishments of the CRA.



Housing

In FY 15-16, the CRA issued RFP's for mixed use developments. Since the RFP's, the CRA was able to successfully negotiate the construction of a new three story, mixed use property including eight apartment units and three to four commercial spaces. Also, in the same year, the CRA was involved in the successful renovation of West Park Place, a building which features eight apartments and one commercial space. In FY 16-17, the CRA awarded funds for a mixed-use project, Palmetto 8. The project recently broke ground in 2017 and is targeted for a completion date of late 2019.

Brownfield Redevelopment

Within the City of Wauchula, 226 W. Main Street continues to be monitored as a brownfield site. A system was installed at the site by Biovation, but was removed due to the lengthy amount of time to clean the site. The CRA Board authorized to seek from FDEP a closure with conditions status. Monitoring will be required to be continued before any change on the site may be granted.

The CRA was able to acquire additional funds to help clean up the site through the 2016 Voluntary Clean-Up Tax Credit application process.

Parks at Peace River

Crews Park represents one of the most highly utilized parks within Wauchula and Hardee County. Due to it being a major component of the cultural and natural resources of the City and County, in 2015 the CRA embarked on a project to enhance the quality of the park.



OBSERVATION TOWER

CREWS PARK AT PEACE RIVER
CITY OF WAUCHULA, FL

Through a series of public meetings, the project expanded its scope to include Peace River Park, as well creating Parks at Peace River. Parks at Peace River will be partially funded by the Recreation and Trails Program Grant, and an RFP was issued for a contractor for the project.

Crews Park is currently under construction to be completed per the master plan, and Peace River Park is expected to begin construction after acquiring additional grant funding for boardwalks per the master plan.



Entryway Signs/Wayfinding

Signs are one of the easiest wayfinding solutions to present the City of Wauchula in a positive light to visitors and residents alike. The CRA designed a directional wayfinding system, including six large signs, along Highway 17 North and South, six pedestrian signs, and two entryway signs. The signs were installed in phases in 2016 and 2018 and help any alert traffic on Highway 17 to Wauchula's small-town charm. These signs will aid Wauchula in becoming a destination instead of a simple pass through town.



Continued Efforts with Main Street Wauchula, Inc.

The CRA has taken strides in working with local partners such as Main Street Wauchula, Inc. By partnering with this organization, the CRA has undergone several initiatives including:

- **Paint the Town:** a program which helps paint and beautify properties in need of maintenance and upkeep. 2018 featured the largest Paint the Town day yet, with 180 volunteers helping to paint 9 houses. Since 2013, this program has painted 41 homes throughout the City and has gathered 805 volunteers.
- **Shop Small Saturday:** a promotion which encourages people to shop local. Since the promotion began in 2015, a noted 159% increase in transactions and 108% increase in sales has occurred for small shops in the CRA.
- **Façade Grants:** awarding \$3500 for businesses to update their facades, has spurred a further \$13,300 in private investments to beautify businesses in the CRA.

Financial Report

A financial report for FY 2017-2018 (ending on September 30, 2018) may be found in Appendix B outlining CRA financials including assets, liabilities, fund balance, revenue, and expenses.



IV. CRA GOALS

The 2019 Plan has broad-based CRA Goals, identified below, which serve as a guide for capital improvements and programming of projects in the following chapters of this Plan. The goals touch upon a variety of topics and aspects of the City, including land use, economic development, and transportation and mobility. These categories are an encompassing approach to all aspects of duties and responsibilities of the CRA, from actual physical improvements to marketing and support services for businesses in the CRA.

Land Use

- Adaptive reuse and redevelopment of buildings
- Identify and support partnerships with private properties with emphasis on historic building renovations
- Use infrastructure investments to leverage, focus, and shape the location and intensity of development
- Continue brownfield clean up and redevelopment
- Provide incentives to provide for both single-family and multi-family housing, as well as affordable and workforce housing, as needed
- Focus on infill housing developments and develop assistance/partner on programs for home ownership

Economic Development

- Cooperation and continued partnership with Main Street Wauchula Inc. to promote economic development and to raise awareness of businesses in the CRA boundaries
- Keep open potential for bonding of improvements in the future
- Establish a prioritization of grant projects and assistance including ROI (TIF revenue thresholds)
- Continue to identify additional non CRA funding options including but not limited to grants and private funding

Transportation & Mobility

- Improved traffic flow
- Monitor parking in the downtown and evaluate the need for additional parking (should the need arise)
- Explore opportunities for multimodal services, as needed
- Safer travel ways for pedestrian and bicyclists, including development of more sidewalks and general roadway improvements
- Reduced heavy vehicle impacts
- Increased traffic safety

Cultural & Recreational Resources

- Unify the community through activities in City parks including fitness activities, music, and movies
- Redevelop Crews Park and begin construction of Peace River Park
- Identify new park opportunities including those at the neighborhood level
- Follow and implement park redevelopment per parks master plan where economically feasible
- Work with local partners to bring cultural activities to historic City auditorium



These CRA Goals for land use, economic development, transportation and mobility, and cultural and recreational resources, combined with the information in the following chapters, have been developed to strengthen Wauchula and maximize land potential within the CRA. Specifically, the 2019 Community Redevelopment Plan will:

Revitalize Wauchula



Achieve redevelopment objectives in the Wauchula CRA - Community Redevelopment Plan



Unlock opportunities for housing and employment



Promote walkability



Improve access to daily community needs



Provide an identity to Wauchula's streets



Protect and enhance existing neighborhoods in Wauchula



V. CRA PROGRAMS/PARTNERS

The CRA has partnered with Main Street Wauchula Inc. (MSW) and the Hardee County Economic Development Council/Industrial Development Authority (IDA) on programs and projects to be taken advantage of by residents and businesses.



Paint the Town Program



With the help of MSW, the CRA continues to revitalize neighborhoods through the annual Paint the Town Program.

The program targets areas with owner occupied homes to receive a fresh coat of paint through the use of volunteers, helping beautify homes throughout the City.

In FY 2016-2017, the Paint the Town Program targeted the northwest area of the City. 5 homes were painted with the help of 110 volunteers. In FY 2017-2018, the CRA revitalized the northeast area of the City through the 6th iteration of the program. With 180 volunteers, 9 homes were able to be painted in one day, making 2018 the biggest and most successful iteration of the program yet. Since 2013, 805 volunteers have helped paint 41 homes throughout the City.



Commercial Revitalization Grant

The CRA also continues to assist local businesses in the form of a commercial revitalization grant. The CRA provides businesses with a 50% reimbursement for projects with a maximum of \$5,000. Common grants are for interior improvements, electrical work, and roof and chimney repairs.

Through these programs, the CRA continues to contribute to revitalization of both residential and commercial segments of the City.

Development Incentives

The IDA has been instrumental in helping the CRA fill the housing void within Wauchula. The CRA approved funding valued at \$150,000 through the Community Revitalization Program for the Palmetto 8 building, a mixed-use building renovation project which included multifamily apartments. The IDA agreed to partner and provide an additional \$200,000 in incentives for the project. The IDA also assisted in providing incentives to another new construction, a three-story mixed-use building and the renovation of West Park Place. In partnering with the CRA, additional funding can be targeted towards housing development to keep rental rates affordable for the working class.



Development Assistance – Return on Investment

CRAs across the state are creating a more competitive environment in the development and award of business assistance grants. To achieve the greater vision of community revitalization and economic growth, communities are reviewing grant applications including the potential for a “return on investment” through either an increase in jobs created, increase in wages, increased economic output, increased sales/business tax receipts and increases in related property values. The CRA currently does not require a “ROI” analysis or review when awarding grants; however, to maximize its investment in the community and to in turn provide a net positive influence, the CRA should create an ROI component whereby the CRA may focus funds to those entities creating the greatest community impact and truly providing the CRA with a positive return on its investment.

In addition, the CRA should formalize and or amend its current programs to include opportunities that create/expand its business development program which aid, expand, or retain existing businesses and promote new business opportunities. In addition, consider a small business administration loan program to aid small business startups in the community and also provide development related assistance through an “Opportunity Site Grant Program”. Again, the CRA has undertaken these types of programs in the past; however, they could expand and augment the programs including the ROI indicators.



VI. TIF PROJECTIONS

Tax Increment Financing (TIF)

Tax increment financing (TIF) provides most of the funding for the Wauchula CRA. The Wauchula CRA was established in 1997, which is considered to be the “base year” of the CRA’s TIF. F.S. 163.387 outlines the criteria for redevelopment trust funds and how CRAs must utilize their funding. As required by Florida Statutes, the base rates and a portion of any increases are directed to the general fund for both the City and County, and a portion of any increases in taxes beyond the base year for the properties within the CRA are provided to the redevelopment fund. This makes appreciating property assets and increasing property values very appealing for a CRA, as the increase in taxable property values increases the redevelopment fund, which allows for further redevelopment projects.

Raising monies through TIF means that all monies used in redevelopment activities are locally generated and may be locally dispersed through the decisions made by the CRA itself. Community Redevelopment Agencies are not overseen by the State of Florida; this provides a CRA a unique strength to decide how to spend monies in its boundary. Redevelopment plans however must be consistent with local government comprehensive plans and the monies raised must be used in the boundary of the CRA. Consistent with the statutes, funds are deposited to a trust fund by the taxing entities (the City and County), after monies are received from the tax collector’s office. The revenues can be used immediately as they are received to undertake programs, capital projects, or planning studies that serve the community redevelopment area. These funds may also be saved for a particular project or be bonded to maximize the funds available. This is something the CRA currently has listed as a goal; to further explore the use of bonding for future projects to maximize funds available. All monies and funds received from a TIF area must be reinvested back into the targeted area, specific to redevelopment purposes and programs, and not used for general government purposes.

Taxable Value and Revenue Projections

A ten-year taxable value and revenue projection has been prepared for the CRA Master Plan, providing projections of annual tax increment revenues to the year 2028. The revenue projection is based upon the following conservative assumptions:

1. A modest 1.5% growth rate in values for the following fiscal years
2. Assumes \$0 per year for new development/redevelopment or private investment based upon the unknown nature of scheduled activities and private market investments
3. City advalorem tax rate of 5.64850 for FY 2018
4. County advalorem rate 8.8991 for FY 2018



Based upon these assumptions, the following table has been prepared showing the City TIF revenues, County TIF revenues, and total TIF revenues (annually):

Year	City TIF Revenues (\$/Annual)	County TIF Revenues (\$/Annual)	Total TIF (\$/Annual)
2016 (Actual)	211,271	332,853	544,124
2017 (Actual)	236,269	372,237	608,506
2018 (Actual)	240,994	378,193	619,187
2019	245,814	384,244	630,058
2020	250,731	390,392	641,122
2021	255,745	396,638	652,383
2022	260,860	402,984	663,844
2023	266,077	409,432	675,509
2024	271,399	415,983	687,382
2025	276,827	422,639	699,465
2026	282,363	429,401	711,764
2027	288,011	436,271	724,282
2028	293,771	443,252	737,022
Projected 10-Year Revenues			\$7,442,020

Projections through the term of the CRA (Increment Years: 2029-2038, 2039-2048, and 2049-2057) are estimated as follows (Note: assumes statistic millage rates and no corrections or adjustments in the local economic indicators/generators).

Increment Period	Projected Increment per Period (est)
2029-2038	\$7.1 – \$8.1 mil
2039-2047	\$8.6 - \$9.6 mil
2048-2057	\$9.2 - \$10.2 mil



VII. CAPITAL IMPROVEMENTS PROGRAM (CIP)

Per the Community Redevelopment Act of 1969, the CRA may exercise without limitation the ability to create, fund, and implement an array of strategies to promote redevelopment programs and projects within the CRA boundary are. The Community Redevelopment Act also requires an identification of publicly funded capital projects that may be undertaken in a CRA.

As the master plan is executed and implemented, costs will occur, and projects must be appropriately budgeted and planned for. A full list of the schedule of capital improvements has been provided to provide an all-encompassing look at improvements in the City of Wauchula for the next five years. The CRA will update the CIP similar to the identification of projects and funding sources below each year consistent with the state statutes. It should be noted, that a detailed five-year CIP is provided below and that the “visionary” plan will be used as a guide in developing the detailed five-year CIP.

Projects and strategies in the CIP may be updated and reviewed on an annual basis to reflect any changing priorities of the community, funding sources, or market conditions. Changes in funding alternatives such as municipal funds, grants, cost-sharing with other municipalities, public-private partnerships, non-profit contributions, and offset costs through volunteerism are to be anticipated and expected.

The Five-Year Schedule of Capital Improvements on the following page shows project names, project locations, schedule of expected work, projected costs (based upon costs from past projects and programs and current market rates), revenue sources, and whether or not the project is consistent with the Goals, Objectives, and Policies (GOP’s) of the Comprehensive Plan.

It is anticipated that the cost of major capital components in the CRA will be satisfied through a combination of existing and future capital budget commitments, fees, fee related credits and value increment revenues generated from redevelopment projects within the CRA. The CRA has prioritized projects and reviewed them against the TIF revenues anticipated.



2018-2019 TO 2022-2023

CITY OF WAUCHULA						
Five-Year Schedule of Capital Improvements						
2018-2019 to 2022-2023						
Project	Location	Schedule (Fiscal Years)	Projected Cost	Revenue Source		Comprehensive Plan
2018 - 2019						
Crews Park Improvements	Park Drive	2018-2019	450,000	RTP Grant	200,000	Yes
				CRA	250,000	
Historic City Hall Renovations	225 E Main St	2018-2019	125,000	CRA	125,000	Yes
Paving - Melendy Street	Melendy Street	2018-2019	175,000	General Fund	100,000	Yes
				CRA	75,000	
In-Fill Housing Project	215 W Bay St	2018-2019	180,000	CRA	180,000	Yes
Project	Location	Schedule (Fiscal Years)	Projected Cost	Revenue Source		Comprehensive Plan
2019 - 2020						
Sidewalks and Street Lights CRA Wide	CRA Wide	2019-2020	40,000	CRA	40,000	Yes
Crews Park/Peace River Park Improvements	Park Drive/E Main Street	2019-2020	500,000	TBD	450,000	Yes
				CRA	50,000	
S. 8th Avenue Sidewalk	8th Avenue from Orange St to Melendy St	2019-2020	61,000	CRA	61,000	Yes
Sidewalk	LA Street - From Hidden Creek to FL Avenue	2019-2020	15,000	CRA	15,000	Yes
Farr Field Recreation Complex	Florida Avenue	2019-2020	200,000	CRA/City Match	50,000	Yes
Replace Windows at Power Plant	111 E Bay Street	2019-2020	35,000	Utility Fund/CRA	35,000	Yes
Train Depot Roof	135 E Main St	2019-2020	TBD	General Fund/CRA	TBD	Yes
Project	Location	Schedule (Fiscal Years)	Projected Cost	Revenue Source		Comprehensive Plan
2020 - 2021						
Crews Park Improvements	Park Drive	2020-2021	500,000	TBD	450,000	Yes
				CRA	50,000	
S 7th Avenue Sidewalk	7th Avenue - Bay St to Melendy St	2020-2021	54,000	CRA	54,000	Yes
Sidewalks and Street Lights CRA Wide	CRA Wide	2020-2021	40,000	CRA	40,000	Yes
Project	Location	Schedule (Fiscal Years)	Projected Cost	Revenue Source		Comprehensive Plan
2021 - 2022						
Project	Location	Schedule (Fiscal Years)	Projected Cost	Revenue Source		Comprehensive Plan
2022 - 2023						
Substation Reuse	111 E Bay Street	2022-2023	TBD	CRA/Utility Fund	TBD	Yes

NOTE: Budget funds above may be modified from project categories and timeframes to address updated community priorities, available funding opportunities and sources.



From the CIP table on the previous page, three key areas have been extrapolated and presented graphically below: Parks, infrastructure, and grants (commercial/residential).

Project Type	Project Name	Timeframe	Total Costs (\$)	CRA Cost (\$)
Parks	Crews Park Improvements	2018-2019	450,000	250,000
	Crews Park/Peace River Park Improvements	2019-2020	500,000	50,000
	Crews Park Improvements	2020-2021	500,000	50,000
	<u>Anticipated CIP Parks Costs: \$350,000</u>			
Infrastructure	Historic City Hall Renovations	2018-2019	125,000	125,000
	Paving – Melendy Street	2018-2019	175,000	75,000
	Sidewalks and Street Lights CRA Wide	2019-2020	40,000	40,000
	S. 8 th Avenue Sidewalk	2019-2020	61,000	61,000
	LA Street Sidewalk	2019-2020	15,000	15,000
	Farr Field Recreation Complex	2019-2020	200,000	50,000
	Windows Replacement	2019-2020	35,000	35,000
	Train Depot Roof	2019-2020	TBD	TBD
	S 7 th Avenue Sidewalk	2020-2021	54,000	54,000
	Sidewalks and Street Lights CRA Wide	2020-2021	40,000	40,000
	Substation Reuse	2022-2023	TBD	TBD
	<u>Anticipated CIP Infrastructure Costs: \$495,000</u>			
	Grants	In-Fill Housing Project	2018-2019	180,000
<u>Anticipated CIP Grant Costs: \$180,000</u>				

NOTE: Budget funds above may be modified from project categories and timeframes to address updated community priorities, available funding opportunities and sources.



Visionary Plan

The CRA envisions utilizing the funds collected through the TIF and other available grants and fees to fund projects aimed at implementing the vision of the Community Redevelopment Plan. It is understood that the items identified below, and their related, subsequent expenditures must meet the criteria established in Chapter 163.387, Florida Statutes. In addition to administrative and professional services, the Wauchula CRA will identify projects meeting one or more of the following sectors:

- Economic Development & Business Location Support including Public-Private Partnerships which preserve historic structures, promote jobs, provide a targeted return on investment (ROI), business retention strategies, etc.
- Remediation of brownfield sites
- Property Acquisition; preservation of economic incubator space
- Streetscape and pedestrian improvements, including sidewalks
- Neighborhood stability and safety enhancements (public realm)
- Branding, signage, banners, wayfinding, gateways/entry features, etc.
- Parks and recreation facilities
- Housing assistance – grants/loans
- Partnerships to facilitate new affordable housing (may include rebates, subsidies, grant programs, land assembly assistance/acquisition of easements, fee waivers/credits)
- Utility and Infrastructure projects (water, wastewater, stormwater, low impact development, parking, lighting, etc.)
- Marketing, sponsoring and production of special events
- Administration; Operations and Maintenance (including professional services)



VIII. BONDING

It is the intent of the CRA to seek approval from its Board to perform bonding of projects for future improvements within the CRA. The ability for a CRA to perform the issuance of revenue bonds is outlined in F.S., 163.385; “When authorized or approved by resolution or ordinance of the governing body, a county, municipality, or community redevelopment agency has power in its corporate capacity, in its discretion, to issue redevelopment revenue bonds from time to time to finance the undertaking of any community redevelopment under this part, including, without limited the generality thereof, the payment of principal and interest upon any advances for surveys and plans or preliminary loans, and has power to tissue refunding bonds for the payment or retirement of bonds or other obligations previously issued.”

Bonding of projects may help the City and CRA complete certain projects ahead of anticipated time frames. Projects that are seen as having high value, importance, or impact to the community may seek the ability to be bonded to perform at a sooner date. There are some notable provisions within F.S., 163.385, including: *“Bonds issued under this section shall be authorized by resolution or ordinance of the governing body; may be issued in one or more series; and shall bear such date or dates, be payable upon demand or mature at such time or times, bear interest at such rate or rates, be in such denomination or denominations, be in such form either with or without coupon or registered, carry such conversion or registration privileges, have such rank or priority, be executed in such manner, be payable in such medium of payment at such place or places, be subject to such terms of redemption (with or without premium), be secured in such manner, and have such other characteristics as may be provided by such resolution or ordinance or by a trust indenture or mortgage issued pursuant thereto. Bonds issued under this section may be sold in such manner, either at public or private sale, and for such price as the governing body may determine will effectuate the purpose of this part.”*

Further, per Florida Statutes, tax increment financing and revenues can be used immediately, saved for a future project, or can be bonded to maximum the funds available. Pertaining to the limitations of tax increment financing, any funds must be used for specific redevelopment purposes within the targeted area and not for general government purposes.

Rather than incrementally finance projects which would require years to complete (which may negate the possibility of completing the project in a timely manner and/or manage future costs more effectively), it is recommended the CRA and its Board allow for bonding to complete projects. While the bonding may increase costs slightly due to interest payments on the bond, the increase in property values and taxable projects may help offset the interest accrued through bonding.



IX. NEIGHBORHOOD IMPACT & AFFORDABLE HOUSING

The CRA has taken great strides to positively impact the community and redevelopment area. In the past few years, the CRA has undertaken steps to:

- increase the availability of affordable and worker housing in Wauchula
- beautify parks
- add entrance sign features throughout the City
- strengthen community ties

In addition, the CRA has undertaken programs that support businesses and jobs producing activities that in turn provide economic benefit to residents within the community.

Business Development

Although not tied directly to housing or a neighborhood impact, the provision of jobs and support of job producing entities allows residents greater housing opportunities and options. The CRA and its goals will continue to provide incentives to retain, improve and expand existing businesses and attract new businesses types, as well as promoting mixed use developments which can allow for neighborhood-serving commercial and small-scale centers. Consistent with the programs identified in Chapter V.

Housing

The CRA has continued to fulfill the intent of the CRA program as outlined in the 2010 CRA Plan and F.S. 163 Part III by greenlighting the development of three multifamily buildings in the CRA.



In FY 2015-16, the CRA issues two RFP's for mixed use developments; one for new construction and one building rehabilitation. Eight apartments and three to four commercial spaces were proposed for the new construction, and West Park Place was renovated to include eight apartments and one commercial space. Mixed use buildings promote a more dynamic living environment for the city dwellers of Wauchula, and represent a push to increase housing options within the City.

In FY 16-17, the CRA awarded funds in the amount of \$150,000 through the Community Revitalization Program for the mixed-use building, Palmetto 8. The Palmetto 8 building will include eight apartments and retail spaces. The CRA was able to team up with the Industrial Development Authority in the tune of \$200,000 to help further fund this dynamic addition to downtown Wauchula.



These mixed-use projects clearly demonstrate the CRA's commitment to creating new housing stock and more affordable housing opportunities for the residents of Wauchula. By targeting both adaptive reuse and new construction, this is a clear example of how a CRA can benefit a community by combining public and private dollars to spur redevelopment and revitalization.

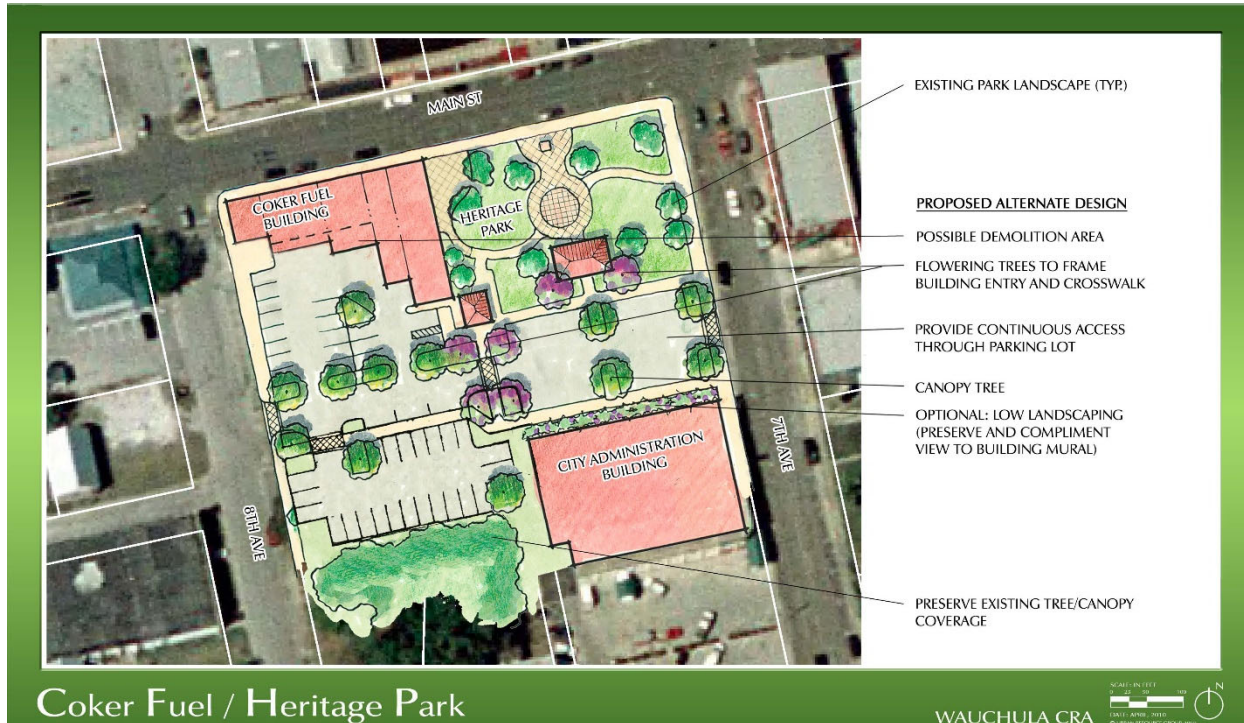
By supporting a mix of housing types, while also focusing on strengthening single-family neighborhoods in Wauchula, the CRA will continue to promote infill development that compliments the existing development pattern and characteristics of the community. Helping to create new housing stock and reducing undeveloped lots will help the community promote pedestrian-oriented streets that encourage a mix of uses, providing a wide range of goods, services, and urban housing for those within the CRA.

Continuing to increase the stock of quality housing within Wauchula is one of the CRA's goals, focusing on large and small scale housing projects as well as infill housing. The CRA continues to strive to assist in the identification, assistance through grants and programs that provide for the development of housing diversity and affordable housing to residents of low to moderate incomes including the elderly and disadvantaged. The CRA will continue to work to re-establish and stabilize neighborhoods through redevelopment and revitalization of the City's housing stock through improvements in safety, infrastructure, and housing partnerships and promote programs/provide assistance through incentives for residential rehabilitation (i.e., low interest loans or information on other funding sources).

Parks

Parks also produce important social and community development benefits. They make neighborhoods, including neighborhoods and economically depressed areas more livable; they offer recreational opportunities for at-risk youth, low-income children, and low-income families; and they provide places in low-income neighborhoods where people can feel a sense of community. Access to public parks and recreational facilities has been strongly linked to reductions in crime and reduced juvenile delinquency. Parks and "Green" spaces in a community provides substantial environmental benefits. Trees reduce air pollution and water pollution, they help keep urban areas cooler, and they are a more effective and less expensive way to manage stormwater runoff than building systems of concrete sewers and drainage ditches." The 2019 Plan focuses on both the ongoing successes of Heritage Park and Crews Park. but also identifies key improvements in the City's existing park/open space areas.

In addition to a focus on developing more affordable housing stock options, the CRA has been very active in developing catalyst sites to spur further economic development and beautify the City. One of the best examples was the redevelopment of the Coker Fuel Building site.



This project included a renovation of the existing building for incubator retail/office/restaurant space with smaller, more affordable storefronts for small businesses to inhabit. The site also included some demolition of storm damaged building portions, and the construction/expansion of Heritage Park. Heritage Park is now recognized as a community asset directly on Main Street. Further development of parking areas also added to the downtown parking capacity of the downtown core.



CREWS PARK AT PEACE RIVER
CITY OF WAUCHULA, FL

OVERALL MASTER PLAN
04/26/2016 CONTACT: CHRIS CIANFALONE, P.E. (941) 379-7600





X. WAUCHULA CRA MARKET ANALYSIS

Introduction

As part of the CRA Master Plan Update, a Market Assessment was prepared to provide further insight into existing conditions and information on local demographic, economic, and real estate patterns in the context of macro-level trends. The findings of this information gathering resulted in an analysis of Wauchula's Strengths, Weaknesses, Opportunities, and Threats (SWOT). The market analysis study also takes into consideration:

- Evolving population dynamics that drive demand for real estate, household size and composition, race and diversity, and income levels
- Employment based metrics highlighting shifts in industry sectors likely to drive patterns of wage growth, business location, and site selection
- Desires for successful communities including housing preferences and mixed-use patterns

Like other rural communities in Florida and across America, Wauchula faces challenges including slow or stagnant population growth, decline in employment, fewer development opportunities, and uncertainty associated with primary economic anchors. Historically known for agriculture and phosphate industries, Wauchula has large shares of minority populations resulting in specific housing and consumption preferences.

External Forces & Internal Trends

The market assessment was prepared from two different perspectives: external forces and internal trends. External forces occur at macro-level scale outside the local community, but may have effects on local growth, development, and regulations. Internal trends focus specifically on how the CRA is leveraging or diverging from the documented external forces. By combining these influences, the market assessment provides a comprehensive view when considering future growth patterns and the potential for future development and redevelopment in the CRA.

Economic Anchors

Wauchula has several key economic anchors and influencers that have a direct impact on real estate performance, supply, and demand within the CRA.

Downtown Wauchula

Downtown Wauchula is the heart of the City and includes a variety of retail and restaurants, professional services, personal care services, and government offices. Main Street Wauchula, Inc. (MSW), a local community organization focused on economic development for downtown Wauchula, is a valued partner for the CRA and helps further the goals of the CRA in the downtown area. Several programs and initiatives with the aim of downtown revitalization have been undertaken and are in progress by the CRA, MSW, and Hardee County Economic Development Council. These programs include:

- Technical assistance and funding mechanisms to foster new business development, redevelopment, and/or business relocation. These programs may also aid in property maintenance for businesses in the form of façade grants and other mechanisms.



- Beautification and community events such as family-oriented events and festivals, fitness activities, games, and outdoor movies, are organized regularly and represent an effort to make downtown an exciting and dynamic location.
- Main Street Heritage Park features several events and acts as a community gathering space.

Phosphate Mining

Mosaic Company and its phosphate mining operation represents a substantial economic anchor for the City of Wauchula. Mosaic Company is a Fortune 500 Company and the world's largest producer of combined potash and phosphates. The company owns 40% of the land within Hardee County where it mines for phosphates, a plant nutrient that supports the region's citrus and agricultural industry. The company's area operations account for 65% of the U.S. farmer's supply of phosphate fertilizers and 12% of the global supply. The Mosaic Company contributes over \$468 million in payroll and \$26 million in state real estate taxes.



Mosaic Company Phosphate Mine

Recently, the Mosaic Company agreed to an economic package providing Hardee County \$42 million over a 10-year period. The agreement will encourage development of infrastructure projects, water supply solutions, energy research, tourism and other investments to support the local community.

Citrus Orchards

Citrus orchards represent an industry worth an estimated \$8.6 billion a year for the State of Florida. Hardee County is one of the top five citrus producing counties in the state and is one of the most critical segments of the region’s economy. Recent hurricanes and agricultural diseases have hurt the citrus economy, although the climate is still ideal for future growth and development.



Regional Medical Facilities

Advent Health Wauchula is one of the top rural hospitals in the nation, winning many awards and regional recognition. Developed in conjunction by Adventis Hospital System, the City of Wauchula, and Hardee County Industrial Development Authority, the \$32 million hospital is 50,000 square feet and includes the County’s only emergency room, a 25-bed transitional care unit, and therapy rooms.

External Forces

Generational Shifts

Millennials now represent the largest generation in the United States, representing 23.8% of the population, compared to 23.7% of the baby boomer generation. The largest segment of the millennial generation is still in their mid-20s, meaning their impact on housing choices and general economy will continue to grow. As millennials continue to find work following the Great Recession and establish their careers, home purchasing should increase as well. On the contrary, baby boomers, looking to wind down their careers are expected to exit the housing market and downsize their accommodations and responsibilities, seeking out maintenance free lifestyle close to family, friends and activity centers that allow for ease of access to shopping, dining, religious and cultural or recreational amenities.

Household Sizes, Race, and Diversity

Declining household sizes in the United States have been driven by the influence of the millennial and baby boomer generations. The average national household size was 2.58 persons in 2010, but the average for Hispanic or Latino households was significantly larger at 3.52 persons per household. This is of interest for Wauchula and Hardee County, which feature larger shares of Hispanic or Latino households. The United States is becoming increasingly diverse, largely driven by immigration and inter-racial marriage. Per the Pew Research Center, there will not be a single racial or ethnic majority greater than 50% in the United States by 2045.

Income, Employer Location, Educational Attainment

The most recent median household income figure available for the United States was an estimated \$54,150 in 2016, a 1.7% increase over a one-year periods. The labor market is experiencing consistent momentum, resulting in substantial annualized growth in median income and increased spending potential. Not all sectors and industries are growing at the same pace, however. Higher-wage jobs such as those in the financial and professional services sectors are growing faster than manufacturing and agricultural. The 10 occupations with the highest projected growth through 2020 area in the services sector, and 29 of the top 30 industry sectors projected for high growth are service related, with education, healthcare, and professional and business services as the strongest winners.



Because of the changing face of jobs and employment, employers are changing their location preferences. Most employers focus on attracting the top talent possible, and thus choose to locate in places that offer a diverse mix of uses to help employees gain high levels of satisfaction. Attracting young, educated talent is a cornerstone of employer recruitment in today's growing economic sectors, and urban locations have experienced a resurgence. As of 2012, approximately one-third of residents 25-29 have at least a bachelor's degree, and college completion is at record highs.

Housing Affordability

Affordability of housing stock is growing concern across the State of Florida and the United States as whole. Mortgages have been rising and are expected to continue this trend as home value acceleration and rising interest rates are expected to continue to occur. Reasonably priced inventory remains low any many communities remain a seller's market, in which there are more potential buyers than sellers. This is especially true in locations seen to have highly appreciation values and a growing economy and population.

Retail Market and Office Forces

Performance of retail centers varies widely, dependent of product type and location. National trends indicate the retail market is on the rise, however investment and development opportunities ranked the lowest of all major sectors. Grocery anchored neighborhood centers and lifestyle/entertainment centers rank highly in terms of retail market expected to grow, reflecting a choice amongst urban populations to choose mixed or multi-use development patterns. This is expected to lead to strong development patterns for urban, main street, and community focused centers.

Demand for unconnected, single-use suburban power centers and regional indoor malls has declined. Trends have also pointed to smaller store sizes (particularly in areas that feature high rent), and more e-commerce.

The landscape for offices is currently undergoing change. Urban office space is experiencing a resurgence across the nation, with office tenants increasingly searching for options that provide an alternative to auto-dependent, low density suburban offices that lack amenities for employees that hope to attract. Attractive office spaces should be located close to cafes, restaurants, retail shops, personal and business services, hospitality and civic uses.

Internal Trends

To best understand the dynamics impacting the real estate market, both now and in the future, it is important to know the local internal trends of Wauchula. Below are a few of the highlights of the recent Market Assessment.

People

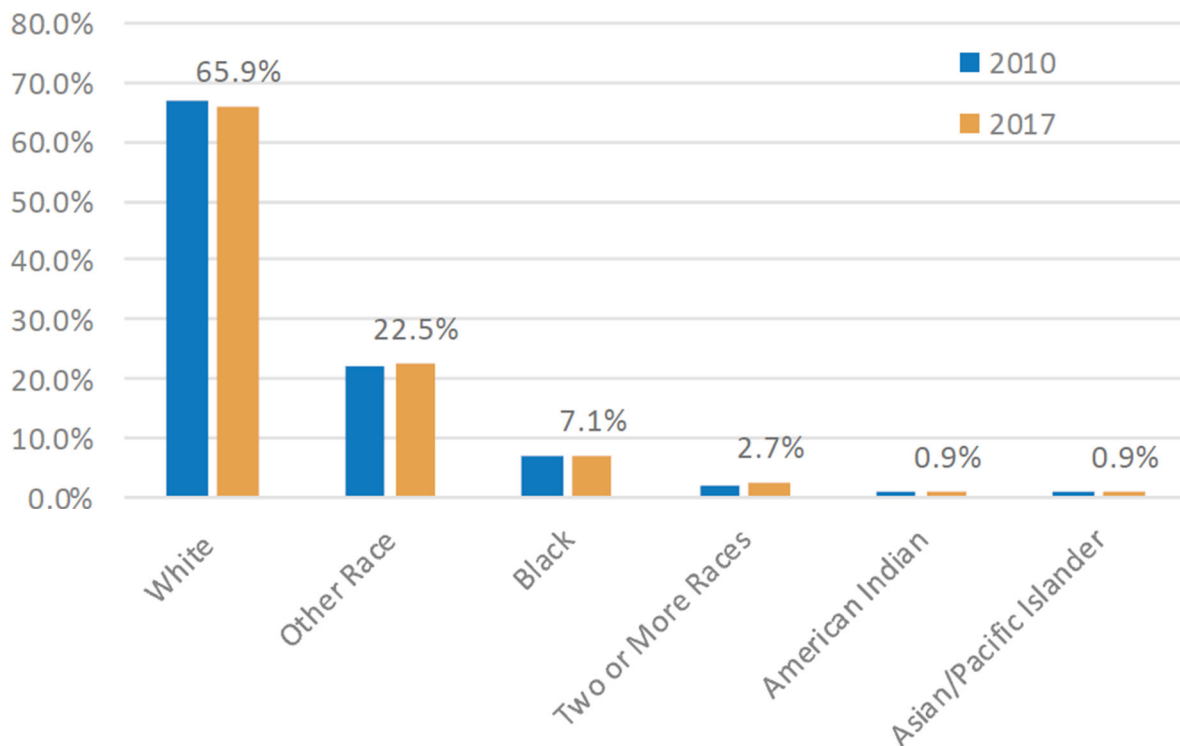
Hardee County's population has remained relatively steady, peaking in 2009 with 26,684 residents before the onset of the Great Recession. In 2016, Hardee County's population was an estimated 27,302 people. The population of Wauchula follows these trends closely, with a stable population, increasing only 41 residents during that time period. Only 5.2% of the total growth of the County is within the boundaries of the Wauchula CRA, meaning most of the growth was in new areas annexed since the creation of the CRA boundary.



When compared with the State of Florida, the CRA boundary area has a significantly younger population. Wauchula has a large share of families with school aged children between the ages of five and 14, and their parents, typically aged 35 to 54. Millennials make up the largest share of the CRA population, with 30% of the resident population.

The race and diversity of the residents of Wauchula have also remained relatively the same. The chart below references the share of population by race, from 2010-2017.

Share of Population by Race, City of Wauchula CRA, 2010-2017



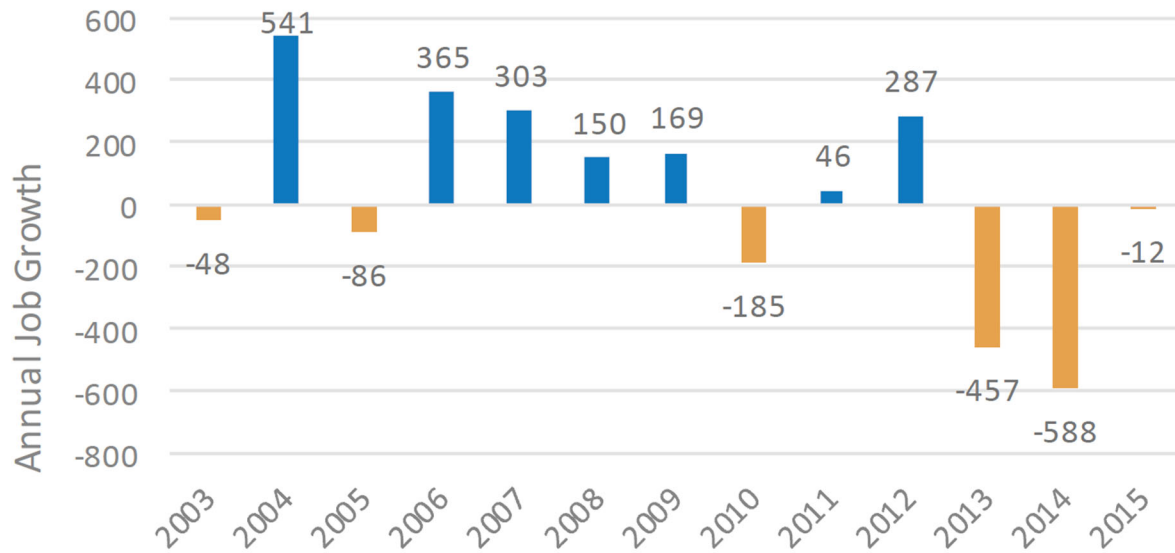
Source: US Census; Kimley-Horn

Employment Trends

The Wauchula CRA and Hardee County are dealing with a changing economic and industrial landscape, as well as recent extreme weather events. The pattern of net new job growth has been uneven in Hardee County between 2003 and 2015. Years after the recession, the County experienced sharp declines in employment, as more jobs were lost than gained in the most recent years.



Annualized Net New Job Growth, Hardee County, 2002-2015



Annualized Net New Job Growth, Hardee County, 2002-2015

The industries with the two largest employment bases in the County in 2016 were Agriculture, Forestry, Fishing & Hunting, and Health Care and Social Assistance. Together, these two industrial sectors posted the largest declines between 2011 and 2016, with a combined loss of more than 1,000 jobs over the 5-year period. The five industries that added the most jobs during this time period included:

- Accommodation and Food Services (+134)
- Manufacturing (+125)
- Administrative and Waste Services (+62)
- Arts, Entertainment, and Recreation (+53)
- Mining (+46)



A full chart of the annualized employment by industry for Hardee County from 2011 to 2016 may be found below:

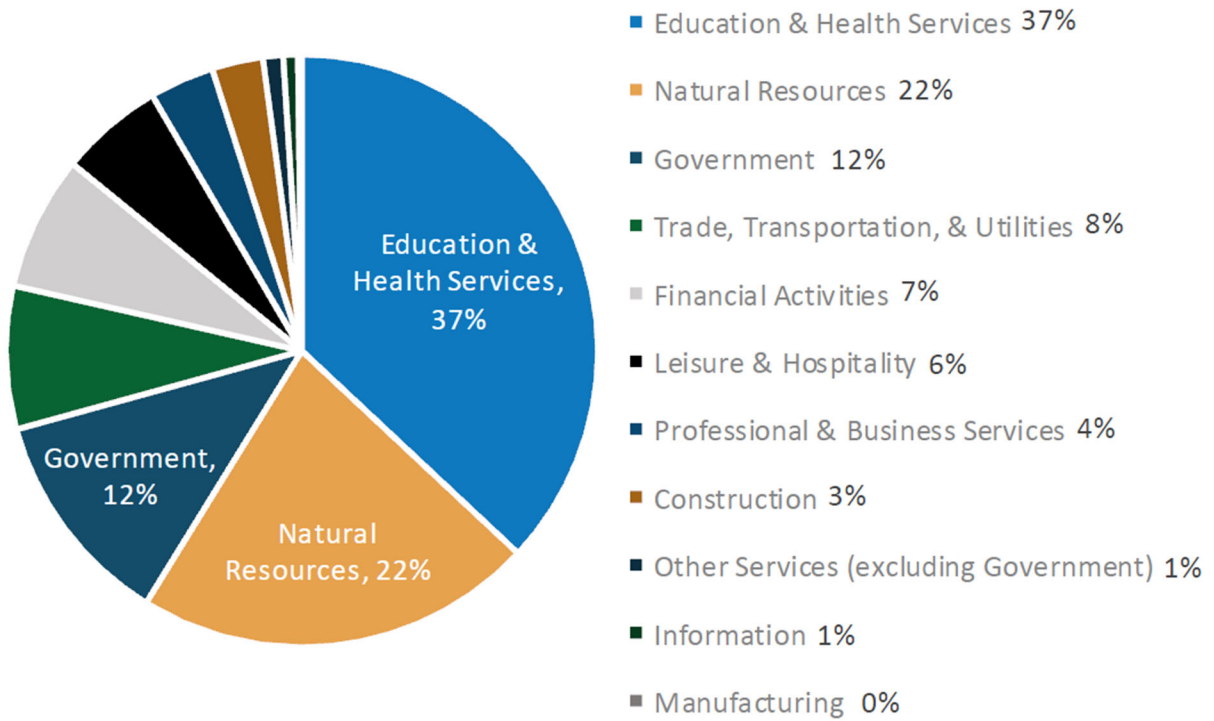
Annualized Employment by Industry, Hardee County, 2011-2016

Industry	2011	2016	2011-2016 Δ	
			#	%
Accommodation and Food Services	315	449	134	42.5%
Manufacturing	210	335	125	59.5%
Administrative and Waste Services	132	194	62	47.0%
Arts, Entertainment, and Recreation	59	112	53	89.8%
Mining	183	229	46	25.1%
Construction	231	272	41	17.7%
Transportation and Warehousing	67	86	19	28.4%
Professional and Technical Services	95	114	19	20.0%
Real Estate and Rental and Leasing	32	38	6	18.8%
Utilities	135	137	2	1.5%
Educational Services	728	728	0	0.0%
Management of Companies and Enterprises	9	8	-1	-11.1%
Finance and Insurance	223	221	-2	-0.9%
Retail Trade	769	742	-27	-3.5%
Other Services, Ex. Public Admin	114	70	-44	-38.6%
Wholesale Trade	169	118	-51	-30.2%
Public Administration	939	834	-105	-11.2%
Health Care and Social Assistance	1,205	886	-319	-26.5%
Agriculture, Forestry, Fishing & Hunting	2,303	1,510	-793	-34.4%
Information	36	N/A	N/A	N/A
Total	7,954	7,083	-835	-10.5%

Source: Florida Department of Economic Opportunity; Kimley-Horn

The economy of the City of Wauchula is highly specialized. In the CRA boundaries, the two largest sectors, Education and Health Services and Natural Resources, host 59% of all jobs. A full breakdown of the share of jobs by sector in the Wauchula CRA can be found on the following page.

Share of Jobs by Sector, Wauchula CRA, 2015



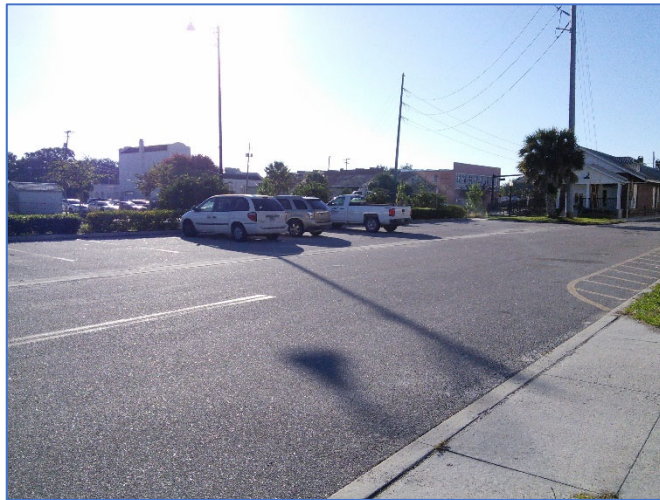
Source: LEHD On the Map; Kimley-Horn

XI. PARKING

Parking Study

The CRA, as part of its 2019 CRA Master Plan Update, conducted a limited downtown parking study to evaluate the existing parking supply in downtown.

The information below is not intended to provide an exhaustive analysis of parking capacity and needs but provides a snap shot of parking supply as it exists in the immediate downtown area, on and off-street (public and some private where accessible).

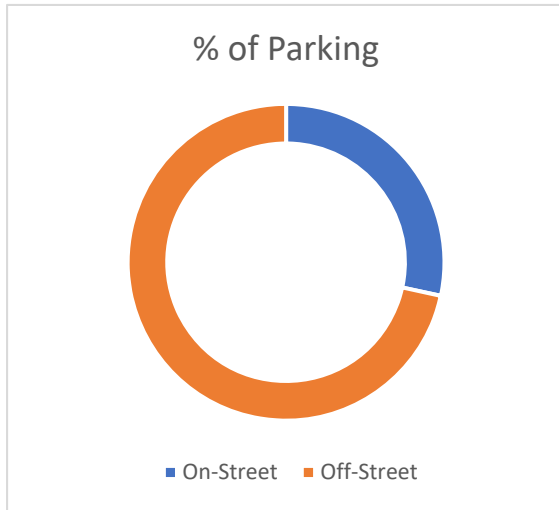


Within the study area and the CRA boundary, there is a mixture of uses including commercial, residential, office, and recreational amenities that generate varying typical parking demands.

An inventory of public and private parking facilities (on-street and off-street) was conducted and is completed. This parking study intends to provide the current capacity and be used as a basis for future discussions regarding any potential future need for parking.

The inventory of the existing number of parking spaces (supply) within the identified parking facilities was conducted in June 2019 and is detailed in the graphs and tables below.

<u>Parking Type</u>	<u># of Locations</u>	<u># of Spaces</u>	<u>% of Inventory</u>
On-Street Parking	6	180	28.4%
Off-Street Surface Parking	7	455	71.6%

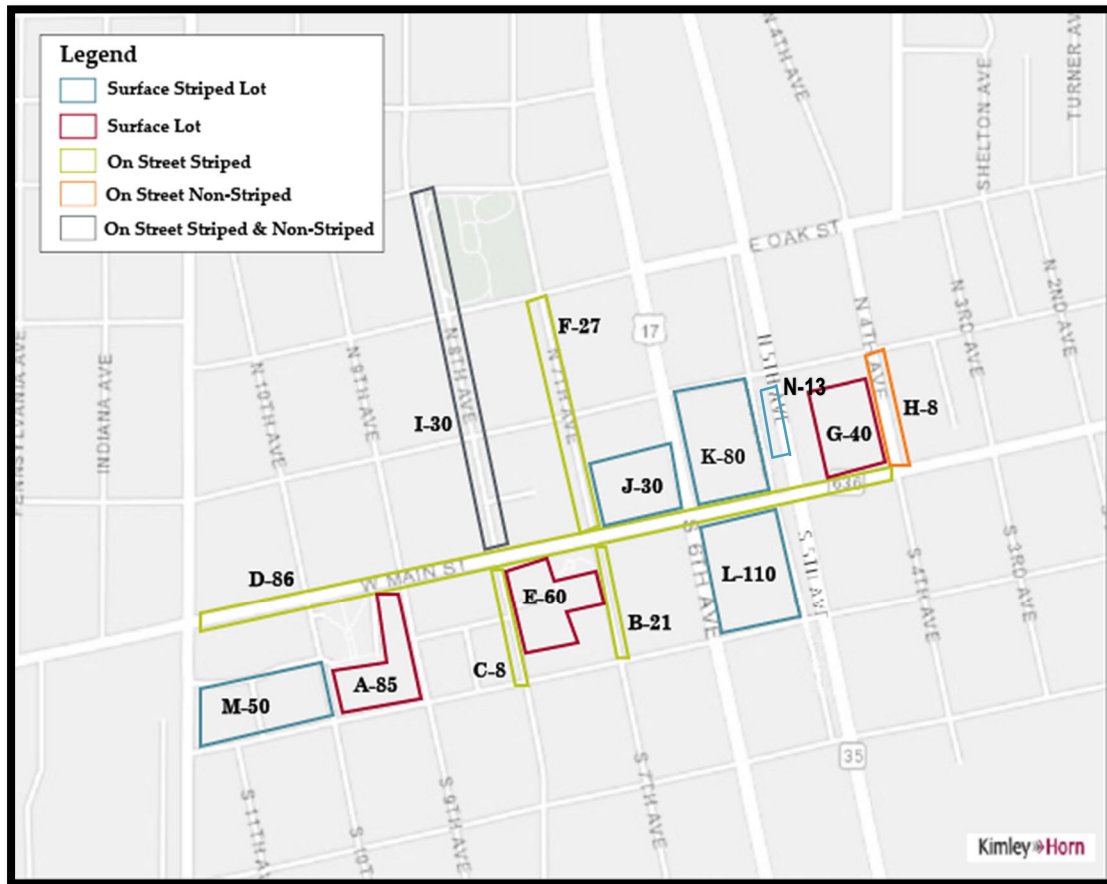


A total of 635 parking spaces were surveyed located across 13 different parking facilities.

Some of these facilities have a substantial amount of parking in key locations and may have available capacity and offer the potential for shared parking.

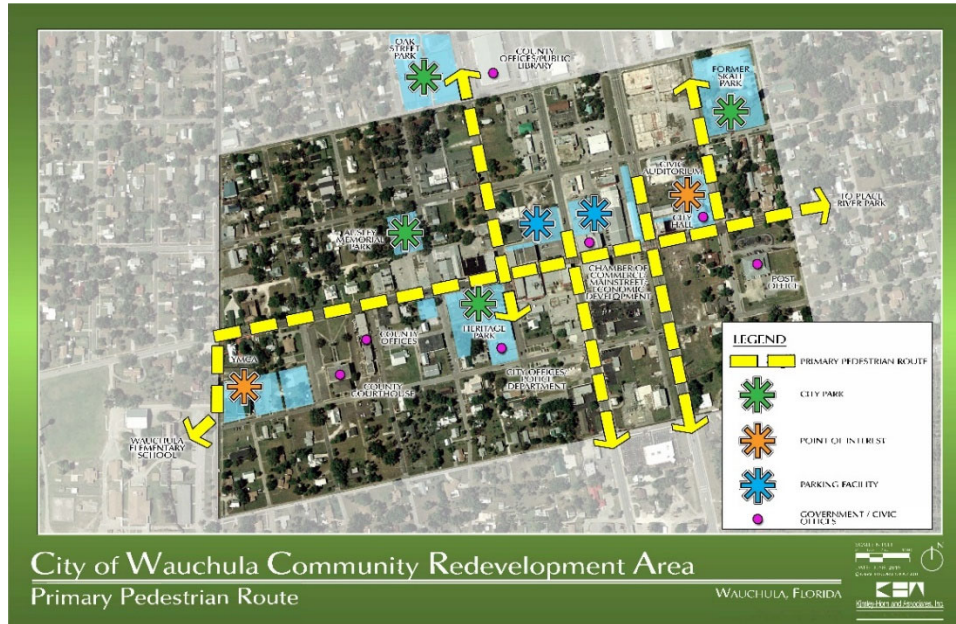
The total 635 parking spaces across 13 different facilities (on-street and off-street) serve a wide range of land uses. Main Street alone offers over 80 spots, conveniently located in front of shops and businesses.





Parking ID	Number of Spaces	Location	Type of use
A	85	Hardee County Courthouse Complex	Government
B	21	South 7 th Avenue	On-Street
C	8	South 8 th Street	On-Street
D	86	Main Street	On-Street
E	60	Heritage Park	Public/Private
F	27	North 7 th Avenue	On-Street
G	40	Historic Wauchula City Hall	Government
H	8	North 4 th Street	On-Street
I	30	North 8 th Street	On-Street
J	30	West Main Street and North 6 th Avenue	Commercial
K	80	Town Center Parking	Public/Private
L	110	Wauchula State Bank	Commercial
M	50	Advent Health Wauchula Fitness Center	Non-Profit
N	13	Striped Parking Along N 5 th Ave	Public/Private

As new residential developments come to fruition in downtown Wauchula through the efforts of the CRA, more residents may be expected in the downtown core. To meet current and planned future demand for businesses and residents of downtown Wauchula, the City may use this as a basis for future conversations regarding the state of parking capacity.



To determine future needs, the CRA and City should collaborate to anticipate areas of growth. Using past studies, the CRA can be proactive in anticipating growth and ensuring that parking capacity needs will be met, and primary pedestrian routes maintained for the residents of the CRA.

Anticipated growth may include both new development, and redevelopment of vacant

locations. It is recommended the CRA and City inventory building space along Main Street in particular to determine leasable space which may be vacant. By analyzing the square footage of vacant space (and the type use of space, i.e. office, restaurant, retail), parking methodology from Urban Land Institutes Shared Parking may be applied.

There may be locations throughout the downtown area that are possible targets for new parking areas, however in a redeveloping area, often times increasing parking is counterproductive towards promoting economic development. Developing large surface parking lots without unwarranted demand takes away valuable land and resources for new development. It is recommended the CRA and City enter into discussions with private parking lots featuring commercial uses for shared parking agreements instead of developing new parking facilities. Dedicating more on-street parking is also a preferred method of increasing parking capacity without developing new surface parking lots.



XII. PARK MASTER PLAN

The CRA has an opportunity to significantly improve the vitality of the CRA boundary and Hardee County by investing in parks and recreational facilities. Parks can create not only a neighborhood gathering area or focal point for a community, but also create a community identity. Parks create important social and community development benefits, defining neighborhoods and offering recreational opportunities for all residents of all socio-economic backgrounds.

Green space and parks in urban areas provide substantial environmental benefits, as well as act as economic drivers. They help keep urban areas cooler, and act as a more effective and less expensive way to manage stormwater runoff than concrete sewers and drainage ditches.

Parks can also act as a catalyst and provide a potential for development and or redevelopment of adjacent parcels by market forces. Most communities experience increased property values where properties are within one-half mile of the park or adjacent. Parks also can cause increases in out-of-town spending (i.e. tourism), community cohesion, and environmental savings through reductions in costs of managing stormwater.

The American Planning Association explains the benefits of parks in their briefing, “How Cities use parks for Economic Development.” *“Parks provide intrinsic environmental, aesthetic, and recreation benefits to our cities. They are also a source of positive economic benefits. They enhance property values, increase municipal revenue, bring in homebuyers and workers, and attract retirees. At the bottom line, parks are a good financial investment for a community.”*

The following list of potential park redevelopments is not meant as a commitment for the CRA and City, but a vision for what the future could hold for the City of Wauchula.



Seminole Park

Seminole Park is currently regarded as the ‘oasis of fun’ for children because of its playground features, offering family friendly activities, sports, and pets.

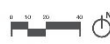
Proposed improvements include increasing the parks attractiveness to act as a community focal point by adding a pavilion, benches, picnic tables, pergola and attractive new entrance feature. Landscaping improvements are also proposed to include trees, shrubs, playground areas and mulched areas.



SEMINOLE PARK

APRIL 2019 • CONTACT: JAMES PANKONIN, PLA (941)-379-7620

CITY OF WAUCHULA
WAUCHULA, FL 34984



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Green Street Park

Located at the corner of Green Street and Griffin Road, Green Street Park can be redeveloped into a park offering more community facilities including a pavilion, picnic tables, grills, basketball court and nature playground features. The park would allow for more athletic forms of recreation including basketball and adventurous natural playground features.



GREEN STREET PARK

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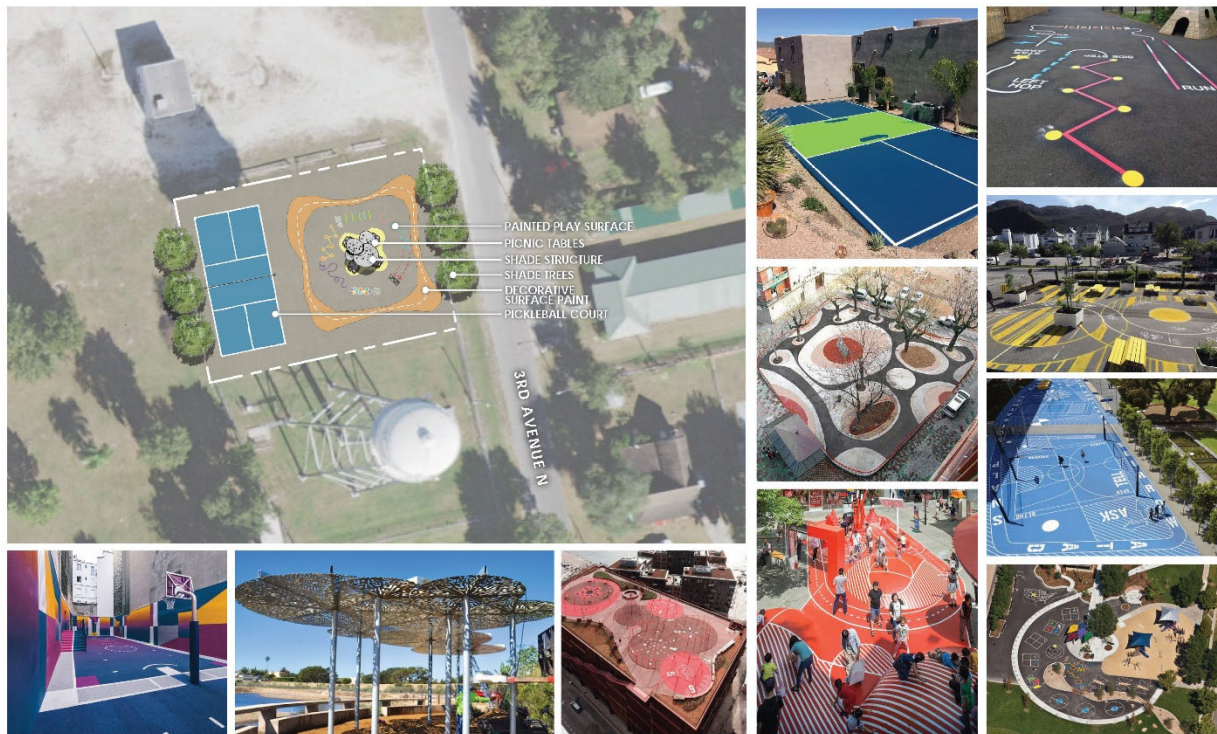
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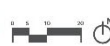
Former Skate Park: Option 1

The former skate park is ripe for redevelopment and may take different forms. Option 1 involves redeveloping the skate park into a large playground featuring surface play paint allowing for a variety of environments for recreation. Shade structures and picnic tables would also be added providing shade for extended play sessions.



FORMER SKATE PARK: OPTION 1
 APRIL 2019 • CONTACT: JAMES PANKONIN, PLA (941)-379-7620

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Former Skate Park: Option 2

Option 2 would be to redevelop the former skate park into green space, removing the concrete and laying down sod and canopy trees. The green space could be used for passive recreation activities such as bocce ball, touch football, or green space for small outdoor concerts.



FORMER SKATE PARK: OPTION 2
 APRIL 2019 • CONTACT: JAMES PANKONIN, PLA [941]-379-7620

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 WAUCHULA, FLORIDA



Oak Street Park

The popular Oak Street Park in downtown Wauchula, located at the intersection of W. Oak Street and N. 8th Avenue, offers a variety of activities that people of all ages currently enjoy.



OAK STREET PARK

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WAUCHULA, FL 33984



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Possible improvements and proposed features include a shade structure for the playground, a new entrance feature, increased vegetation for new shade opportunities and natural features, shuffleboard court, pickleball court, and ADA play equipment.

Farr Field Park

Farr Field Park represents one of the largest recreation areas in Wauchula, located at S Florida Ave and Carlton St. The Park currently offers baseball diamonds and recreation space, however it lacks natural vegetation and shaded structures. Constrained parking also makes it difficult to access the park for recreation.



FARR FIELD PARK

APRIL 2019 • CONTACT: JAMES PANKONIN, PLA (941)-379-7620

CITY OF WAUCHULA
WAUCHULA, FLORIDA



Farr Field Park would be redeveloped, providing a shaded canopy walk of crushed shell, shade structures including a pavilion and pergola, increased vegetation, additional baseball field allowance, fence and dugout, and playground and splash pad allowance.



These improvements would ensure Farr Field Park is a dynamic community focal point featuring a variety of recreation activities. The addition of a pavilion and pergola and a splash pad would greatly increase the availability of community facilities and services, particularly for the school age population and families of Wauchula.





XIII. DURATION AND UPDATES

Consistent with the provisions of the Community Redevelopment Act and Florida Statutes 163, the term of the CRA shall be for the maximum period allowed.

Recently approved legislation, CS/HB 9 enacted new changes relating to community redevelopment agencies through Chapter 2019-163. The legislation amended and created several new provisions CRAs must abide by, including:

- Amending s. 112.3142, F.S. requiring ethics training for community redevelopment agency commissioners
- Amending s. 163.367, F.S. requiring a community redevelopment agency to follow certain procurement procedures
- Creating s. 163.370, F.S. requiring a community redevelopment agency to publish certain digital boundary maps on its website, provide annual reporting requirements, require community redevelopment agency to publish the annual reports on its website
- Creating s. 163.3755, F.S. providing termination dates for certain community redevelopment agencies

It is the intent of this master plan update to abide by all changes and amendments to any provisions pertaining to community redevelopment agencies by Florida Statutes. It is also the intent of this Amended and Updated 2019 Wauchula CRA Master Plan to extend the termination date of the CRA from 2027 to 2057.

163.3755, F.S. states that a community redevelopment agency in existence on October 1, 2019, shall terminate on the expiration date provided in the agency's charter on October 1, 2019, or on September 30, 2039, whichever is earlier, unless the governing body of the county or municipality that created the community redevelopment agency approves its continued existence by a majority vote of the members of the governing body.



XIV. PUBLIC INVOLVEMENT PROCESS & COMMUNITY OUTREACH

A community-wide opinion survey and public outreach was held to see what residents of the CRA valued most in the community.

Choices included building and architecture, bringing in new businesses, open space and buffers, parking demands, signage in the community, sidewalks, mixing of commercial and residential uses, expanded and improved parks, tech features (such as Wi-Fi and charging stations), landscaping, and streetscape improvements.

Among the most valued components the CRA can offer the community, three categories took top precedent:

1. New Businesses (bringing in new businesses)
2. Building Architecture (physical look of the building)
3. Sidewalks (along roads & between uses)

Other highly ranked categories included mixed use developments, landscaping, parking, parks and streetscape improvements.

CRA Considerations: What do we Value the Most?

WAUCHULA CRA WORKSHOP

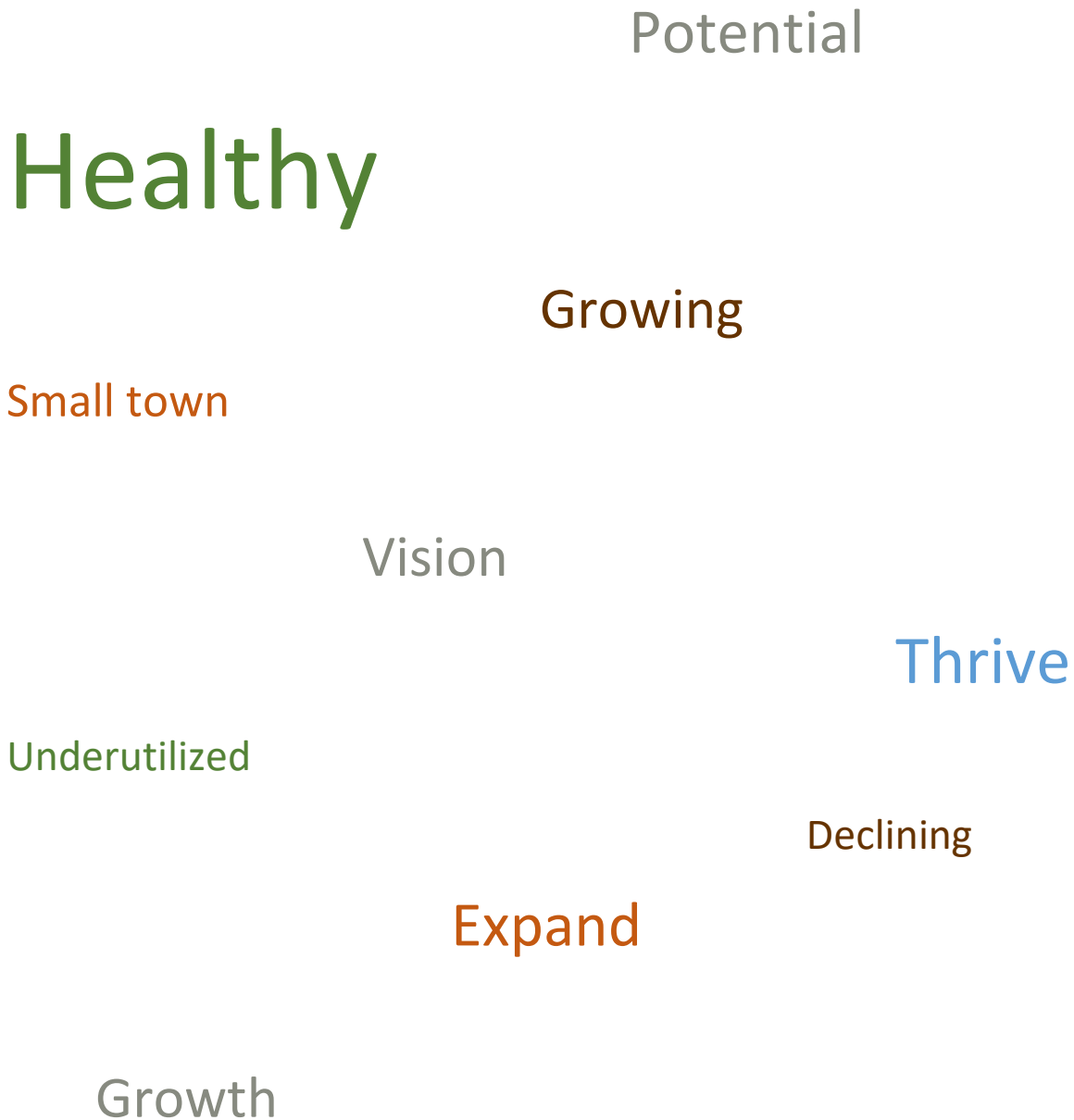
Building Architecture (physical look of the building)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	3.2
New Businesses (bringing in new business)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	1.7
Open spaces and buffers (what's between properties)	low	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	high	8.5
Parking (do we need more?)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	6.3
Signage (number, location and type)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	8.1
Sidewalks (along roads & between uses)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	4.5
Mixing of Uses (commercial and residential)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	5.9
Expanded and Improved Parks	low	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	high	6.4
Tech features (WIFI, charging station)	low	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	high	8.9
Landscaping	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	6.1
Streetscape Improvements (street lights, benches, etc)	low	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	high	6.4
Other: Gateway Features Multi-use Paths/Connections to Crews Park New Buildings –Max Height or Size							Priority Ranking #1 (high) to #11 (low)



As part of the community outreach, residents were also requested to describe the current state of parks in one word. The results were varied and were either positive based upon recent redevelopment of parks in Wauchula, or negative focusing on the parks in Wauchula that still don't meet the expectations of the residents of the City. The results of the One-Word outreach exercise are on the following page.



One-Word: Wauchula Parks





XV. OVERVIEW, SUMMARY & RECOMMENDATIONS

The Wauchula CRA has taken great strides to be an active, effective member of the community and help redevelop and revitalize the City of Wauchula. The Amended and Updated 2019 Wauchula CRA Master Plan includes the overall goals for redevelopment in the area, as well as identifies the types of projects planned for the area within a long-term capital improvements program specific to the community redevelopment area. Projects may include a variety of elements or programs intended to spur private reinvestment in the community redevelopment area.

The Plan represents a recommitment to the vision and progress of the 2010 Plan. The 2019 Plan Update builds upon the 2010 Plan, and includes five key, updated elements:

1. Updated capital improvements plan (CIP) and related tax increment projection (TIF) projections
2. Neighborhood impact, including affordable and workforce housing
3. Downtown parking study
4. Parks and recreation facilities
5. Extension of term date from 2027 to 2057

The Plan can also include redevelopment incentives, such as grants and loans to private owners and businesses within the community redevelopment area, for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements.

The Redevelopment Plan is a document that should be reviewed and analyzed on a regular basis to meet the changing needs within the CRA. It is important the leadership of the community support the Plan and review the Plan on a regular basis. The Plan is dependent on advocacy and support by the CRA and the City Commission. Historic preservation is identified through various City plans and codes, and needs to continue to be supported due to the presence of significant historic structures and development pattern exhibited within the CRA. In addition, the City and CRA should look at ways to include and encourage involvement by all segments of the community, capitalizing on the socio-economic diversity within the community.

In summary, the CRA will strive to achieve:

Responsible Development and Redevelopment of Housing Stock

The CRA, City and its partners will continue to focus on providing incentives for affordable and workforce housing, providing greater housing options for the residents of Wauchula through both adaptive reuse and redevelopment and new construction.

Economic Development

The CRA, City and its partners support continued cooperation and partnership to raise awareness of businesses in the CRA boundaries, create and maintain programs which benefit businesses and residents, provide grants and incentives to help spur development and redevelopment, and utilize bonding for potential projects which may benefit from a fast tracked and focused schedule.



Transportation & Mobility

The CRA, City and its partners will continue to monitor and evaluate parking and mobility needs in the CRA and immediate downtown area. As new development continues to come online, if need for parking arises, the CRA, City and its partners will undertake solutions such as shared parking arrangements before dedicating resources to construction of new surface parking areas.

Cultural & Recreational Resources

The CRA, City and its partners recognize the importance of parks in the community, and their ability to act as economic drivers and enhance the quality of life. Quality of life is essential to attract businesses, visitors and residents to the City of Wauchula. To that end, programs, services and activities, and improvements to Wauchula's parks will provide the community a sense of place that defines Wauchula.



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APPENDICES



*2019 Wauchula Community Redevelopment
Agency – Community Redevelopment Plan*

Appendix A

APPENDIX A – 2030 COMPREHENSIVE PLAN GOPS

GOALS, OBJECTIVES, AND POLICIES IN THE COMPREHENSIVE PLAN (GOPS)

Comprehensive Plan

The following GOP's relate to land use and development related issues within the CRA including proposed review and public participation.

Future Land Use

Policy 1.15 The City shall undertake a visioning process, from time to time, of the future physical appearance and qualities of the city, as a component of this Comprehensive Plan. Upon doing so, the City shall review the comprehensive plan, land development regulations and capital improvement program to ensure that these instruments will help to move the city toward its vision. When undertaking a visioning process, the process shall be a collaborative planning process with meaningful public participation; and shall be adopted by the City Commission upon completion. [163.3167(11), F.S.]

OBJECTIVE 2: Redevelopment and Renewal of Blighted Areas; Downtown Revitalization: The City shall protect the quality of its neighborhoods through continued code enforcement, site plan reviews, and the Community Development Block Grant program for the renewal and redevelopment of blighted areas. [9J-5.006(3)(b)2& 187.201(17), F.S.]

Policy 2.2: The City of Wauchula shall establish specific programs to be conducted in the elimination of blighted areas, including but not limited to the following: a) applying for Small-Cities Community Development Block Grant Program funds; b) identification of program funding sources to assist persons in relocation during federally-assisted rehabilitation or demolition activity; and c) enforcement of local building and housing codes.

Policy 2.3: The City of Wauchula shall continue to seek out and implement other appropriate federal, state, and private programs for redevelopment and renewal of blighted areas as outlined in the Housing Element of this plan.

Policy 2.4: The City shall develop strategies to rehabilitate those areas targeted for redevelopment activities; which may include, but not be limited to (1) increased code enforcement activities; (2) removal of dilapidated structures to create space for infill development; and (3) coordination of infrastructure improvements with rehabilitation activities.

Policy 2.5: The City shall protect its investment and continue to invest in its downtown by maintaining a schedule of routine maintenance and enforcing the city's minimum maintenance codes for property owners; and continue revitalization of the urban core through enforcement of the sign ordinance, beautification projects and incentive programs for revitalization of the downtown area.

Policy 2.6: The City will promote infill development and redevelopment as an important mechanism to revitalize and sustain its urban core by maintaining the existing land use map, which clearly identifies vacant parcels.

OBJECTIVE 3: Elimination of Incompatible Uses: The City of Wauchula will work toward the elimination or reduction of existing land uses and zoning designations inconsistent with the Future Land Use Element and Comprehensive Plan.

Policy 3.3: The City shall enforce its Unified Land Development Code that establishes compatibility criteria for adjacent land uses. These criteria will provide adequate separation or protection between existing land uses and proposed land uses of a different type which could have adverse impacts on previously approved development. The City Council shall assess and consider these adverse impacts in its zoning decisions, site plan approvals, and other regulatory actions. Mechanisms for ensuring compatibility between adjacent land uses may include:

- a) setback requirements;
- b) landscape buffering requirements;
- c) walls or fences;
- d) performance standards;
- e) access control; and
- f) other requirements as determined by the City Council.

In implementing its compatibility criteria, the City shall give primary consideration to preserving the integrity of residential neighborhoods, discouraging crime and civil disorder, protection of property values, and preservation of natural resources. However, this policy shall not be interpreted to protect land uses or activities which are illegal, or which have been established without proper authorization from the City. In addition, this policy shall not confer special status or protection on land uses which are nonconforming to adopted City codes or otherwise inconsistent with the Comprehensive Plan. [9J-5.006(3)(c)2]

OBJECTIVE 4: Protection of Historic and Culturally Significant Resources: As a part of the City's land development regulations, the City of Wauchula shall adopt and enforce standards and programs that protect historically and culturally significant resources. [9J-5.006(3)(B)4]

Policy 4.1: Historical properties and archaeological sites shall be designated by City Council. Criteria for local designation shall be included in land development regulations. Following designation as an historical or archaeological site or structure, demolition or alteration of such sites or structures may be granted only by the City Council. A vote by the City Council to permit the alteration or demolition of designated sites must be a majority consisting of no less than five (5) affirmative votes. This procedure does not replace or diminish established procedures for the alteration or demolition of structures or sites in the City but is an additional safeguard to protect structures and sites designated by City Council as meriting protection. [9J-5.006(3)(c)8]

Policy 4.4: Through the Policies specified in the Housing Element, the City will encourage investment and reinvestment in older neighborhoods, and other areas considered historically significant, to prevent deterioration of these areas and to preserve the historic resources of the community.

OBJECTIVE 6: Land Development Regulations and Urban Growth: The City of Wauchula will promote innovative land development techniques. The City's land development regulations shall set forth the criteria for utilizing such development techniques. [9J-5.006(3)(b)3,9]

Policy 6.2: The City of Wauchula's land development regulations shall provide for mixed-use developments and land uses which: a) maximize the use of public facilities and services, and b) protect environmentally sensitive lands, including wetlands and floodplains. [9J-5.006(3)(c)5]

Policy 6.4: The City of Wauchula will promote land development techniques such as planned development projects, zero lot line patio home subdivisions, and cluster housing techniques that increase development within higher density areas where public facilities are available. [9J-5.006(3)(c)7]

Policy 6.5: New development shall be consistent with the City's land development regulations for stormwater management, open space, safe and convenient on-site traffic flow, and parking. [9J-5.006(3)(c)4]

Policy 6.6: The City shall locate future land uses at densities and intensities that will discourage urban sprawl and leap frog development patterns. [9J-5.006(3)(c)7]

Policy 6.7: The City shall promote compact urban growth through the location of public facility expansions contiguous to existing developed areas. [9J-5.006(3)(c)2,3]

OBJECTIVE 8: Availability of Utility Facilities: The City shall ensure the availability of suitable land for utility facilities necessary to support proposed development. [9J-5.006(3)(b)9]

Policy 8.2: The City shall review and amend its zoning, subdivision, and other Land Development Regulations to ensure that adequate land for the provision of public facilities is available concurrent to the impacts of new development. [9J-5.006(3)(c)3]

Traffic Circulation Element

GOAL: The City of Wauchula shall insure the availability of safe, and convenient and efficient multi-modal transportation systems, both motorized and non-motorized. [9J-5.019(3)(a)]

Objective 1: Convenient and Efficient Transportation System

Provide safe and energy efficient multi-modal facilities at or above the level of service established in this element; and, coordinate the transportation system with future land uses. [9J-5.019(3)(b)1,2]

- Policy 1.2: Improvements to the multi-modal transportation system shall be coordinated to accommodate the land uses indicated on the Future Land Use Map at the level of service established in Policy 1.1. [9J-5.019(3)(c)4]
- Policy 1.4: For all municipal streets under City jurisdiction, the City will continue to add the yearly maintenance schedule to the 5-Year Capital Improvements Program (CIP) of the Comprehensive Plan's Capital Improvements Element. [9J-5.019(4)(c)7.]
- Objective 2: Coordination With Future Land Uses
- The City will continue to improve and construct a multi-modal transportation system that will meet the adopted levels of service standards, support the goals, objectives and policies of the future land use element, and support a desirable pattern of development in coordination with the uses allocated on the future land use map. [9J-5.019(4)(B)2.]
- Policy 2.1: The City will prioritize multimodal transportation system improvements based on: (1) meeting or exceeding level of service standards established in Policy 1.1; (2) correction of existing deficiencies; (3) available right-of way and system continuity; (4) support for development of the central core downtown; (5) support for development of infill areas; (6) minimum disruption of residential neighborhoods and designated historical areas; (7) measures for the reduction of greenhouse gas emissions; and (8) consistency with needs generated with uses shown in the Future Land Use Map.
- Policy 2.2: The City will continue to require an impact statement for all new development that addresses the impacts on roadway, pedestrian, bicycle and in the future, transit facilities, within the City.
- Policy 2.3: The City will promote mixed-use developments with multimodal provisions that include sidewalks, bikeways and trails linkages between commercial areas and residential areas. [9J-5.019(4)(c) 9.]
- Policy 2.4. If determined to be necessary to meet future traffic circulation needs, transportation impact fees shall be developed and adopted by the City. [9J- 5.019(4)(c) 7.]
- Objective 3: Downtown Parking Strategy: The City shall promote and invest in a safe and efficient system of parking with the proper quantity of spaces for customers and employees in the historic downtown commercial area. [9J-5.019(b) 1 & 2.]
- Measurable Targets: Promote public/private partnerships established for downtown parking; participate in City/CRA/Chamber of Commerce parking studies.
- Policy 3.1: The historic downtown commercial area shall be the focus of continued analysis of parking needs, vehicular traffic flow, pedestrian circulation patterns and overall traffic safety.
- Policy 3.2: The City shall maintain and promote the alley system in the downtown for loading purposes in order to reduce conflicts between delivery trucks and pedestrian traffic. [9J-5.019(4)(c) 2.]

- Policy 3.3: As development occurs within the historic downtown commercial area, the City will promote and allow on-street parking within the public right-of-way, which shall meet the parking needs of the business sector in accordance with City and FDOT standards. [9J-5.019(4)(c) 3.]
- Policy 3.4: The City will partner with businesses for the development of off-street parking that will be shared by customer and employee traffic within the downtown; and encourage informal agreements between public and private partners for shared parking between daytime and night time users, and between weekend and weekday users. [9J-5.019(4)(c) 3.]
- Policy 3.5: The City will continue to support traffic calming and landscaping to improve the appearance of the historic downtown commercial area. [9J-5.019(4)(c) 7.]
- Objective 4: Facilities and Strategies to Improve Mobility and Reduce Greenhouse Gas Emissions: To encourage energy efficiency and savings, and reduce emission of greenhouse gases, alternative modes of transportation and mobility shall be accommodated to create a community that is not solely reliant on the automobile for all transportation trips. [9J-5.019(4)(B)1.]
- Measurable Targets: Add sidewalks and bikeways within the City limits; pave sidewalks in vicinity of future transit stops; link future trails.
- Policy 4.1: The City will analyze the existing sidewalk network annually and identify key gaps in pedestrian routes, including near schools, parks, and trails; and in the future, transit stops. [9J-5.019(4)(c) 5.]
- Policy 4.2.: Funding priorities for correcting existing deficiencies and for future sidewalk improvements shall first be directed to locations where a critical public safety concern or an emergency exists; and second, serve pedestrian needs within ¼ mile of all schools, parks, and trails; and in the future, transit stops, aviation and rail facilities. [9J-5.019(4)(c) 6, 8, 14.]
- Policy 4.3.: The City will incorporate consideration of sidewalks and bikeways in all roadway improvements and new construction. Sidewalks and bikeway will be constructed where practical in the existing rights-of-way throughout the City. [9J-5.019(4)(c) 5, 6.]
- Policy 4.8.: The City will work with the FDOT and Hardee County in the identification of locations for sidewalks and bikeway on State and County highways. [9J-5.019(4)(c) 5, 6.]
- Policy 4.9. Design standards will be addressed as part of all development review in order to best accommodate pedestrians, bicycles, alternative vehicles (e.g. electric carts and scooters, etc.), and transit as it becomes available

Housing Element

- GOAL: Provide decent, safe and sanitary housing of the appropriate type, size, location and cost to meet the needs of present and future residents of the City of Wauchula. [9J-5.010(3)(a)]
- Objective 1: Creation and/or Preservation of Affordable Housing

The City of Wauchula shall ensure the provision of adequate and affordable housing for the City's current and anticipated future residents and households, and households with special needs including rural and farmworker housing through infill of its existing platted subdivisions, and the application of its zoning and other land development regulations. [9J-5.010(3)(b)(1)]

Policy 1.3: The City will continuously review land development regulations and the permitting process in order to streamline the permitting process and minimize housing costs and delays for housing, especially affordable housing. Possible improvements may include, but shall not be limited to:

- elimination or modification of conflicting or excessive regulations;
- time limits for the review of development proposals;
- consolidation of multiple public hearings; and
- waiving of processing fees for affordable housing projects.

[9J-5.010(3)(c)2]

Objective 3: Elimination of Substandard Housing

Actively pursue the rehabilitation, elimination and or replacement of substandard housing while seeking to improve the structural and aesthetic conditions of existing housing. [9J-5.010(3)(b)2]

Measurable Targets: Number of units demolished, number of replacement units built on those demolished home sites, and number of units rehabilitated during the planning period.

Policy 3.1: Increase enforcement of the City's building code, particularly in those neighborhoods where code violations appear to be more prevalent. [9J-5.010(3)(c)4]

Policy 3.2: Assist neighborhood improvements by providing assistance, through the proposed joint housing program, as outlined in Policy 2.1, to property owners in meeting code regulations, and by concentrating capital budget improvements in these neighborhoods. [9J-5.010(3)(c)4]

Policy 3.3: Develop an active partnership with the private sector and citizens in which the rehabilitation of existing substandard housing is encouraged through financial and technical assistance. [9J-5.010(3)(c)4]

Objective 5: Conservation of Existing Housing

The conservation, rehabilitation or demolition of housing will be ensured through federally-assisted housing and community development programs, technical assistance, and interagency coordination. In this process, historically significant units will be identified and given special consideration. [9J-5.010(3)(b)5]

Measurable Targets: Number of units demolished, number of replacement units built on those demolished home sites, and number of units rehabilitated during the planning period using federally assisted housing program money, CDBG money, or interagency coordination.

Policy 5.1: Concentrate public facility and service improvements in existing neighborhoods in order to upgrade their quality.

Policy 5.2: Encourage individual property owners to increase private reinvestment in housing through technical assistance. [9J-5.010(3)(c)4]

Policy 5.3: The City of Wauchula shall continue to enforce its adopt a housing code and standards which address the quality of housing, stabilization of neighborhoods, and identification and improvement of historic housing. The City of Wauchula will adopt housing quality standards no less stringent than those of the U.S. Department of Housing and Urban Development Section 8 Existing Housing Program. [9J-5.010(3)(c)3]

Infrastructure Element

GOAL 1 It shall be a goal of the City of Wauchula to provide its citizens public services in such a manner that the delivery of these services protects investments through fiscal responsibility, promotes orderly growth and redevelopment of the City, and ensures the protection and preservation of the environment.

Objective 1.1: Correcting Existing Facility Deficiencies and Maximizing Current Facilities
The City of Wauchula shall correct any existing deficiencies in the municipal water and wastewater systems, through a continued program of regular inspection, maintenance, renovation, and replacement. [9J-5.011(2)(b)1]

Measurable Targets: Number of inspections of wastewater and potable water facilities; number of deficiencies identified; number of deficiencies correction.

Policy 1.1.1: The City shall continue a program to replace or repair segments of the water and wastewater systems as necessary to maintain the level of service standards established in this plan. [9J-5.011(2)(c)1]

Policy 1.1.2.: The City shall continue its current program to prioritize necessary replacement, correct any deficiencies, and provide for future needs of the City for all municipal services. [9J-5.011(2)(c)1]

Objective 1.3: Design/Operational Criteria and Level of Service Standards
The City shall design/operate and maintain Level of Service standards for all municipal services, as established by this Comprehensive Plan. [9J-5.011(2)(b)2]

Measurable Targets: Meet or exceed adopted Level of Service standards during the planning period; number of deficiencies corrected to meet or exceed the water quality standards adopted by reference in Chapter 62-25, F.A.C., for all stormwater management facilities; number of times the system dropped below the operational minimums; number of variances approved to the stormwater management criteria.

Policy 1.3.1: The City establishes the following Levels of Service:

Sanitary Sewer	170 gallons of treatment per person per day
Potable Water	Residential: 138 gallons per person per day Non-residential: 380 gallons per day per equivalent residential unit

Solid Waste	Disposal of 4.28 pounds per person per day
Stormwater Management Facilities for existing development	Designed for a 3-year, 24-hour storm event
Stormwater Management Facilities for new development	Designed for a 25-year, 24-hour storm event

[9J-5.011(2)(b)(2)a]

Policy 1.3.3: Stormwater management facilities shall be designed to accommodate the 25-year, 24-hour design storm to meet the water quality and quantity standards that follow:

a: Water Quantity: Peak post-development runoff shall not exceed peak pre-development runoff rates.

b: Water Quality: Treatment of stormwater runoff shall be required for all development, redevelopment and, when expansion occurs, existing developed areas. The stormwater treatment system or systems can be project specific, serve sub-districts within the City or be a system to serve the entire City. Regardless of the area served and in accordance with Chapter 62-25, F.A.C., the stormwater treatment systems must provide a level of treatment for the runoff from the first one (1) inch of rainfall for projects in natural drainage basins of 100 acres or more, or as an option, for projects or project subunits in natural drainage basins of less than 100 acres, the first one-half (1/2) inch of runoff, from the design storm in accordance with Rule 62-25, F.A.C. in order to meet the receiving water quality standards of Rule 62-302, section 62-302.500, F.A.C. Stormwater discharge facilities shall be designed so as to not lower the receiving water quality or degrade the receiving water body below the minimum conditions necessary to maintain their classifications as established in Chapter 62-302, F.A.C. It is intended that all standards in these citations are to apply to all development and redevelopment and that any exemptions or exceptions in these citations, including project size thresholds, do not apply for concurrency determinations.

Infill residential development within improved residential areas or subdivisions existing prior to the adoption of this comprehensive plan, must ensure that its post-development stormwater runoff will not contribute pollutants which will cause the run-off from the entire improved area or subdivision to degrade receiving water bodies and their water quality as stated above. [9J-5.011(2)(c)2.c]

Objective 1.6: Protection of Natural Drainage Features and Man-made Drainage Structures

Protect natural drainage features, man-made drainage structures and the Peace River from receiving stormwater runoff that could degrade water quality in the City or downstream from the City.

[9J-5.011(2)(b)5]

Policy 1.6.4: The City shall regulate stormwater run-off for new development through the enforcement of performance standards for design and treatment of stormwater facilities at least as stringent as those specified in Section 62-25, F.A.C. [9J-5.0011(2)(c)4]

Policy 1.6.5: The City shall continue to participate in the Federal Flood Insurance Program.

- Policy 1.6.8: The City shall only extend stormwater management facilities to new areas if such an extension will not exceed the present ability of the City to provide protection from flooding to presently served areas, consistent with the established level of service standard for new stormwater management facilities. [9J-5.011(2)(c)1]
- Objective 1.7: Provision for Collection of Solid Waste
The City of Wauchula will provide for the environmentally sound collection and disposal of solid waste to meet the needs of the residents of the City. [9J-5.011(2)(b)1,2,5]
- Policy 1.7.1: The City of Wauchula shall ensure that all solid waste within the City limits is collected. [9J-5.011(2)(c)1]
- GOAL 2: Ensure the provision of adequate water resources to meet the needs of all residents, businesses, and visitors in Wauchula.
- Objective 2.1: The City of Wauchula shall provide sufficient amounts of safe, high quality water to meet the needs of current and future users through the year 2018.
- Policy 2.1.3 Through its concurrency review process, sufficient sources of water shall be in place, or scheduled to be in place to serve new development. Prior to issuance of a building permit, the City shall verify concurrence that its water system can provide an adequate supply of potable water to serve a new development or construction by the anticipated date of issuance of a certificate of occupancy or its functional equivalent signifying that the impact of the development may occur.
- Policy 2.1.4 The City shall conserve water sources by continuing to require all new development and redevelopment to utilize native drought tolerant landscaping, water conserving plumbing fixtures, and efficient irrigation design.

Recreation and Open Space Element

- GOAL: To provide and maintain a sufficient number of recreational sites and facilities and open space areas to meet current and future needs of the residents of Wauchula.
- Objective 1: Ensure Public Accessibility to Recreation Facilities
The City of Wauchula shall ensure access to all City-owned recreational sites and facilities.
- Measurable Targets: Survey for opinions of users as to the level of accessibility; percent increase in signage for parks; improvement in accessibility.
- Policy 1.1.: The City of Wauchula shall provide appropriate signage that clearly indicates the location of new and existing recreational areas and park sites.
- Policy 1.2: The City of Wauchula shall add bicycle racks to all city parks lacking them in order to improve accessibility via bicycle.

- Policy 1.3: The City of Wauchula shall maintain the quality of its public access point to the Peace River through continued implementation of its park maintenance program.
- Policy 2.2: The City shall support continued public access to recreation facilities owned or maintained by the School Board.
- Policy 2.3: The City will coordinate with the School Board to co-locate public recreation facilities.
- Policy 2.4: The City of Wauchula shall continue to require future development to contribute to the recreation inventory of the City by the construction of recreational facilities, land donation, fees, or other methods.
- Policy 2.5: The City will work with the Hardee County Parks and Recreation Division regarding the location and development of future county community and regional parks.
- Policy 3.3: The City will add recreation equipment to sites that need additional recreation facilities; based on service area needs, age of equipment, etc., and these needs shall be programmed into the Five Year Schedule of Capital Improvements.
- Objective 4: Provision of Open Space
The City of Wauchula shall ensure that open space, and any future natural reservation areas are protected from incompatible land uses and are preserved to retain the natural attractiveness and character of the City

Measurable Targets: Any addition to a base year acres of 168.34 permanently classified as Conservation or Recreation.
- Objective 5: Provisions for Access to The Peace River
The City of Wauchula will identify and provide additional public access points to areas of natural beauty and scenic importance along the Peace River.
- Policy 5.1: The City will pursue acquisition of appropriate parcels of land through the Preservation 2000 Program or other appropriate City/State partnerships for the protection of environmentally sensitive lands, which protect unique, rare and or endangered habitat, assure survival of listed wildlife species, protect scenic water corridors and their shoreline ecosystems and provide public access and open space.

Intergovernmental Coordination Element

- GOAL: Provide for the coordination and cooperation among all pertinent public, quasi-public and private entities to ensure efficient and effective use of available resources.
- Objective 1: Coordination With Other Units of Government

Consider the plans of other agencies, special districts and all levels of governments.
- Policy 1.1 The City will review the plans and independent special district facility reports of any future transit authorities, the Hardee County School Board, the Southwest Florida Water Management District

(SWFWMD), any airport master plans and any college and/or university master plans presented to the City, and identify and resolve conflicts with the City of Wauchula Comprehensive Plan, including concurrency related items.

Policy 1.2 The City will coordinate with other agency staff and governing boards in order to resolve issues raised in Policy 1.1.

Policy 1.3 The City will consider amending its Comprehensive Plan based upon the review of plans and discussions identified in Policy 1.2.

Capital Improvements Element

GOAL: The goal of this element is the provision of public facilities and services in a timely, efficient, and fiscally sound manner in order to meet current and future needs of the community.

Objective 1.1: The Capital Improvement Element will serve as a means to correct existing deficiencies in public facilities or services, to provide those facilities and services in order to meet the needs of future growth, and to replace obsolete or worn out facilities. A five-year schedule of Capital Improvements will be maintained. The schedule will meet concurrency requirements of Chapter 163, Florida Statutes, and Rule 9J-5, Florida Administrative Code, that require public facilities and services be available, at levels of service consistent with those adopted in the Comprehensive Plan, when the impacts of development occur.

Policy 1.1.3 Prioritization of capital improvements projects will be based on several criteria, including: financial feasibility; the elimination of public hazards; and the elimination of capacity deficits.

Objective 1.3 Construction, improvement, or replacement of public facilities shall be provided at a level that maintains level of service standards as adopted in the Comprehensive Plan. Facilities necessary to maintain the level of service standards will be included in annual updates of the 5 Year Capital Improvements Plan.



*2019 Wauchula Community Redevelopment
Agency – Community Redevelopment Plan*

Appendix B

ANNUAL REPORT FISCAL YEAR 2017-2018

The Wauchula Community Redevelopment Agency (CRA) saw a lot of activity happening in FY 17 – 18. Often times community excitement and buzz gets lost during the planning phase of a project, so this past year it was very exciting to actually move forward and onto implementation and completion.

The CRA continues to follow the Redevelopment Plan Update adopted by the CRA Board in 2010 while continuing to fulfill the intent of the CRA program as outlined in F.S. 163 Part III. This report will provide a summary of highlights from FY 2017 – 2018 as well as the budget and boundary details.



HOUSING

In FY 15–16, the CRA issued two RFP’s for mixed use developments; one new construction and one building rehabilitation. This past year we were able to see the beginning of construction for a new three story, mixed use property that will include eight apartments and three or four commercial spaces. We also saw the completion of the building renovation, West Park Place, that includes eight apartments and one commercial space.



In FY 16–17 the CRA awarded funds for a third mixed use project, Palmetto 8. This project broke ground in 2017 and has actively been under construction ever since. They are targeted for completion late summer of 2019. This will add another eight apartments, a dental clinic, and additional office space.

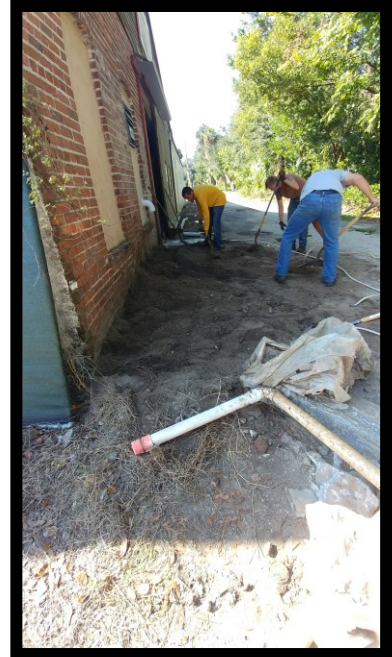
These three mixed use projects are a clear example of how a CRA can benefit a community by combining public and private dollars to accomplish revitalization. The CRA also partnered with the Hardee County Industrial Development Authority to provide additional funding in order to keep the rental rates affordable for our working class. This need came from a series of workshops held by the IDA and Hardee County BOCC in 2015. For these projects to make financial sense to a developer, the incentives were necessary.



BROWNFIELD

The brownfield site at 226 W. Main Street continued to be monitored. The system installed by Biovation was removed due to the extended amount of time it was taking to clean the site. The CRA Board agreed to seek from FDEP a closure with conditions status. In order to be eligible for this, monitoring must show a consecutive four quarters of levels within range. Monitoring will continue into FY 18–19.

The CRA was successful in receiving funds from the 2016 Voluntary Clean-up Tax Credit application. These funds will help offset the cost put into the clean-up process. A 2017 application has been submitted and approved as well.



PARKS AT PEACE RIVER

In 2015 the CRA embarked on a project to enhance the quality of life for the residents of Wauchula and Hardee County as well as visitors. The goal is to enhance the already highly utilized Crews Park. Through a series of public meetings, the project expanded to include Peace River Park as well, creating Parks at



Peace River. It took several years of planning and putting funding together, but with the award of a Florida Recreation and Trails Program Grant for a portion of the project, in 2018 the CRA was ready to move forward. An RFP was issued to select a contractor for the project. XGD Systems was awarded the contract. At the end of FY 17–18 contract negotiations were still underway to get the project within budget.



ENTRYWAY SIGNS

The CRA designed a directional wayfinding system to include six large signs along Highway 17 North and South, six pedestrian signs, and two entryway signs. The wayfinding signs were installed in 2016 and in May of 2018, the entryway signs were installed; one at the north and one at the south end of Wauchula. These beautiful signs are yet another step toward creating a destination rather a pass through along Hwy 17.

PAINT THE TOWN

With the help of Main Street Wauchula, Inc., the CRA revitalized the NE area of the city through the 6th Annual Paint the Town Program. With 180 volunteers working together to get nine homes painted in one day, 2018 was our largest year yet. Since 2013, 805 volunteers have painted 41 homes throughout the city.



MAIN STREET WAUCHULA, INC



The CRA is able to further their redevelopment efforts through the partnership with the Main Street Wauchula, Inc. This non-profit organization maintains both a Main Street America accreditation as well as a Florida Main Street designation. With the collaboration of many volunteers, the downtown business owners, and local government, Main Street Wauchula, Inc. strives to bring about economic development by preserving the very core of our community. Highlights for the year include but are not limited to:

- Received a Historic District designation from the National Register of Historic Places
- 6 new businesses open with 19 employees
- Shop Small Saturday promotions brought 159% increase in transactions in 108% increase in sales since this promotion was started in 2015.
- Brought the community together by hosting a series of activities in Heritage Park: 56 Fitness in the Park classes; 35 Open Mic artists; 7 Movies in the Park, and FUN FRIDAY every Friday!
- Awarded \$3,500 in Façade Grants which incentivized \$13,300 in private investments downtown
- Funded 1 historic building appraisal
- Funded architectural concepts for 5 historic upper floors



FINANCIAL REPORT FOR FY 2017 - 2018 (Ending September 30, 2018)

**CITY OF WAUCHULA
COMMUNITY REDEVELOPMENT AGENCY
AS OF SEPTEMBER 30, 2018**

ASSETS

CLAIM ON POOLED CASH	\$	550,377.99
	\$	550,377.99

LIABILITIES

AP POOLED	\$	(27,434.63)
WAGES PAYABLE-PAYROLL A/C	\$	(2,040.74)
	\$	(29,475.37)

FUND BALANCE

BUDGET FUND BAL. - SYSTEM	\$	(542,847.15)
FUND BALANCE	\$	(62,549.30)
	\$	(605,396.45)

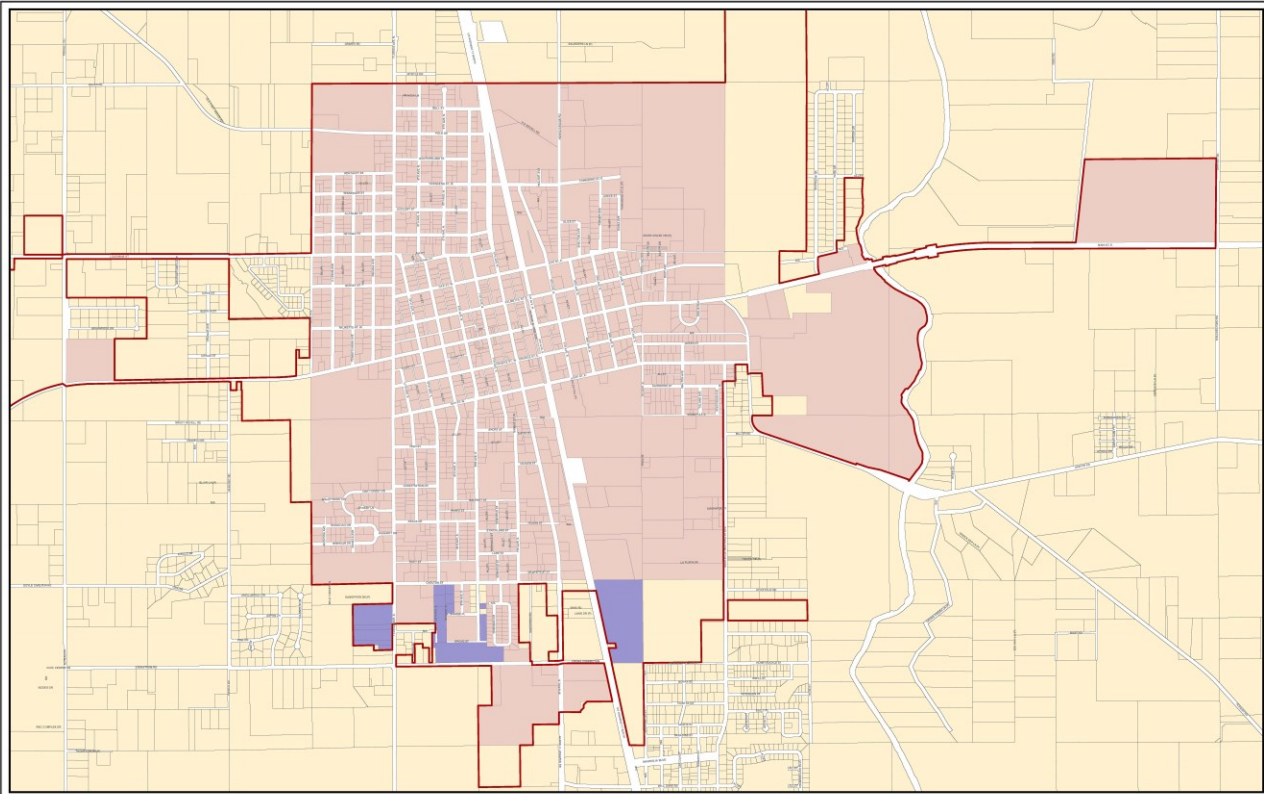
REVENUE

IDA GRANT- DOWNTOWN DEVELOPMENT	\$	(200,000.00)
INTEREST -- CRA MM	\$	(1,138.81)
PARK PLACE LEASE	\$	(14,400.00)
SALE OF VCTC	\$	(49,140.76)
CONT. HARDEE CO. TIF	\$	(374,611.00)
INSURANCE REIMBURSEMENTS	\$	(25,244.06)
TIF TRANSFER FROM GEN FUND MM	\$	(237,776.00)
	\$	(902,310.63)

FINANCIAL REPORT CONTINUED

EXPENSE

EXECUTIVE SALARIES	\$	79,453.63
PROF SERVICES - GENERAL	\$	9,628.81
ACCOUNTING AND AUDITING	\$	2,622.50
CRA MASTER PLAN	\$	40,722.52
CONTRACTUAL SERVICES	\$	51,372.26
BROWNFIELD CLEANUP	\$	103,635.81
SPONSORSHIPS & PROMOTIONS	\$	6,581.85
TRAVEL & PER DIEM	\$	565.76
COMMUNICATION - TELEPHONE	\$	962.51
RENTALS & LEASES	\$	12,000.00
INSURANCE	\$	1,412.83
REPAIRS & MAINTENANCE	\$	22.92
PRINTING & BINDING	\$	1,597.20
OPERATING SUP & EXP	\$	698.70
BOOKS, PUBLICATIONS & ED	\$	768.00
PROP TAX - INCOME PROPERTIES	\$	2,209.65
STORM WATER UPGRADES	\$	9,000.00
ENTRYWAY SIGNS	\$	51,204.00
CREWS PARK	\$	152,428.00
PRIN - CRA PROJECTS	\$	29,545.58
INTEREST - CRA PROJECTS	\$	559.60
GRANTS - RESIDENTIAL	\$	10,214.42
GRANTS - COMMERCIAL	\$	394,401.80
CONTRIBUTIONS-MAIN ST PRO	\$	25,000.00
AUDIT ENTRIES	\$	196.11
	\$	986,804.46



UD2
CRA
CRA 2

HARDEE COUNTY PROPERTY APPRAISER'S OFFICE
KATHY L. CRAWFORD, PROPERTY APPRAISER

Hardee County Property Appraiser's
Office is not responsible for any errors
or omissions contained herein.
This is not a warranty.
Prepared by Lisa M. Fitzhugh 3/14/2019



The Wauchula Community Redevelopment Area consists of 1,672 parcels within the limits of the City of Wauchula. (255 of those parcels do not generate property tax)



*2019 Wauchula Community Redevelopment
Agency – Community Redevelopment Plan*

Appendix C



Community Redevelopment Plan Update

*City of Wauchula Community Redevelopment Agency
Market Assessment*

March 2018



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INTRODUCTION

A Market Analysis was prepared as part of the City of Wauchula Community Redevelopment Area (CRA) Master Plan Update to provide insight into existing conditions and a summary of local demographic, economic, and real estate patterns in the context of macro-level trends. Ultimately, macro-level context and local considerations were leveraged to prepare an analysis of Wauchula’s Strengths, Weaknesses, Opportunities, and Threats (SWOT).

PURPOSE OF STUDY

- *People.* Evolving population dynamics that drive demand for real estate, including age cohorts, household size and composition, race and diversity, and income levels.
- *Prosperity.* Employment-based metrics, highlighting shifts in industry sectors likely to drive patterns of wage growth, business location, and site selection.
- *Place.* Desires for successful communities, including housing preferences, non-residential development pressures, and mixed-use patterns.



EXTERNAL FORCES & INTERNAL TRENDS

The market assessment is considered from two perspectives: external forces and internal trends. The first section presents external forces, which occur at a macro-level scale outside the community, but often have subsequent effects on local growth, development, and regulations. The section on internal trends focuses, more specifically, on how the CRA is leveraging or diverging from the documented external forces. Combined, these influencers provide a comprehensive view when considering the future growth patterns and development potential in the CRA.

AREA DESCRIPTION

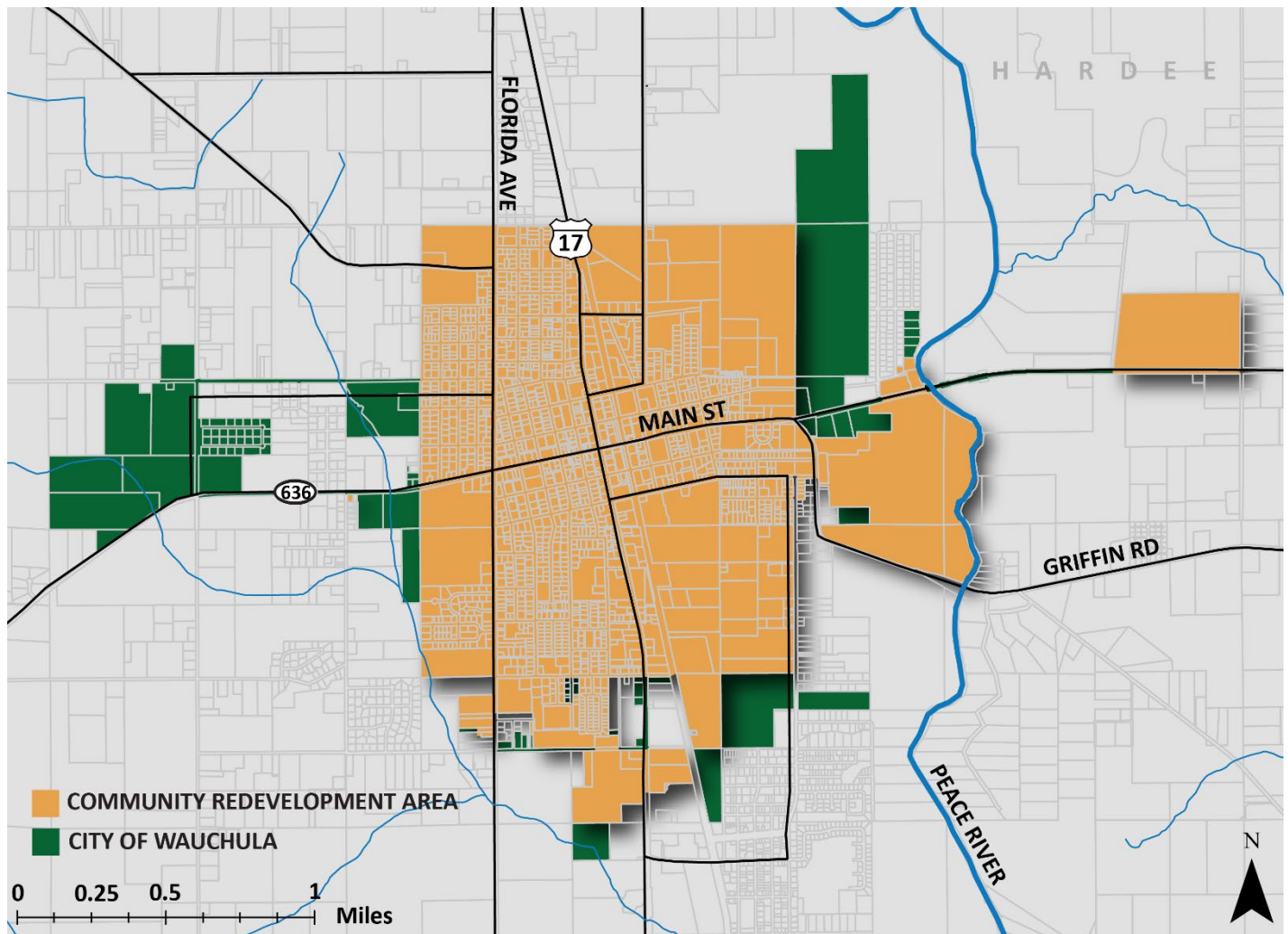
Wauchula is centrally located between the major metropolitan areas of South and Central Florida, in the heart of the Peace River Valley along the US 17 corridor. The CRA includes the majority of the city limits, encompassing all of the urban core, the US 17 corridor, as well as some outlying opportunity areas. The boundary of the CRA was used for all data collection in this study at the local level and, since the boundaries of the CRA and the City are so similar, a significant difference in data trends is not expected between the two geographies. The City Wauchula, as well as the CRA, are contained within the Wauchula Micropolitan Statistical Area (μSA), which is comprised of Hardee County as defined by the US Census.

Like other rural communities in the area, Wauchula faces challenges including stagnant population growth, decline in employment in many primary industries, fewer development opportunities, extreme weather events, and uncertainty associated with primary economic anchors. Historically, the City has been known for its agriculture (primarily cucumbers and citrus) and phosphate mining industries, cattle ranches, and affordable seasonal housing for retirees.

As will be discussed, the dominance of the agricultural and mining industries has significantly influenced local demographic and economic trends, including large shares of minority populations and resulting housing and consumption preferences.

MAP OF CITY OF WAUCHULA CRA

City of Wauchula Community Redevelopment Area, 2018



Source: Kimley-Horn

ECONOMIC ANCHORS

This section provides an overview of key economic anchors and influencers in or near the Wauchula CRA. These anchors have a direct impact on real estate performance, supply, and demand in Wauchula and throughout Hardee County.

DOWNTOWN WAUCHULA



Downtown Wauchula is the heart of the City. Main Street Wauchula, Inc. (MSW), a designated Florida Main Street Program and accredited Main Street America Organization focused on economic development, defines the area's boundaries as Palmetto Street to the north, Third Avenue to the east, Orange Street to the south, and Florida Avenue to the west. Uses in this area include retail and restaurants, professional services, personal care services, and government. The commercial building stock is primarily attached one- and two-story storefronts served by on-street parking. Freestanding single-use structures with surface parking lots are also represented. Major landmark buildings include the Train Depot and former City Hall building.

Several programs and initiatives with the aim of downtown revitalization have been undertaken and are in progress, both collaboratively and independently by the CRA, MSW, and Hardee County Industrial Development Authority. All three organizations offer various incentives and business support, including technical assistance and funding mechanisms, to encourage new business development/relocation/expansion and property maintenance. To foster a more engaged community and improve public perception of downtown, family-oriented events and festivals, including beautification projects, fitness activities, games, and antique fairs, are organized regularly. Often these events are held at the Main Street Heritage Park as a community gathering space. Recent public investments in physical infrastructure include extensive

streetscaping upgrades to improve walkability and the renovation of a parking lot to better serve visitors to downtown.

Recognizing the need for additional workforce housing in Hardee County, the City's Community Redevelopment Agency released an RFP in 2016 seeking development partners to construct a new mixed-use development valued at \$1.5 million at a selected catalytic site in the downtown. Unlike a typical RFP process, the selected development team is required to execute one of four conceptual designs for the property prepared and approved by the city in 2015. A companion RFP released at the same time sought partners to renovate and retrofit existing buildings within the downtown to include additional residential units. Together the projects will bring 15-17 apartments targeted at the workforce/median income household. The City's Community Redevelopment Agency and Hardee County Industrial Development Authority are working together with the selected teams to support the residential additions in downtown Wauchula.

NATURAL RESOURCES: PHOSPHATE MINING

Another key player in the region's economy is the Mosaic Company, a Fortune 500 Company. Mosaic is the world's largest producer of combined potash and phosphates. The company's largest global operations are located in Central Florida, specifically Hardee County, where the company owns 40% of the land. Here the company mines and processes phosphates, a plant nutrient that support the region's citrus and agricultural industry. The company's area operations account for 65% of U.S. farmers' supply of phosphate fertilizers, and 12% of global supply. According to Enterprise Florida, Inc., fertilizer is one of the state's leading exports with a 2016 value of \$1.7 billion, with Mosaic contributing over \$468 million in payroll and \$26 million in state real estate taxes.

Mosaic grew their presence in the region in 2014 with the acquisition of CF Industries, which included phosphate mining operations and a



beneficiation plant in Hardee County and manufacturing facility in nearby Plant City. The company, which is one of the largest employers in the county, entered an economic agreement to provide \$42-million to the county over a 10-year period. The agreement encourages the development of infrastructure projects, water supply solutions, energy research, tourism and of catalytic investments to support the community. Additionally, the company has developed Hardee Lakes Park and the Streamsong Resort and Conference Center, both located on formerly mined land in nearby Bowling Green. Hardee Lakes Park, located in the northwestern corner of Hardee County, is a premiere destination for the area.

AGRICULTURE: CITRUS ORCHARDS



The citrus industry's impact on the state of Florida is estimated at \$8.6 billion a year, with nearly 437,000 acres of citrus grown in Florida generating over 45,000 full- and part-time jobs in the entire state. Hardee County is at the center of the industry as one of the top five citrus producing counties in the state. While a critical segment of the region's economy, the combined forces of hard freezes, significant weather events, tree-killing diseases, and global competition from markets such as Brazil, have impacted the industry resulting in a decline in the state's citrus production.

In September 2017, Hurricane Irma destroyed up to an estimated 75% of some growers' crops in Florida's citrus-growing regions. State and federal aid is being sought to stabilize the area's citrus farms as leadership recognizes the industry as critical to the economic vitality and competitiveness of the state's rural towns and cities.

HEALTHCARE: REGIONAL MEDICAL FACILITIES

Florida Hospital Wauchula has been recognized as one of the "Top Rural Hospitals" in the nation and received the "Leap Frog" patient safety

designation three years in a row. Building upon the legacy of regional care, in 2016, Florida Hospital Wauchula broke ground on a new facility to serve the needs of Hardee County. Developed in partnership with Adventis Hospital System, the City of Wauchula and the Hardee County Industrial Development Authority, the new \$32 million hospital opened in late 2017.

The development partnership weighed the possibilities of renovating the existing hospital, with resulting market studies supporting the development of an all new facility. At 50,000 square feet, the new hospital is roughly the same size as the previous one, yet offers expanded state-of-the-art care and services, including the county's only emergency room, a 25-bed transitional care unit, and therapy rooms. The previous medical facility will be evaluated for future use and is currently owned by the Hardee County Industrial Development Authority.





EXTERNAL FORCES

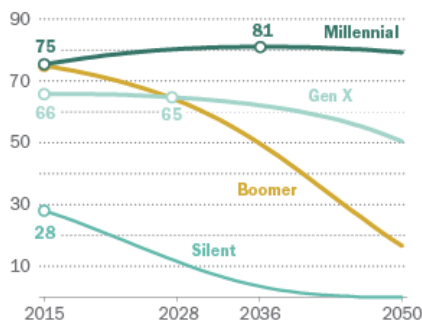
PEOPLE

To better understand dynamics impacting the real estate market, both now and in the future, this section highlights key national demographic patterns that could help to better understand the profile of Wauchula residents.

AGE CHARACTERISTICS

Projected population by generation

In millions



Note: Millennials refers to the population ages 18 to 34 as of 2015.
 Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2015 population estimates

PEW RESEARCH CENTER

The Rise of the Millennials

Born roughly between 1981 and 1997, Millennials have overtaken the Baby Boomers as the largest generation in the United States. Millennials now comprise roughly 23.8% of the population (slightly more than 23.7% for Baby Boomers). The largest segment of the generation is still in their early- to mid-20s, meaning that the generation’s impact, particularly on housing choices, will only continue to grow. It should be noted that the age ranges for generations is not firmly established among researchers, the quoted birth years may vary.

This generation will have profound impact on real estate trends for years to come. Their influence continues to grow as only a portion have moved

out of their childhood homes and a substantial percentage are choosing to rent, leading to delayed entrances into traditional home-buying years. Although this generation is on track to be the most educated of any age group to date, they are also significantly more impacted by student debt.

Aging Baby Boomers

Although Millennials are now the largest cohort, Baby Boomers still comprise over 23% of the total national population. Many in this cohort are still working, resulting in elevated spending potential. Some in this cohort are now driving demand for a maintenance-free lifestyle close to family, friends, and activity centers that allows ease of access to shopping, dining, religious, and cultural or recreational amenities.

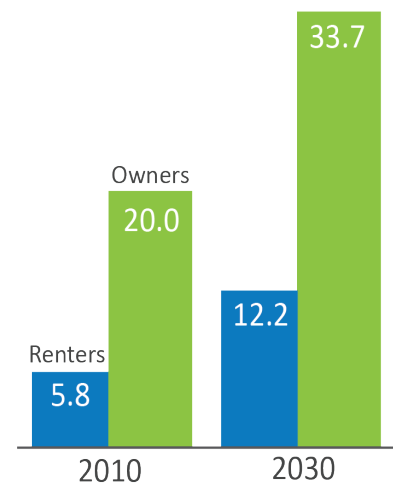
While some Baby Boomers will seek higher-density rental options (largely due to continued national issues related to financing and liability for condominium construction), the vast majority of this cohort still prefer homeownership (McIlwain, 2012). Baby Boomers were the first generation that grew up in the suburbs so it is not surprising that they still possess high homeownership rates, upwards of 70%. However, Baby Boomers have accounted for the largest net increase in renter households in the last five years. The number of renters who are 65 or older is expected reach 12.2 million by 2030, more than double the level in 2010 (Goodman, Pendall, & Zhu, 2015). As baby boomers age, a wide array of housing options, including a continuum of care facilities, will be in demand to accommodate this group.

HOUSEHOLD SIZES AND FORMATION

The average household size in the U.S. has gradually declined, driven by the influence of large Millennial and Baby Boomer generations. Single-person households across the nation have experienced explosive growth since 2000 and are at comparable levels with two-person households in some metropolitan areas. This impacts the demand for a variety of housing types, including single-family detached, townhouses, and multi-

Senior Household Projections

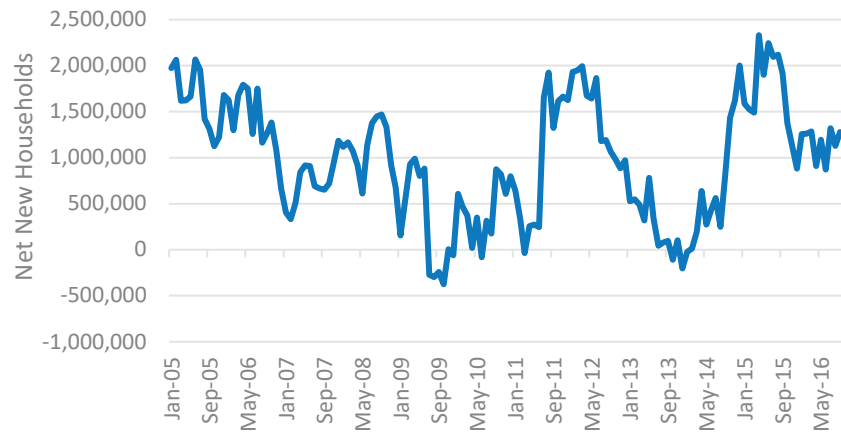
Millions of senior households



Source: US Census; Kimley-Horn

family units. While the national average size of all households was 2.58 in 2010, the average for those with a Hispanic or Latin householder was significantly larger at 3.52 persons per household, the largest household size in comparison to all other racial and ethnic demographics.

Household Formation, United States 2005-2016



Source: US Census Housing Vacancies and Homeownership; Kimley-Horn

The formation of new households was highest nationally between 2004 and 2006, before falling during the recession in 2008. The drop-in household formation was impacted by young adults living at home longer or relying on roommates and an increase in multi-generational households. While household formation has stabilized, it is unlikely that it will consistently meet or exceed measures exhibited before the 2007-2009 Recession.

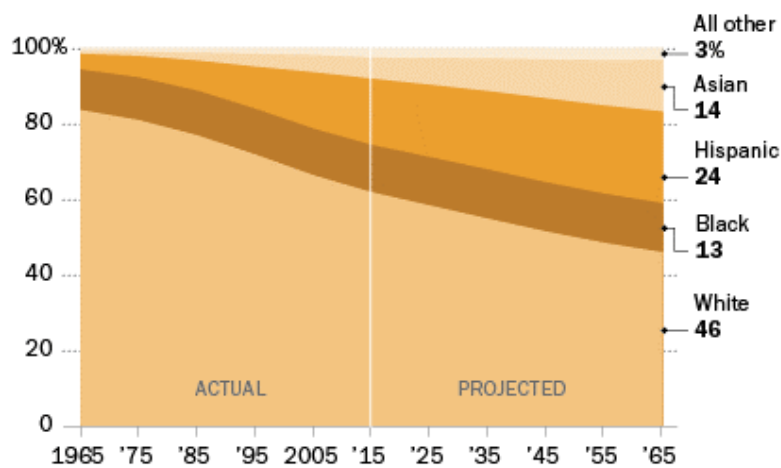
RACE AND DIVERSITY

The United States is more diverse than ever, largely driven by immigration and inter-racial marriage. According to a study prepared by the Pew Research Center, there will not be a single racial or ethnic majority (greater than 50%) in the United States by 2045 (Pew Research Center, 2015). The overall share of White residents in the United States has declined from 85% in 1965 to approximately 60% today. That number is expected to reach 46% by 2065, off-set by increased shares for Asians and Hispanics.

Nearly 14% of the national population is foreign-born today, compared to approximately 5% in 1965. Latin America and Asia account for the largest shares of population increase through immigration. Millennials, now the largest generation, are comparably more diverse with approximately 43% of the population in this age group identifying as non-white.

The changing face of America, 1965–2065

% of the total population



Note: Whites, blacks and Asians include only single-race non-Hispanics; Asians include Pacific Islanders. Hispanics can be of any race.

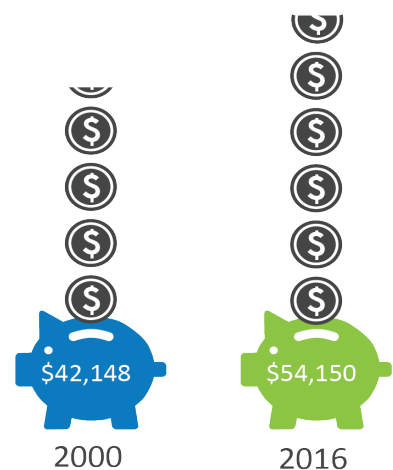
Source: Pew Research Center 2015 report, "Modern Immigration Wave Brings 59 Million to US, Driving Population Growth and Change Through 2065"

PEW RESEARCH CENTER

INCOME LEVELS

The most recent median household income figure available for the United States was estimated at \$54,150 in 2016, a 1.7% increase over a one-year period. Median household incomes reached a 10-year low in 2012 at \$52,970, as job growth and economic recovery remained slow. The labor market is experiencing consistent momentum, resulting in more substantial annualized growth in median income and increased spending potential. However, it should be noted that not all industries have experienced recovery at the same pace, with higher-wage jobs generally bouncing back more quickly than those paying less.

National Median Household Income



Source: US Census; Kimley-Horn

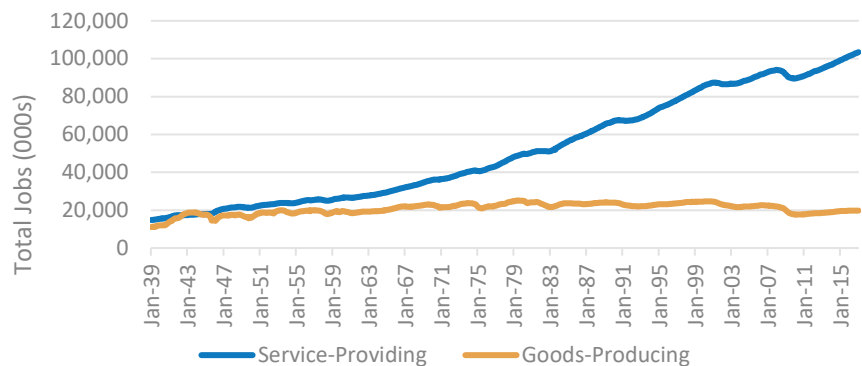
PROSPERITY

This section presents macro-level forces, including trends in key employment sectors, location preferences of company decision makers, wage growth, and educational attainment, that influence resident and employee spending potential at the local level.

SURGE OF SERVICE-SECTOR JOB CREATION

Service-based jobs make up most of the total employment in the United States and cover a wide expanse of industry sectors, most notably retail and wholesale trade, professional and business firms, healthcare, education, food and hospitality, and government. The growth in services began accelerating in the 1960s while manufacturing jobs have remained largely stagnant (Short, 2011). Nationally, more than three out of every four jobs in the current economy are service-related, and this sector's dominance is only expected to increase.

Total Employees by Sector, United States, 1939-2017



Source: FRED Economic Data, Federal Reserve Bank of St. Louis

The ten occupations with the largest projected growth through 2020 are all in the service sector. In fact, 29 of the top 30 industry sectors that are projected for high growth are service-related, with education, healthcare, and professional and business services are poised for the strongest growth (Department for Professional Employees, 2008). In fact, by 2018 more than one in four jobs nationally will be in one of these three industries.

CHANGING EMPLOYER LOCATION PREFERENCES

In recent years, traditional employer location preferences have begun to shift, focusing on employee desires to attract top talent. Employers anticipate that their employees are more satisfied in places that offer a diverse mix of uses. Given a focus on employee satisfaction, particularly young talent, urban locations have experienced a resurgence.

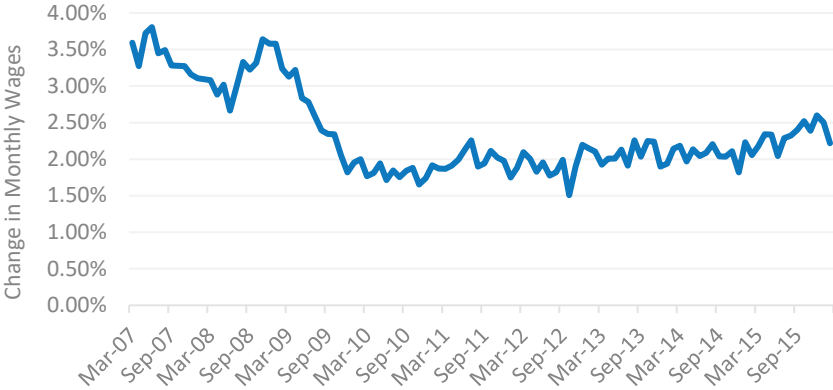
The innovation and technology service sectors exhibit these new preferences more noticeably than many other industries. The growth of human capital is not spread uniformly across the United States. Clustering in this industry is highly prevalent. However, an increase in technology and innovation jobs is one of the greatest indicators of economic success.

- Traditional Site Selection Factors*
- ❖ Proximity to Skilled Labor
 - ❖ Access to Highways
 - ❖ Site and Land Availability
 - ❖ Access to Utilities
 - ❖ Energy Availability
 - ❖ Industry Clustering
 - ❖ Incentives and Tax Rates
 - ❖ Ease of Entitlement
 - ❖ Housing Options
 - ❖ Quality of Life

DELAYED WAGE REBOUND

Although job growth has returned in most major metropolitan regions following the 2007-2009 Recession, wages have been slower to recover. Though job growth and wage measures are typically correlated, during the 2007-2009 Recession wage growth slowed much less than expected even with increases in unemployment rates. This resulted in pent-up wage cuts that have stalled increases, even after economic recovery.

Change in Monthly Wages, United States, 2007-2015



Source: Bureau of Labor Statistics

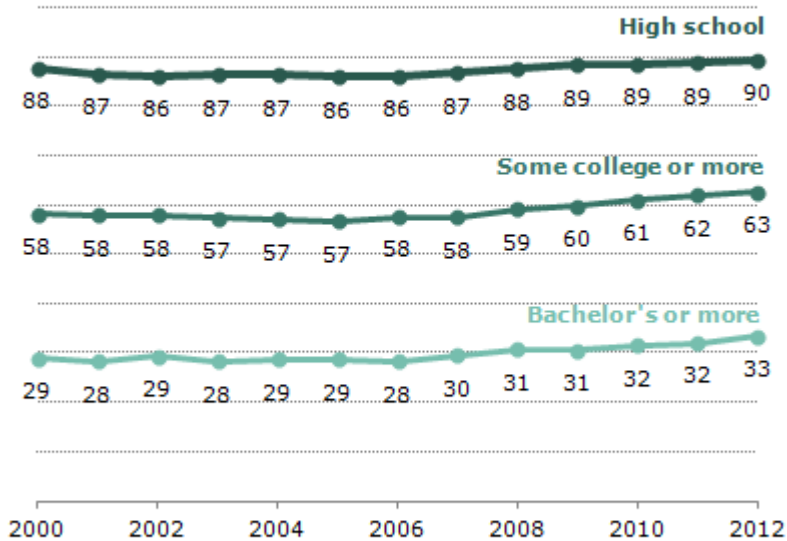
Following average annual wage increases of only 2% per year since the 2007-2009 Recession, salaries are expected to grow at a more rapid pace in the near future. Much of the increase is due to companies seeking to retain and attract the best talent. Unemployment has fallen to 4.8% from a 26-year high of 10% in 2009. As a result, there are now approximately 1.5 unemployed job seekers for every posted opening. That's down from a 2009 high of 6.8 and is below the level that prevailed at the end of the last economic expansion. In order to attract the best employees in a tight labor market, companies will be more willing to increase wages.

EDUCATIONAL ATTAINMENT IS GROWING

According to the Pew Research Center, record shares of Americans are now completing high school and college degrees. As of 2012, approximately one-third of residents 25-29 years old have earned at least a bachelor's degree. College completion is at record highs in a variety of demographic groups: men and women, whites and Hispanics, and foreign-born and native Americans. This trend is expected to continue as Millennials and the younger Generation Z are on target to reach the highest levels of education of any generation in history.

Educational Attainment of 25- to 29-Year-Olds, 2000-2012

% completing



Source: Pew Research Center tabulations of March Current Population Surveys, 2000-2012

PEW RESEARCH CENTER

The increase in residents with higher education is a result not only of shifting perceptions of the importance of education, but also the 2007-2009 Recession and an increase in jobs that require enhanced skills. Coupled with increased levels of education, today's young professionals are impacted more heavily by student debt than ever before. This has affected the real estate market through delayed homeownership and reduced spending potential.

PLACE

This section highlights macro-level patterns of various real estate sectors at a that could influence future development patterns at the local level.

HOUSING

Declining Homeownership Rates

Challenges with obtaining financing, coupled with the shifting preferences of Millennials, have contributed (among other measures) to a notable decline in the rate of homeownership. Nationally, the homeownership rate has reached 63.5% in the first quarter of 2016, one of the lowest measures in the last 30 years (Joint Center for Housing Studies of Harvard University, 2016).

It is important to note that the homeownership rate currently remains as high as it is due to ownership preferences demonstrated by the Baby Boomer generation. However, with Generation X and Millennials accounting for a majority of the first-time buyer market, the decline in their homeownership rates is a critical factor in the changing owner-occupied housing segment. Younger potential owners are more commonly impacted by student loan debt, making it more difficult to meet requirements for mortgages. Other factors contributing to the national decline include relatively stagnant household incomes and restricted access to financing for all generations.

Homeownership Rate Trends, United States, 1965-2016



Source: US Census Housing Vacancies and Homeownership; Kimley-Horn

Shifting Tenure

Correlated with the declining homeownership rate, households have increasingly shifted to renting to meet housing needs. In fact, the period between 2004 and 2014 demonstrated the strongest 10-year renter growth since the late 1980s. Despite the strong increase of rental stock, many major metropolitan markets continue to experience the lowest vacancy rates in nearly 20 years, due to this strong demand for rental housing.

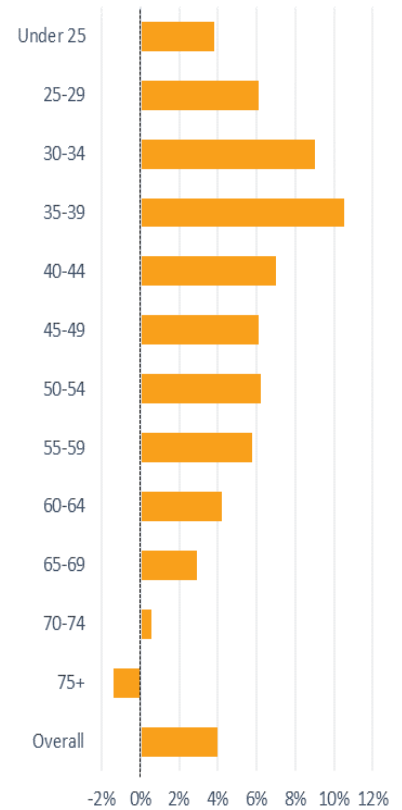
This measured shift in tenure is due to a variety of factors, including the mortgage crisis during the 2007-2009 Recession and a change in perception of the potential risks in homeownership. These conditions resulted in a renewed appreciation for renting, including increased mobility, choice of housing that better mimics the household budget, and a lower maintenance lifestyle.

A common misconception is that Millennials are solely responsible for the shift towards rental. In fact, households of all but the oldest age group have experienced increased demand. The largest increase in share is among Americans in their 30s, up by approximately 9% since 2004. With these widespread increases in the shares of age groups opting to rent, this period marked the strongest decade of growth in renter households over the past half-century (Joint Center for Housing Studies of Harvard University, 2013).

Housing Affordability

The affordability of housing varies significantly based on market and tenure, with homeowners historically spending less of their income on it than renters. Homeowners are currently spending about 15.8% of their total income on a mortgage. While mortgages are currently comparatively affordable, this share has been rising, and is expected to continue this trend in the future given home value acceleration and rising interest rates. Comparatively, the share of income necessary to afford a

Change in Share of Households Renting by Age, United States, 2004-2014

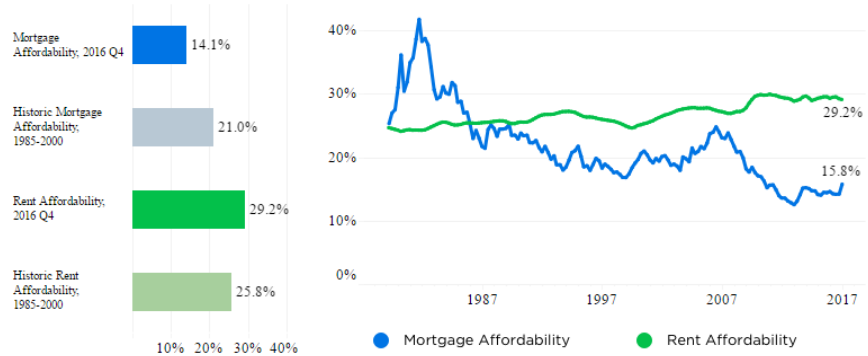


Source: US Census; Kimley-Horn

typical US rental unit was 29.2% at year-end 2016, but is nearly double that of homeowners. It is important to note that these numbers are not consistent across markets, with Los Angeles and San Francisco homeowners spending more than 40% of their income on mortgages and 50% on rent.

Affordability in United States

In most metros, renters are devoting larger shares of their incomes to housing than homeowners are.

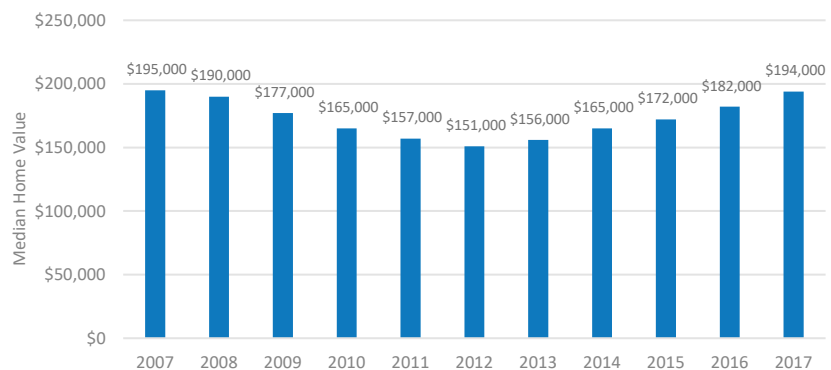


Source: Zillow

For-Sale Value Rebound

The median for-sale residential value in the United States is \$194,000, increasing 6.8% over the past year. In fact, the median value in January 2017 has nearly reached pre-Recession measures. National builders are trending towards bigger units with more interior upgrades, further increasing prices. While housing prices are expected to continue to increase, the momentum will likely slow due to increasing mortgage interest rates.

Median Home Value, United States, 2007-2017



Source: Zillow; Kimley-Horn

Although Millennials have been slower to enter the for-sale housing market, improving economic conditions have improved this outlook. In 2016, people under 35 made up approximately 61% of first-time homebuyers.

However, reasonably priced inventory remains low and many communities remain a seller's market, in which there are more potential buyers than sellers. Nationally, the inventory of homes for sale was less than 4.5 months. This trend particularly impacts first-time homebuyers, with the entry-level home market even tighter.

RETAIL

External Retail Market Forces

Retail markets tend to experience more fluctuation than other real estate property types. While national trends indicate the retail market is “on the rise”, investment and development opportunities ranked the lowest of all major sectors (Urban Land Institute, 2017). Performance of retail centers varies widely, depending on product type and location. In fact, per an annual survey administered by Urban Land Institute for the Emerging Trends in Real Estate report, retail located in a downtown or urban core location generates strong confidence for developers, investors, and lenders largely due to higher than average lease rates and low vacancies. Other retail sectors demonstrating strong performance include grocery anchored neighborhood centers and lifestyle/entertainment centers. Two of the three top center types reflect a movement towards mixed- or multi-use development patterns.

EXCELLENT

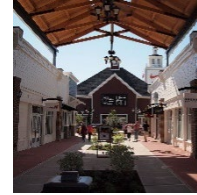
It is very reasonable to expect a strong return on investment. Invest with confidence.



Urban/high street retail

GOOD

Some cases may differ, but in general, it's a solid investment.



Lifestyle center
Neighborhood center
Outlet center

FAIR

There are some concerns about investment in this product type. Modest returns expected.



Regional mall
Power center

Source: ULI Emerging Trends in Real Estate Surveys

While retail has not fully rebounded from the 2007-2009 Recession, certain retail types are experiencing more growth than others. Key retail sectors that are likely to drive development patterns in the coming years include urban, main street, and community-focused centers. Urban footprint retail is not necessarily restricted to luxury stores, as discount and department stores are more commonly seeking opportunities for downtown or walkable locations. Demand for unconnected suburban power centers and regional indoor malls has declined. However, pedestrian-friendly 'lifestyle' centers have been on the rise (Jones Lang LaSalle, 2016).

The Impact of E-Commerce

Online shopping has changed the face of retail across the country. Initially, the internet allowed retailers to connect with their customers in different ways. It also encouraged the establishment of more specialty stores, typically requiring smaller footprints. Retail spaces and shopping centers have used design elements to better convey brand and messaging that has been expanded through an online experience. It should be noted that while the impact of e-commerce has directly

affected retailers, it also plays a role in other sectors like smaller-scale manufacturing, warehousing, and distribution.

Although online shopping has pulled some activity away from brick and mortar stores, it will not supplant the need for these spaces. In fact, consumers are shopping for the best deals using both online and in-store options. Partially due to the private nature of online shopping, customers are seeking an enhanced public or community experience when buying at a store. This has influenced the popularity of pop-up stores, higher-end dining options, concierge desks, and child play facilities. Physical store locations are better embracing technology to provide a more personalized and connected experience.

Store Sizes are Shrinking

As noted above, largely due to advancements in online shopping and technology, retailers, including traditionally big-box formats, are also seeking smaller footprint options. Many large stores, including Target, Best Buy, and Ikea, have already started demonstrating this shift towards smaller buildings with a more defined selection. This trend is addressing public desire to save time and increase efficiency through smaller spaces and specialized sections.

Grocery Diversification

Not immune to the trends outlined above, the grocery store market is being penetrated by new players, impacted by smaller footprints, and seeking specialization. Shoppers today are less likely to be loyal to a particular store for food shopping, often visiting several to meet all of their needs. According to a survey in 2015, the average shopper visits 2.5 grocery stores at least fairly often. New grocery retailers are entering many markets, offering potential anchors to community centers.

While the average grocery footprint has historically been between 40,000 and 50,000 square feet, many grocery chains, including Trader Joes, ALDI, and Fresh Market, are focusing on smaller buildings (~20,000 square feet)

with more specialized items. Even traditionally larger grocers, including Kroger, Harris Teeter, and Wegmans, are experimenting with micro-stores in certain markets.

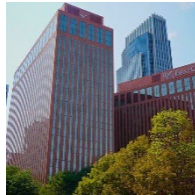
OFFICE

The Landscape is Changing

Office space located in well-designed suburban mixed-use projects or near urban central business districts have achieved success in attracting talent-seeking companies and young, educated workers. In fact, urban office space is experiencing a resurgence across the nation. Office tenants are increasingly searching for other location options that provide an alternative to auto-dependent, single-use, low-density suburban office parks. Offices near transit can reduce parking demand by 15-20%, enhancing options for amenities and reducing capital expenditures.

Central-city office

Medical office



GOOD

Some cases may differ, but in general, it's a solid investment.

Suburban office



FAIR

There are some concerns about investment in this product type. Modest returns expected.

Source: ULI Emerging Trends in Real Estate Surveys

According to a study on preferred office locations prepared by NAIOP, the Commercial Real Estate Development Association. "Attractive office space typically is close to cafes, restaurants, retail shops, personal and business services, hospitality, and civic uses. The best locations are compact, walkable places near housing and public transit. Office tenants expect their employees to be more satisfied in places that offer diverse, connected land uses. As a result, these companies anticipate higher

productivity, less turnover, and more innovation.” (NAIOP Research Foundation, 2014).

However, traditional corporate campuses continue to persist, seeking buildings that allow all employees to be together under one roof. Even suburban office campuses are seeking to add more community-serving uses and amenities to attract talent, appease employees, and reinforce corporate culture.

Office Space is Smaller and More Collaborative

Average office employment per employee has been on a long-term decline, as firms seek to maximize efficiency and collaborative space sharing. The increasing popularity of open floorplans are helping to accommodate more workers in less space. Often, upper management are taking smaller office spaces to enhance the experience for others in the office. The decline is attributable to fewer designated office spaces, reductions in size of electronics, and less reliance on paper and filing cabinets for on-site storage.

The Impact of Telecommuting

Also contributing to the decline in space per employee is an increase in telecommuting. Working from home is on the rise nationally. According to US Census data, employed population over the age of 16 working from home has more than doubled since 2005 and continues to rise. Many major employers are increasing the presence of shared ‘hotel’ work spaces for employees that are in the office only a portion of their time.



INTERNAL TRENDS

PEOPLE

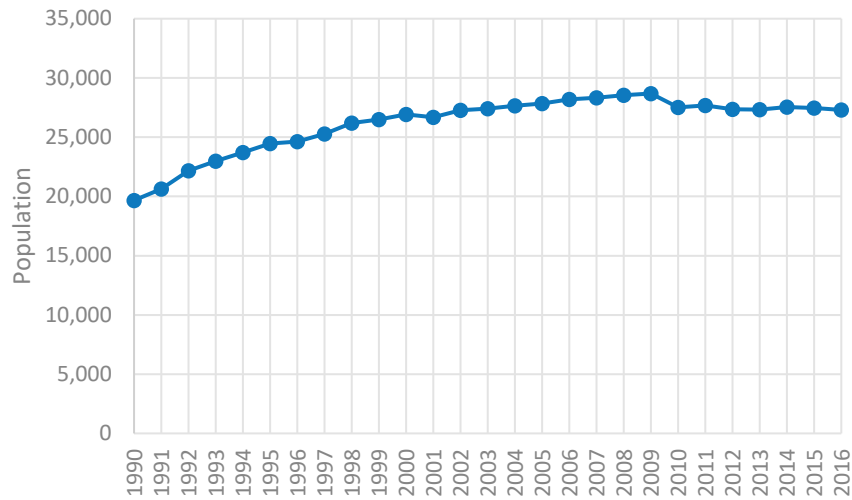
To better understand dynamics impacting the real estate market, both now and in the future, this section highlights internal demographic trends driving the profile of Wauchula residents and overviews future considerations that take into account the external forces.

POPULATION TRENDS

Hardee County

Hardee County's population has remained relatively stable in recent years. Total population peaked in 2009 with 26,684 residents and has not returned to pre-recession levels. The county experienced its fastest growth rates during the 1990s, with an average annual growth rate of 3.4%, compared with the 2000s and 2010-2016, which averaged annual growth rates of less than 1.0%.

Hardee County Population Trends, 1990-2016



Source: US Census; Kimley-Horn

In 2016, Hardee County’s population was estimated at 27,302 people, a nearly 40% increase from 19,668 residents in 1990. As previously mentioned, population growth in the county was strongest in the 1990s, but lingering effects from the 2007-2009 Great Recession are evident as population growth has since remained stagnant. Similar slow-downs were exhibited across the United States as people’s ability to move from place to place was restricted by job losses and the mortgage crisis. The second home market, which is particularly influential in Florida, was also impacted as household incomes were restricted and people focused on their primary homes.

Wauchula CRA

The population of Wauchula increased by approximately 355 people from 2000 to 2017, resulting in a 7.8% increase. The share of the county population residing in the Wauchula CRA has increased from 16.9% in 2000 to 17.2% in 2017; however, the share has declined in recent years. The CRA captured 22.5% of the total growth since 2000 in the county population. Together these trends indicate that the majority of new residents in Hardee County have settled outside of the CRA since 2010.

Comparison of Population Trends, 2000-2017

Area	2000	2010	2017	2000-2017 Δ		
				#	%	CAGR
City of Wauchula CRA	4,544	4,858	4,899	355	7.8%	0.4%
Hardee County	26,938	27,731	28,518	1,580	5.9%	0.3%
CRA % County	16.9%	17.5%	17.2%	22.5%		

Source: ESRI Business Analyst; Kimley-Horn

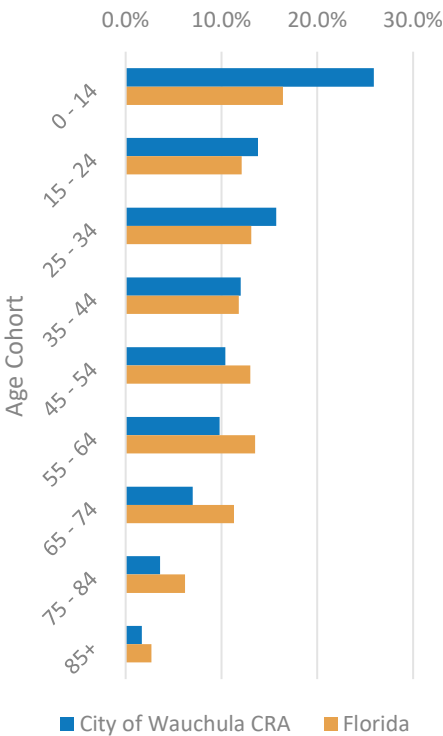
It is important to note that these population estimates from the Census consider permanent residents only; they do not take into account the seasonal population influx from migratory laborers and retired seniors. While the RV and mobile home parks are located outside of the CRA, there still may be seasonal residents that reside within the CRA that are unaccounted for in the table above.

Age Characteristics

When compared with the entire state of Florida, the CRA has a significantly younger population. Wauchula’s large share of families results in notably higher shares of school-aged children between the ages of five and 14, and their parents, typically aged 35 to 54. These cohorts are influenced by the large seasonal, or migratory population, who tend to have larger than average family sizes. In keeping with macro-level trends, millennials make up the largest share of the CRA population; nearly 30% of CRA residents are between the ages of 15 and 34. However, the number of young Millennials (age 15 to 24) decreased by 10% between 2010 and 2017.

The CRA is comparatively under-represented in older adult cohorts. Shares of the two oldest age cohorts, 75-84 and 85+, declined by nearly 5% from 2010 to 2017. Alternatively, the age cohort 65 to 74 demonstrated the greatest percent increase during the same time period, 19.6%, which translates to an absolute increase of 56 people. It is important to note that these population counts do not take into consideration seasonal residents. Given the popularity of the area with

Age Cohort Comparison, 2017



Source: US Census; Kimley-Horn

retirees, the influence of older residents is underestimated when only considering permanent residents.

HOUSEHOLD SIZE

The Wauchula CRA and Hardee County have historically demonstrated similar average household sizes. From 2000 to 2017, the CRA experienced an increase from 3.02 to 3.18 persons per household, while the County measured a smaller increase from 3.06 to 3.16 persons per household. Both the CRA and County average household sizes were greater than the national estimated measure of 2.54. The comparably large and growing household sizes in the CRA and County are primarily due to the area's large shares of Hispanic and Latino populations and the related prevalence of multi-generational families within these households.

Approximately 35.6% of all households in the CRA had related children living at home in 2010, the most recent year for which data is available. This is a slightly higher share than 33.8% for Hardee County and 31.9% nationally.

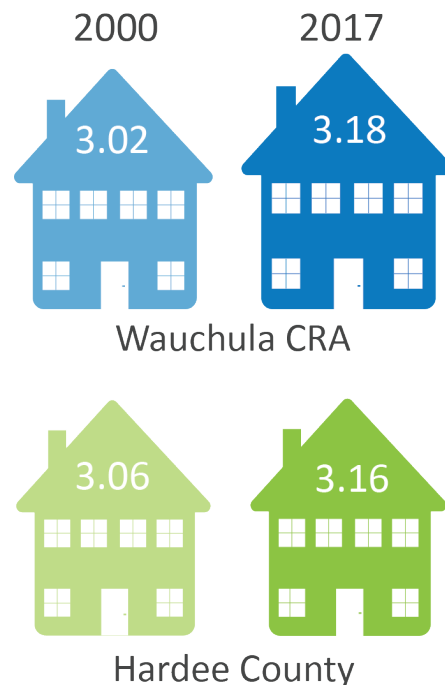
Driven by the large Millennial and Baby Boomer generations, single- and dual-person households are increasing nationwide, comprising 61.3% of all households nationally. Diverging from this trend, only 48.7% of the CRA's households had less than three occupants in 2010 while 34.3%, the largest share by size, have at least four occupants.

RACE AND DIVERSITY

The racial composition of the population in the CRA remained stable from 2010 to 2017. Despite it being an insignificant change, the CRA's slight increase in non-white residents in the Wauchula CRA has closely mimicked a national macro-level shift resulting in higher shares of minority population. As of 2017, white residents comprise approximately two-thirds of the population.

Household Size

Persons per household

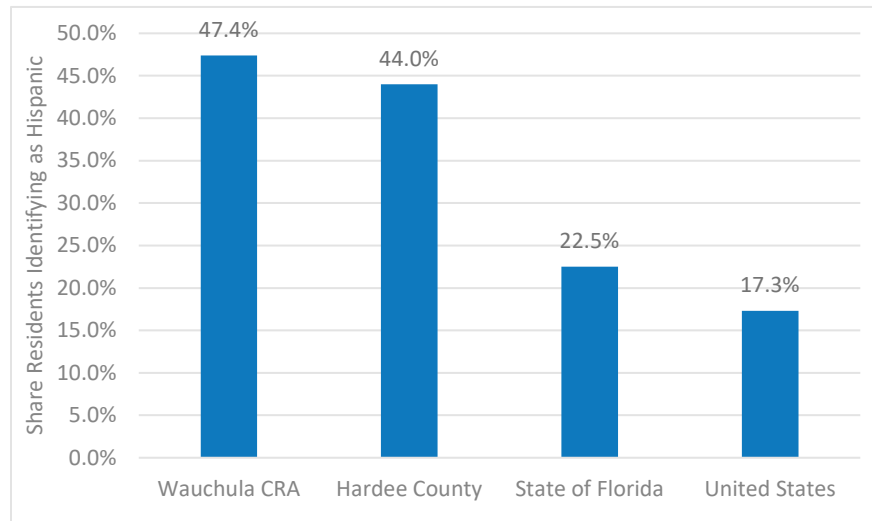


Source: US Census; Kimley-Horn

Both the Wauchula CRA and Hardee County have high diversity indexes, 78.0 and 77.2 respectively, compared with 61.6 for the state of Florida and 60.0 for the entire country. In this case, the diversity index captures the racial and ethnic diversity of a geographic area on a scale from zero (no diversity) to 100 (complete diversity). It measures the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups.

A major factor in Wauchula’s diversity has been an increase in Hispanic or Latino population. Federal policy defines “Hispanic” not as a race, but as an ethnicity. As such, residents identifying as Hispanic origin can select any race category, many choosing “other race.” The 2020 decennial census will adjust the form of the question to allow for a clearer comparison in regard to race and ethnicity. In the CRA, 47.4% of the population is of Hispanic origin and 44.0% in Hardee County, whereas only 22.5% and 17.3% of the state’s and country’s population, respectively, is of Hispanic origin.

Comparison of Share of Residents Identifying as Hispanic Origin, 2017



Source: US Census; Kimley-Horn

These minority groups will influence housing supply and demand should they continue to grow in the future, as developers seek to meet the needs

these segments of the population. Given higher than average fertility rates, Hispanic residents tend to have larger household sizes. Additionally, multigenerational households are more prevalent in this group than their white counterparts.

INCOME LEVELS

The median household income in the Wauchula CRA and Hardee County are both significantly below the national median, primarily resulting from the concentration of low-wage farm laborers. In 2017, household income in the CRA was \$37,003 or 3.5% higher than the larger County median of \$35,738.

PROSPERITY


The Wauchula CRA and Hardee County are grappling with the opportunities and challenges of a changing economic and industrial landscape and extreme weather events. This section highlights key trends that should be considered in the creation of the updated Master Plan. An overview of future considerations based on these internal trend, as well as external forces, is provided.

EDUCATIONAL ATTAINMENT

The educational attainment of Wauchula’s residents is particularly influential in the attraction of businesses to the area. One of the most commonly cited metrics for location selection for a business is the access to trained and educated labor force. As of 2017, three-quarters of Wauchula’s residents had at least a high school diploma, with 20.2% achieving an advanced degree (Associate, Bachelor’s, or beyond). While the share of residents who have obtained an advanced degree in Wauchula exceeds the metric reported for Hardee County (14.6%), it is notably lower than the state (38.9%) and national averages (39.4%). The share of residents with an advanced degree is also reflective of the

Household Income Comparisons in 2017

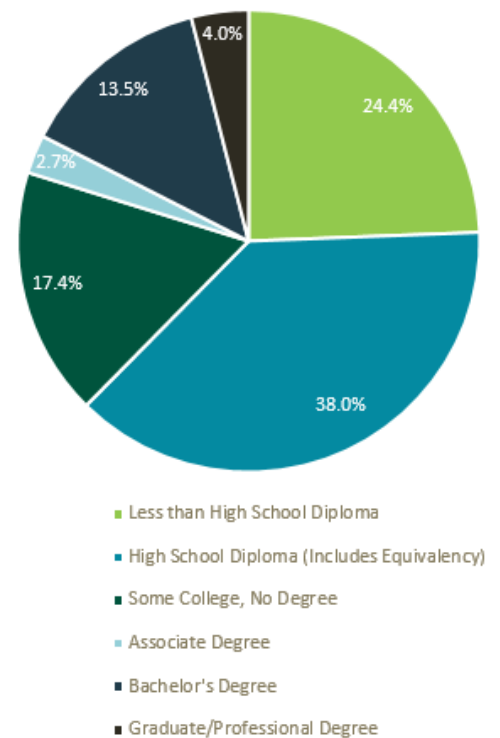
 \$54,150
United States

 \$37,003
Wauchula CRA

 \$35,738
Hardee County

Source: US Census; Kimley-Horn

Educational Attainment in Wauchula, 2017



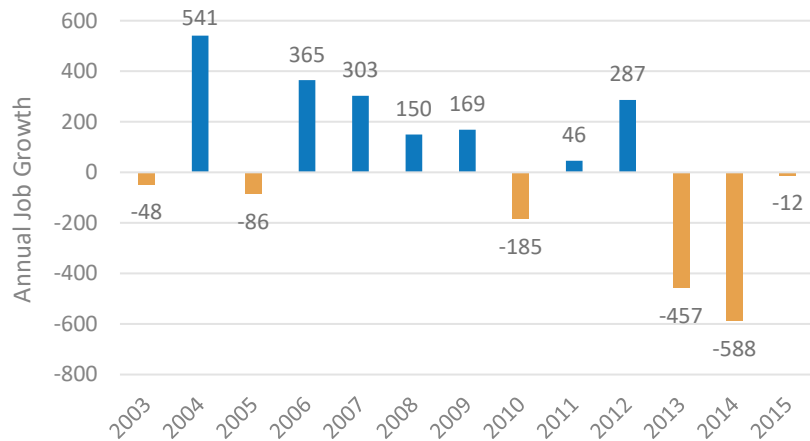
Source: US Census; Kimley-Horn

concentration of jobs in the agriculture and mining industries that typically do not require higher education.

ANNUALIZED EMPLOYMENT TRENDS

Hardee County

The pattern of net new job growth has been uneven in Hardee County between 2003 and 2015. The region remained relatively stable during the 2007-2009 Great Recession, with only one year (2010) with a net decline.



Source: Florida Department of Economic Opportunity; Kimley-Horn

The years after the recession, however, saw sharp declines as more jobs were lost than gained in the most recent years for which data is available from LEHD On the Map. While the losses between 2012 and 2013 were balanced across several sectors, including Natural Resources and Mining, Construction, Retail Trade, and Healthcare, the loss of 588 jobs between 2013 and 2014 were almost entirely concentrated in Natural Resources and Mining. This includes positions lost in both citrus farming and phosphate mining.

Annualized Net New Job Growth, Hardee County, 2002-2015 According to industry-level data provided by the Florida Department of Economic Opportunity, employment in Hardee County decreased by 835 jobs, or -10.5%, between 2011 and 2016. The industries with the two largest employment bases in the County in 2016 were Agriculture, Forestry,

Fishing, & Hunting and Health Care and Social Assistance, respectively. Together, these two industrial sectors host approximately a third of the total jobs in Hardee County. They also posted the largest declines between 2011 and 2016, with a combined loss of more than 1,000 jobs over the 5-year period. The five industries that added the most jobs during this time period included:

- Accommodation and Food Services (+134)
- Manufacturing (+125)
- Administrative and Waste Services (+62)
- Arts, Entertainment, and Recreation (+53)
- Mining (+46)

Annualized Employment by Industry, Hardee County, 2011-2016

Industry	2011	2016	2011-2016 Δ	
			#	%
Accommodation and Food Services	315	449	134	42.5%
Manufacturing	210	335	125	59.5%
Administrative and Waste Services	132	194	62	47.0%
Arts, Entertainment, and Recreation	59	112	53	89.8%
Mining	183	229	46	25.1%
Construction	231	272	41	17.7%
Transportation and Warehousing	67	86	19	28.4%
Professional and Technical Services	95	114	19	20.0%
Real Estate and Rental and Leasing	32	38	6	18.8%
Utilities	135	137	2	1.5%
Educational Services	728	728	0	0.0%
Management of Companies and Enterprises	9	8	-1	-11.1%
Finance and Insurance	223	221	-2	-0.9%
Retail Trade	769	742	-27	-3.5%
Other Services, Ex. Public Admin	114	70	-44	-38.6%
Wholesale Trade	169	118	-51	-30.2%
Public Administration	939	834	-105	-11.2%
Health Care and Social Assistance	1,205	886	-319	-26.5%
Agriculture, Forestry, Fishing & Hunting	2,303	1,510	-793	-34.4%
Information	36	N/A	N/A	N/A
Total	7,954	7,083	-835	-10.5%

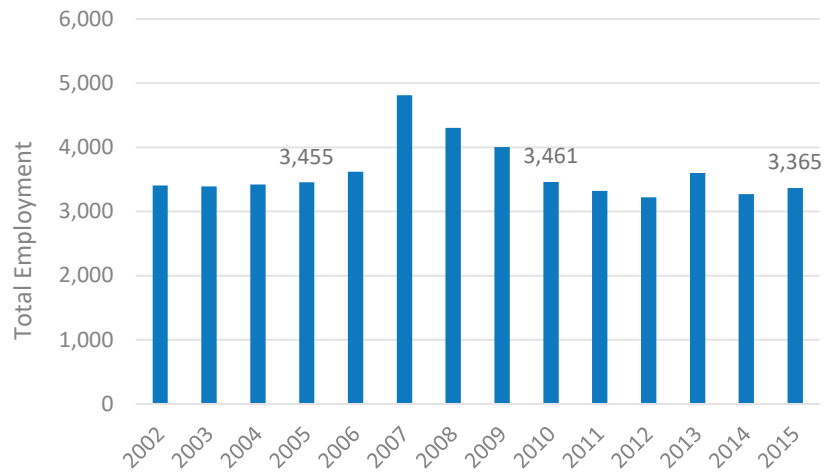
Source: Florida Department of Economic Opportunity; Kimley-Horn

Wauchula CRA

According to the most recent data provided by LEHD On the Map, there were approximately 3,365 jobs in the Wauchula CRA as of 2015. During the time period between 2002 and 2015, for which data is available, total

employment peaked in 2007 with 4,811 jobs in the CRA. The total number of jobs decreased 30.0% since then, losing 1,446 jobs in the 8-year period.

Total Annualized Employment, Wauchula CRA, 2002-2015

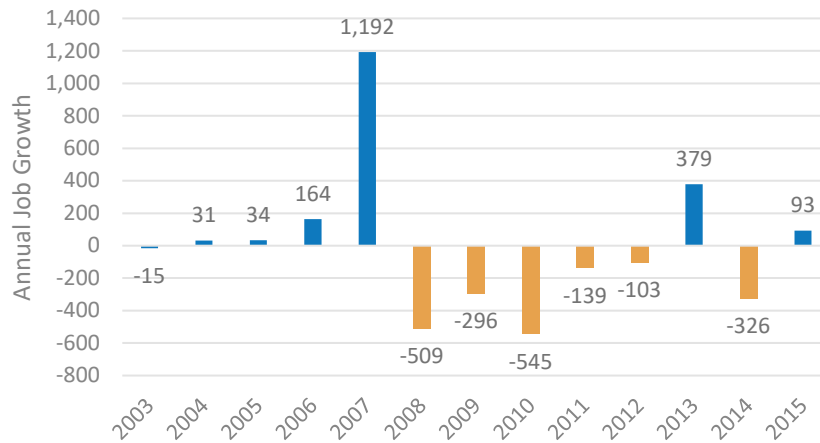


Source: LEHD On the Map; Kimley-Horn

Although the CRA greatly benefitted from new jobs added in 2007, including more than 450 jobs added in the Health Care & Social Assistance industry and approximately 200 in the Finance & Insurance industry, employment in the Wauchula CRA was significantly impacted by the Great Recession with immediate annual job losses over 100.

From 2002 to 2015, the rate of annual job growth in the CRA has averaged 0.5%, and has varied widely from -13.6% in 2010 to 32.9% in 2007. During this time period, only two years – 2013 and 2015 - since the financial crisis have posted positive job growth. The increase in 2013 was primarily driven by the addition of 414 jobs in the Agriculture, Forestry, Fishing and Hunting industry, while the growth in 2015 was primarily supported by jobs added in the Finance & Insurance and Utilities industries.

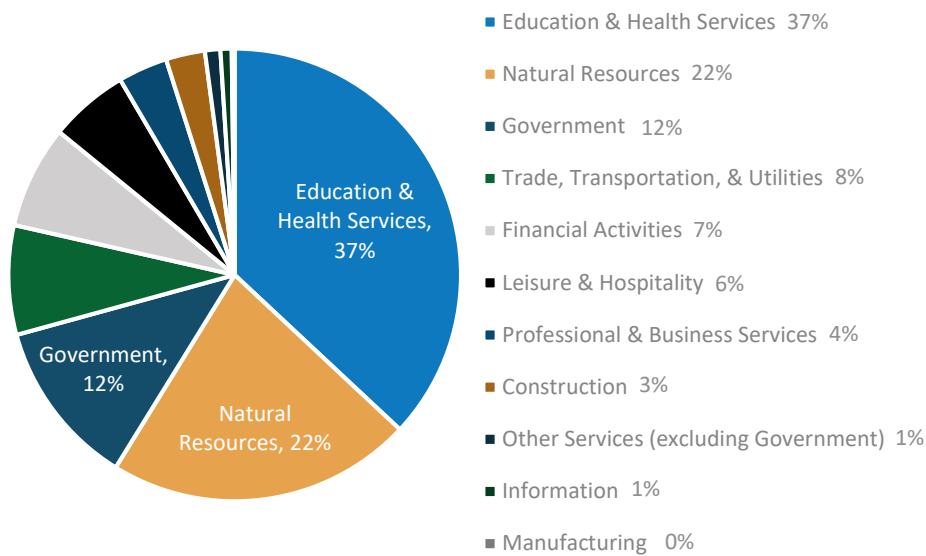
Total Annualized Employment, Wauchula CRA, 2002-2015



Source: LEHD On the Map; Kimley-Horn

As previously discussed, the economy of Wauchula is highly specialized. In the CRA, the two largest sectors, Education & Health Services and Natural Resources respectively, host 59% of all jobs. Comprising approximately 7% of the total jobs in the CRA, Financial Activities is bolstered by the presence of Wauchula State Bank and First National Bank of Wauchula.

Share of Jobs by Sector, Wauchula CRA, 2015

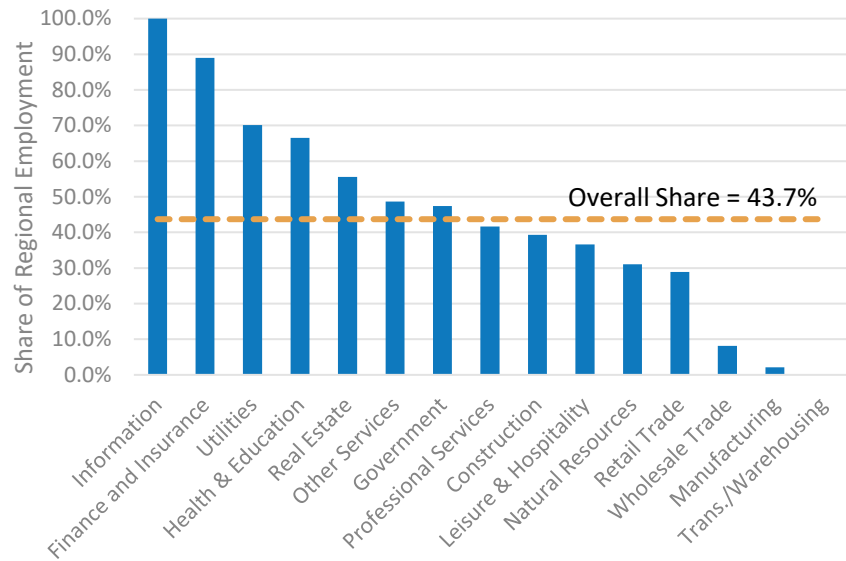


Source: Florida Department of Economic Opportunity; Kimley-Horn

Role in the Region

The Wauchula CRA is a regional employment center, hosting 43.7% of the 7,038 jobs in Hardee County within the CRA boundaries. Industries in the CRA that captured the highest shares of regional employment include Information, Finance & Insurance, and Utilities. Each of these sectors comprised approximately 70-100% of the County job base in that sector.

Comparison of Shares of Total Employment, 2015



Source: US Census; LEHD On the Map; Kimley-Horn

However, it should be noted that while these sectors comprise a large share of the County's base, the total number of jobs in each sector is low. As an example, there are only 154 jobs classified as Utilities in Hardee County, of which, 70% are in the CRA. Utility jobs include those working for the City of Wauchula, which provides services for residents and businesses primarily in the city limits, or those who are employed by other providers like Peace River Electric Cooperative or Duke Energy. Other sectors with more than half of its total jobs in the County concentrated within the CRA include Utilities, Health & Education, Real Estate, Other Services, and Government.

ANNUALIZED WAGE TRENDS

Hardee County

According to the Florida Department of Economic Opportunity, the average annual wage in Hardee County was \$33,283 in 2016, a decrease of \$4,340 or 15.0% from \$28,943 in 2011. Data was unavailable for the wages of the Information industry sector in 2016. All but two industry sectors, Transportation & Warehousing and Administrative & Waste Services, posted increases, with the strongest growth as follows:

- Management of Companies and Enterprises (+\$31,881)
- Utilities (+\$19,975)
- Professional and Technical Services (+\$9,540)
- Manufacturing (+\$7,858)
- Finance and Insurance (+\$6,820)

Wages by Industry, Hardee County, 2011-2016

Industry	2011	2016	2011-2016 Δ	
			#	%
Management of Companies and Enterprises	\$36,956	\$68,837	\$31,881	86.3%
Utilities	\$70,670	\$90,645	\$19,975	28.3%
Professional and Technical Services	\$26,478	\$36,018	\$9,540	36.0%
Manufacturing	\$25,943	\$33,801	\$7,858	30.3%
Finance and Insurance	\$39,615	\$46,435	\$6,820	17.2%
Mining	\$83,204	\$89,974	\$6,770	8.1%
Construction	\$27,337	\$32,335	\$4,998	18.3%
Agriculture, Forestry, Fishing & Hunting	\$20,660	\$25,639	\$4,979	24.1%
Wholesale Trade	\$35,691	\$40,234	\$4,543	12.7%
Other Services, Ex. Public Admin	\$22,585	\$27,065	\$4,480	19.8%
Real Estate and Rental and Leasing	\$22,941	\$27,097	\$4,156	18.1%
Arts, Entertainment, and Recreation	\$14,692	\$17,873	\$3,181	21.7%
Public Administration	\$35,747	\$38,691	\$2,944	8.2%
Educational Services	\$36,843	\$38,882	\$2,039	5.5%
Health Care and Social Assistance	\$28,001	\$29,834	\$1,833	6.5%
Retail Trade	\$24,676	\$25,226	\$550	2.2%
Accommodation and Food Services	\$12,631	\$13,034	\$403	3.2%
Transportation and Warehousing	\$38,686	\$36,365	-\$2,321	-6.0%
Administrative and Waste Services	\$26,055	\$23,129	-\$2,926	-11.2%
Information	\$31,684	N/A	N/A	N/A
Average	\$28,943	\$33,283	\$4,340	15.0%

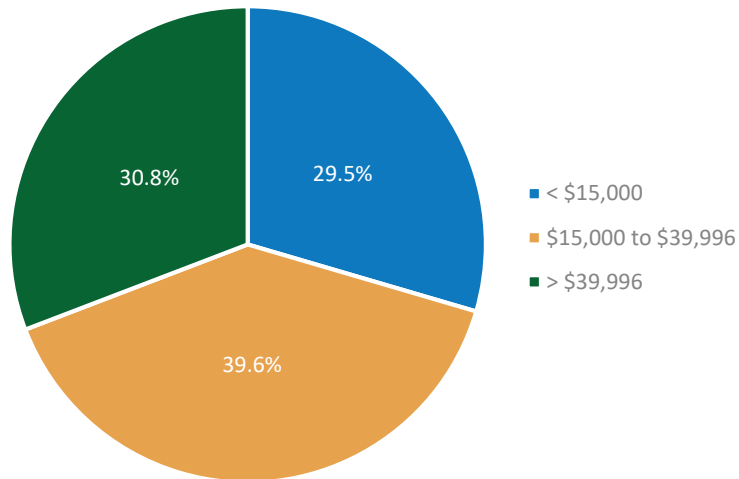
Source: Florida Department of Economic Opportunity; Kimley-Horn

Wauchula CRA

According to the most recently available data for the Wauchula CRA, the largest share of jobs offered wages of \$15,000 to \$39,996 annually. The

balance of jobs was evenly split between those providing less than \$15,000 and those providing more than \$39,996 in wages per year.

Jobs by Wage Range, Wauchula CRA, 2015



Source: LEHD On the Map; Kimley-Horn

PLACE

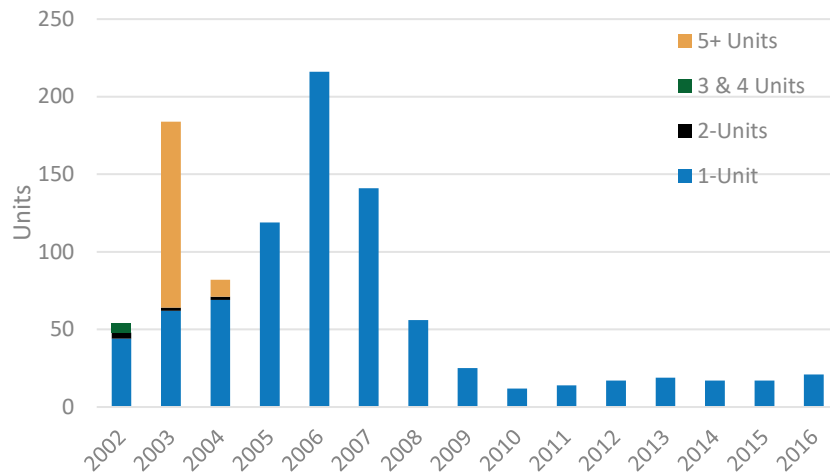
This section highlights internal trends for various real estate sectors, helping to understand existing conditions and highlight the key considerations in future development patterns.

HOUSING

Residential Building Permits

Single-family homes represent that largest share of residential building permits between 2002 and 2016 in Hardee County. There were no multi-family buildings permitted from 2005 through 2016. The number of units permitted was highest in 2006, with 216 single-family homes permitted, followed by 2003, when 184 units were permitted, of which 66% were in multi-family buildings. After the peak in 2006, building permits fell steadily, reaching a 15-year low of only twelve in 2010. Annual permits have stabilized, averaging 18 units per year, but have not returned to pre-Recession levels.

Residential Building Permit Trends, Hardee County, 2002-2016



Source: US Census; Kimley-Horn

Housing Unit Overview

The City of Wauchula CRA experienced a 7.0% increase in housing units between 2000 and 2017, reaching an estimated total of 1,723 units. During the same time period, Hardee County experienced a more modest increase in housing units, equating to a 2.7% increase in 17 years.

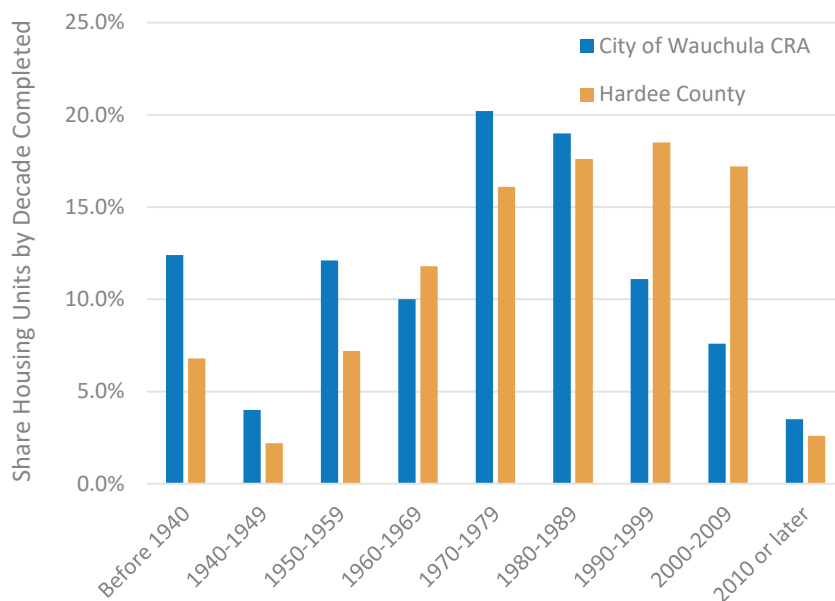
Comparison of Housing Unit Trends, 2000-2017

Area	2000	2010	2017	2000-2017 Δ		
				#	%	CAGR
City of Wauchula CRA	1,610	1,703	1,723	113	7.0%	0.4%
Hardee County	9,820	9,722	10,081	261	2.7%	0.2%
CRA % County	16.4%	17.5%	17.1%	43.3%		

Source: US Census; ESRI Business Analysis Online; Kimley-Horn

Based on 2011-2015 American Community Survey data, the median year of completion for housing stock in the Wauchula CRA was 1976, older than the 1983 for Hardee County. Nearly 40% of the total housing stock in the CRA was completed between 1970 and 1989. Comparatively, the County has higher shares of newer housing units, completed since 1990. It should be noted that the CRA and the County have low shares of housing product completed since 2010, 3.5% and 2.6% of the total, respectively. This reflects the slowdown in new construction since the Great Recession that was also illustrated by the previous assessment of residential building permits.

Comparison of Share of Housing Units by Decade Completed, 2015

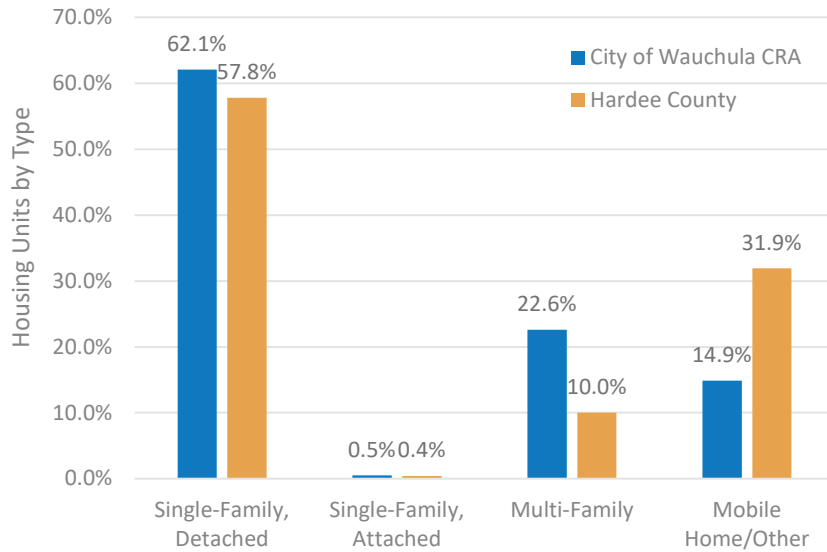


Source: ESRI Business Analyst Online; Kimley-Horn

Units by Type

In 2015, single-family detached housing makes up the largest share by type in both the Wauchula CRA and Hardee County, at approximately 62.1% and 57.8% of the total stock, respectively. Based on 2011-2015 ACS data, Hardee County reported a slightly lower share of single-family detached and attached product than the Wauchula CRA. Multi-family housing product made up the second largest concentration in the CRA at nearly 30%. In Hardee County, which contains more rural area and several seasonal RV parks, the second largest share was mobile homes/other, which includes RVs.

Comparison of Housing Units by Type, 2015

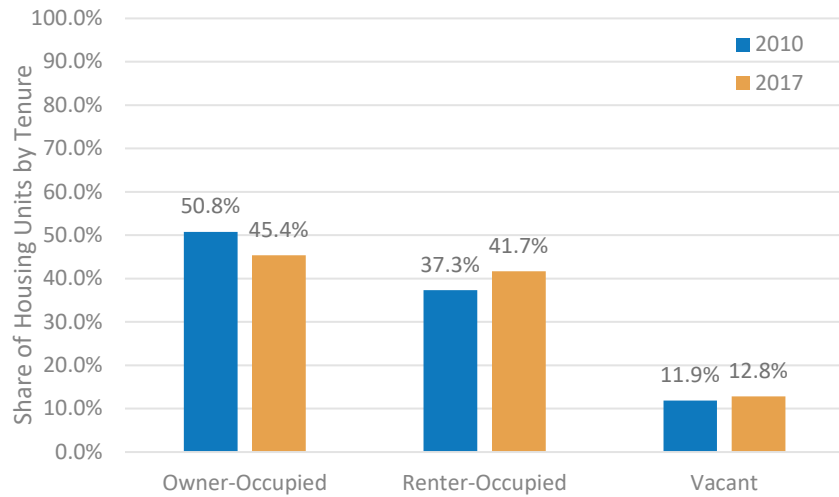


Source: ESRI Business Analyst Online; Kimley-Horn

Tenure

Since 2010, the share of owner-occupied units in the Wauchula CRA decreased while the share of renter-occupied units increased. The City had a 2017 owner-occupied share of 45.4% and a renter-occupied share of 41.7%. Vacant units made up approximately 12.8% of the inventory. Increases in renter-occupied and vacant units from 2000 to 2017 offset the 5.4% decline in owner-occupancy. It should be noted that given the high share of detached housing product, many of the renter-occupied units are likely hosted in investor-owned single-family neighborhoods.

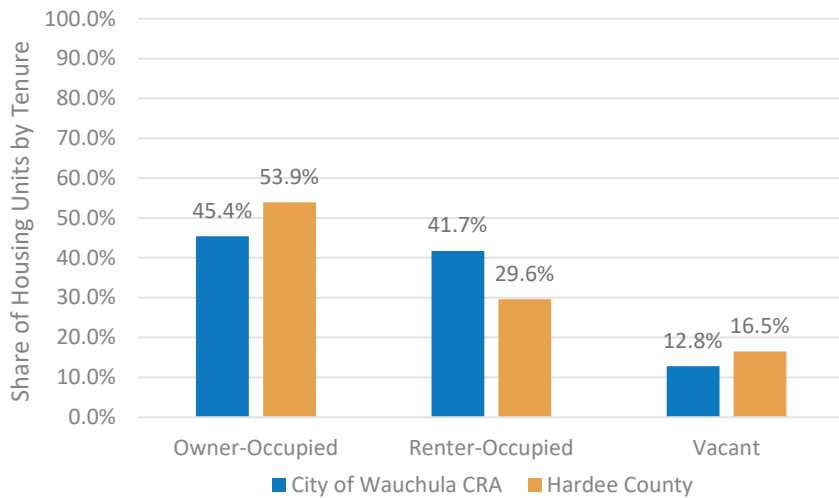
Housing Unit Tenure Trends, Wauchula CRA, 2010-2017



Source: ESRI Business Analyst Online; Kimley-Horn

The Wauchula CRA has lower owner-occupied and vacant unit shares when compared to the larger county. Conversely, the CRA has a significantly higher renter-occupied share.

Comparison of Housing Unit Tenure, 2016



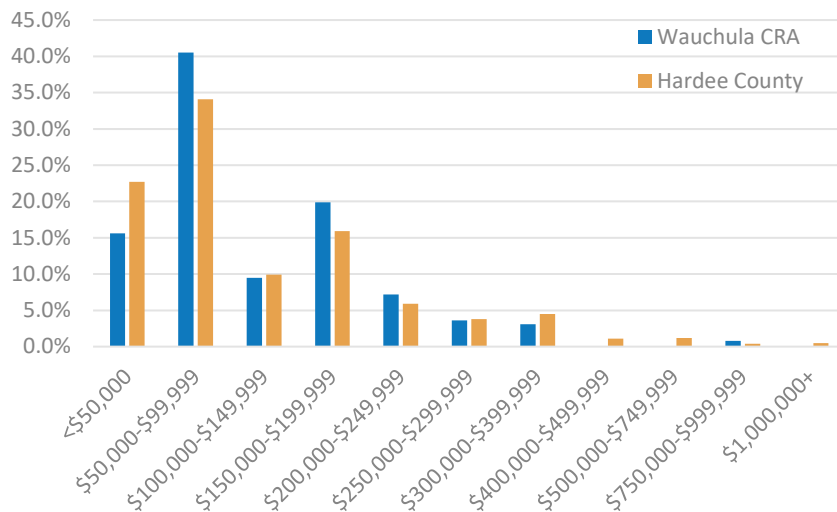
Source: ESRI Business Analyst Online; Kimley-Horn

For-Sale Housing

According to the US Census, more than 40% of the owner-occupied housing stock in the Wauchula CRA is valued between \$50,000 and \$100,000. The second highest concentration are houses valued between \$150,000 and \$200,000. Generally, the CRA follows a similar pattern

exhibited in Hardee County, however, the region offers more diversification of value, especially in the higher ranges. The average home value in 2017 was \$124,298 in Wauchula and \$133,373 in the County.

Comparison of Owner-Occupied Housing by Value, 2017



Source: ESRI Business Analyst Online; Kimley-Horn

Since market-wide for-sale closing and price point data is relatively limited in Wauchula, additional insight into this real estate sector is based on an inventory of 16 single-family detached units that are currently listed for sale. Data was pulled through a variety of Realtor sites, including Zillow. Additionally, three manufactured homes on rented land were identified, but were not included in the analysis below. These three mobile homes ranged in cost from \$6,000 for a two-bedroom unit (size not provided) to \$17,500 for a 400-square-foot one-bedroom unit.

Asking prices in Wauchula vary significantly, both by unit size and location; however, the most common price ranges are \$100,000 to \$150,000 and \$200,000 to \$250,000. Both ranges comprise 25.0% of the inventory identified as part of this analysis, and together represent half of the inventory. Again, the numbers provided below are based on a limited inventory of 16 units that were identified as being listed for sale. The ranges are not representative of total aggregate inventory.

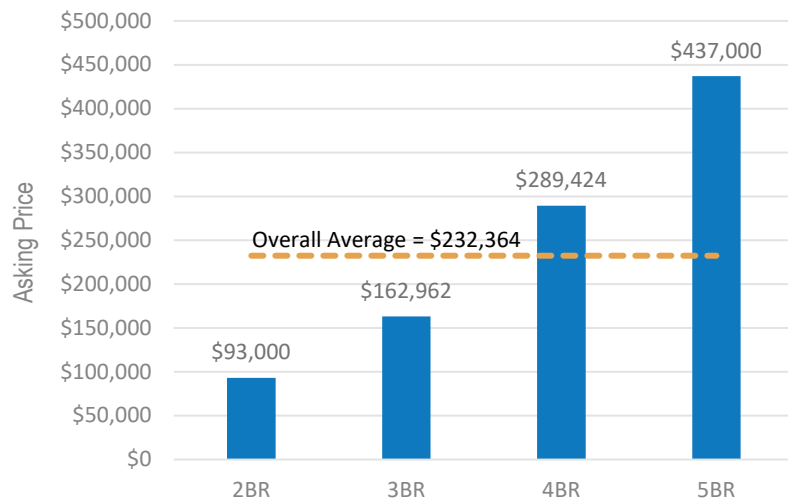
For-Sale Housing Units by Asking Price Range, 2017



Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

Based on this analysis, the current overall average asking price for the 16 single-family detached units identified in Wauchula is estimated at \$232,364 (significantly higher than the 2017 average value of \$124,298 from the US Census). Current asking prices vary significantly by bedroom type, ranging from \$93,000 for the only two-bedroom unit included in the analysis to an average of \$437,000 for the two five-bedroom houses identified. No one-bedroom homes were being marketed as for-sale.

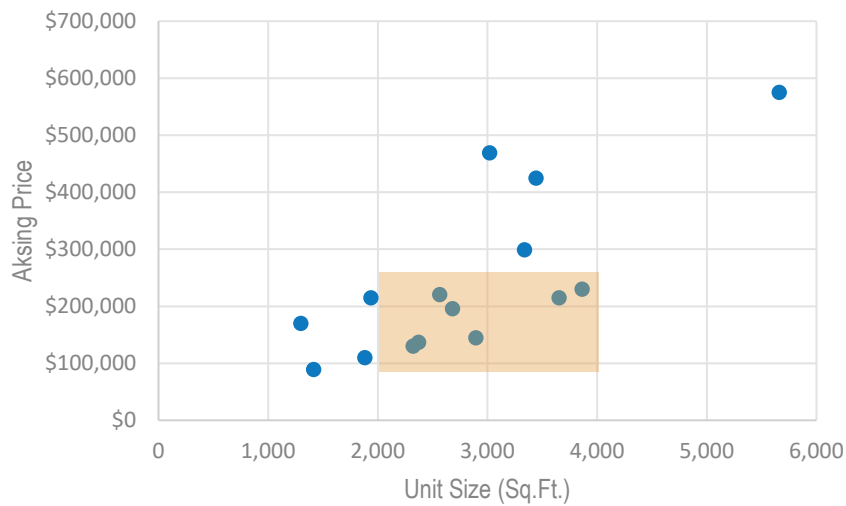
Average For-Sale Asking Price by Number of Bedrooms, 2017



Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

The graph below demonstrates the distribution of for-sale housing units by size and asking price point. As indicated by the orange box, the majority of the for-sale units range in size from 2,000 to 4,000 square feet, with asking prices between \$100,000 and \$250,000. It should be noted that the three units with asking prices above \$400,000 are not exemplary of the existing price points for most of the housing in Wauchula. These outliers are based on the inventory of 16 for-sale units being marketed as for-sale at the time of this analysis.

Average For-Sale Asking Price by Unit Size (sq.ft.), 2017



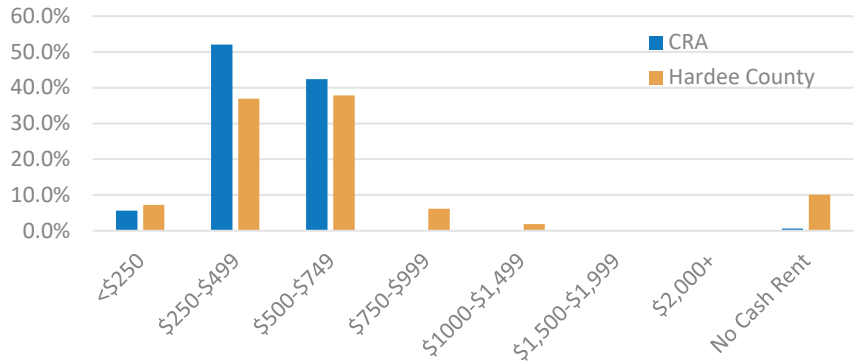
Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

Rental Housing

According to the US Census, renter-occupied units in the Wauchula CRA generally have a contract rent under \$750 per month. The share of renter-occupied units under \$750 per month in Hardee County is 82%. The County has small shares of units with rents up to \$1,500. It should be noted that the information supplied in the graph below includes both rental units in traditional apartment communities, as well as investor-owned single-family detached and attached residences that are leased out on a monthly or annual basis. Several new apartments have been recently completed in the downtown area of Wauchula and they are commanding monthly lease rates between \$750 and \$900 per month.

Given their recent completion, these units were not captured in the data below.

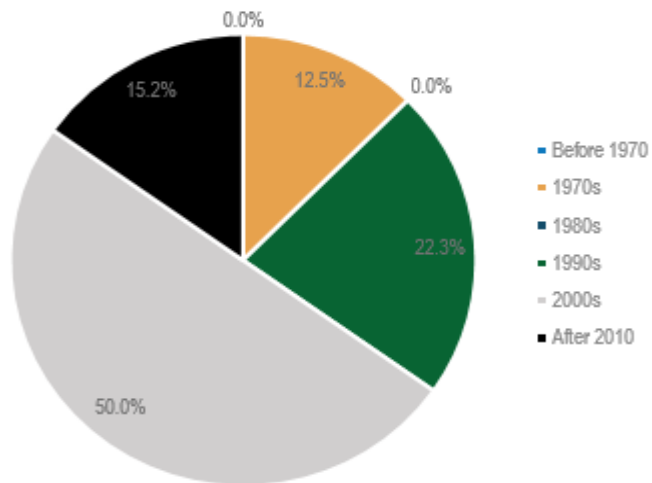
Comparison of Renter-Occupied Units by Contract Rent Range, 2015



Source: ESRI Business Analyst Online; Kimley-Horn

An inventory of multifamily rental communities identified seven affordable developments. No market-rate communities were identified. Market-rate communities do not target or restrict residents based on their age or household income. Half of the current inventory of apartments was completed in the 2000s, with another 22.3% built in the 1990s. Newer product is limited to one community: Chatham Pointe, built in 2011.

Share of Existing Apartment Inventory by Decade Completed, Wauchula, 2017



Source: US Census; Kimley-Horn

While nationally, the average size of newer apartment communities has expanded from 200 to 250 units, developments in Wauchula tend to be smaller, most with less than 100 units each. This is influenced by the affordable nature of the communities, which tend to average 50 to 75 units in size.

It should be noted that there are approximately 25 market-rate apartments either under construction or proposed in downtown Wauchula. For the units that are nearing completion, leasing interest has been high, demonstrating two things: (1) there is demand for market-rate rental product in Wauchula, and (2) location offering walkability and quality of life factors are important.

Mimicking the results from the US Census graph above, for properties that make rents available, the majority quote lease rates ranging from \$300 to \$700 per month.

RETAIL

Competitive Retail Framework

This section provides a high-level inventory of key national and regional chain retailers to demonstrate presence and distribution serving the City of Wauchula. US 17 represents the primary commercial corridor in Wauchula, hosting all of the national and regional chains identified. The only national grocer in the area is a Walmart Supercenter located just north of the city limits. There is one primary regional chain grocer serving the City, Winn Dixie. Additionally, one national pharmacy chain was also identified, CVS Pharmacy. It is likely that many residents utilize the Walmart Supercenter for grocery and pharmacy needs, as well as two locally-owned pharmacies. In addition, there are several national chain discount stores: Dollar General, Family Dollar, and Dollar Tree. Convenience stores and locally owned grocers and food stores, such as Carter's Meats & Produce, also serve local demand. There are also several grocers focused on serving the area's large Hispanic community, such as

Del Pueblo Supermarket and La Placita. These businesses are also largely located along the US 17 corridor. Other notable national and regional retail chains represented locally include Aaron's, Hibbett Sports, Bealls Outlet, Cato Fashions, Badcock Home Furnishings & More, O'Reilly Auto Parts, AutoZone, Advance Auto Parts, and Tractor Supply Co.

The retail offerings in Downtown Wauchula are primarily locally-owned and concentrated on West Main Street between Eighth Avenue and Fifth Avenue/US 17. They include clothing and gift stores, such as Cat's on Main and The Red Apple, and second-hand stores. The only national chain retail presence are two phone service providers, Verizon Wireless and Crickets Wireless.

Current Performance Snapshot

Retail listings are limited to a small number of free-standing properties that are publicly listed for-sale. Of the three active listings identified, all had quoted sales price information readily available. Current retail listings have an average sales price per square foot of \$133, ranging from \$46 to \$246. Two of the available buildings are located on or near US 17, with these properties generating a premium over the listing not on the corridor. Available buildings total 20,938 square feet, with the smallest offering 2,852 square feet and the largest with nearly 11,000 square feet.

In addition to the data presented above, there are several commercial spaces in downtown Wauchula that are available, but not publicly listed. Three spaces that are targeting a wide range of commercial users, ranging in size from 600 to 1,580 square feet, were identified for lease in downtown. Quoted lease rates range from \$5.70 to \$12.00 per square foot. Two spaces were identified as for sale, ranging from \$50 to \$70 per square foot, consistent with the public listings identified above. One additional space was identified on 6th Avenue as being either for-sale or lease. The 1,950-square-foot space is quoted at \$22.80 for rent or \$117.44 for lease, a notable premium over other listings. This space

currently is home to a thrift store in a free-standing building on a prominent corner in downtown.

Retail Gap Analysis

This section presents a current analysis of retail gap in Hardee County. Estimates presented below demonstrate which retail industry groups are over- or under-supplied based on ESRI's Business Analyst Online's interpretation of household spending potential. Industry groupings designated in red are estimated to be oversupplied in the county, while those in green are undersupplied. Undersupplied industry groupings result in loss, or leakage, of consumer spending to other areas. In the case of Hardee County, many of these spending dollars are likely going east to Sebring or north to Bartow and Lakeland.

The leakage/surplus factor presents a snapshot of retail opportunity outside the region. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the county. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

As shown below, demand in Hardee County is outpacing supply in all industry groups except Building Materials & Supply Stores, Food and Beverage Stores, Health & Personal Care Stores, and Gasoline Stations. This demonstrates that the region has opportunity to grow its regional attractiveness as a retail center in these categories.

Retail Leakage/Surplus, Hardee County, 2017

Industry Group	Demand	Supply	Retail Gap	Leakage/ Surplus Factor
Motor Vehicles & Parts Dealers	\$43,408,340	\$20,598,468	\$22,809,872	35.6
Furniture & Home Furnishings	\$6,399,785	\$2,718,244	\$3,681,541	40.4
Electronics & Appliance Stores	\$5,105,910	\$2,319,520	\$2,786,390	37.5
Building Materials & Supply Stores	\$13,471,374	\$17,031,952	-\$3,560,578	-11.7
Food and Beverage Stores	\$33,918,714	\$38,093,464	-\$4,174,750	-5.8
Health & Personal Care Stores	\$12,962,338	\$17,565,107	-\$4,602,769	-15.1
Gasoline Stations	\$21,363,998	\$25,314,253	-\$3,950,255	-8.5
Clothing & Clothing Accessory Stores	\$8,910,458	\$3,454,592	\$5,455,866	44.1
Sporting Goods, Hobby, Books & Music Stores	\$4,484,167	\$2,515,726	\$1,968,441	28.1
General Merchandise Stores	\$30,878,222	\$17,470,322	\$13,407,900	27.7
Miscellaneous Store Retailers	\$7,901,324	\$5,262,824	\$2,638,500	20.0
Nonstore Retailers	\$4,972,143	\$181,188	\$4,790,955	93.0
Food Services & Drinking Places	\$18,986,651	\$14,038,437	\$4,948,214	15.0
Restaurants/Other Eating Places	\$17,353,223	\$13,763,317	\$3,589,906	11.5

Source: ESRI Business Analyst Online

A similar analysis of the Wauchula CRA shows more surplus than the larger County, indicating it plays a greater role as a shopping destination for its periphery than Hardee County. Key areas where there is unmet demand are in Motor Vehicles & Parts Dealers, Furniture & Home Furnishings Stores, and Nonstore Retailers. Industry groups experiencing the greatest surpluses, meaning they draw customers from outside the CRA, include Home & Personal Care Stores, Food & Beverage Stores, Restaurants/Other Eating Places, and Food Services & Drinking Places.

Retail Leakage/Surplus, City of Wauchula CRA, 2017

Industry Group	Demand	Supply	Retail Gap	Leakage/ Surplus Factor
Motor Vehicles & Parts Dealers	\$6,806,006	\$6,615,479	\$190,527	1.4
Furniture & Home Furnishings	\$1,089,008	\$768,915	\$320,093	17.2
Electronics & Appliance Stores	\$887,118	\$1,494,924	-\$607,806	-25.5
Building Materials & Supply Stores	\$2,013,380	\$2,571,845	-\$558,465	-12.2
Food and Beverage Stores	\$5,645,391	\$20,911,675	-\$15,266,284	-57.5
Health & Personal Care Stores	\$2,058,383	\$10,584,302	-\$8,525,919	-67.4
Gasoline Stations	\$3,463,271	\$4,457,180	-\$993,909	-12.5
Clothing & Clothing Accessory Stores	\$1,549,980	\$1,936,704	-\$386,724	-11.1
Sporting Goods, Hobby, Books & Music Stores	\$763,011	\$841,812	-\$78,801	-4.9
General Merchandise Stores	\$5,194,588	\$9,144,338	-\$3,949,750	-27.5
Miscellaneous Store Retailers	\$1,250,427	\$1,351,401	-\$100,974	-3.9
Nonstore Retailers	\$787,436	\$136,634	\$650,802	70.4
Food Services & Drinking Places	\$3,254,062	\$8,376,297	-\$5,122,235	-44.0
Restaurants/Other Eating Places	\$2,967,873	\$8,238,737	-\$5,270,864	-47.0

Source: ESRI Business Analyst Online

OFFICE

As of early 2018, no office properties were identified as being currently marketed for sale in Wauchula, illustrating the limited opportunities for businesses requiring office facilities. There was, however, one listing for two in-line office/retail spaces in the same shopping center for lease. Located within the CRA on US 17, the property was built in 1966. Both spaces are 700 square feet and rent for \$9.43 per square foot per year, or \$550 per month.

As noted in the retail section, there are several properties listed for-sale and for-lease in downtown Wauchula that target a wide array of commercial users. Depending on space needs and layout, some or all of these listings could be appropriate for office users, particularly professional services industries. Lease rates in the downtown spaces range from \$5.70 to \$12.00 per square foot. The downtown listings are in-line with the space identified through public listings above.

Demand for office space is directly related to growth in industries that occupy that specific building type. Limited activity levels for office in Wauchula is understandable given the comparably low shares demonstrated in key office-occupying sectors, namely professional services, finance and insurance, and information. A focus on diversification of industries in Wauchula could spur interest in additional office space offerings. The Industrial Development Authority's incubator building may be a key opportunity to spur diversification.

SWOT ANALYSIS

STRENGTHS

INTERNAL

UNIQUE RESOURCES

ADVANTAGES

COMMODITIES



- Accessible location along main north-south transportation corridor, US 17, and situated in between two east-west corridors, State Highways 64 and 62
- Downtown development momentum supported by recent public investments
- Active non-profit organization, Main Street Wauchula; organizes community events and activities and offers support & incentives to local businesses such as the façade improvement matching grant program
- City government has effective, proactive staff
- Property tax rates are comparably lower than nearby jurisdictions
- Construction of new medical facility with expanded services (only emergency room in the county)
- Several parks throughout the City, including Main Street Heritage Park in center of downtown acts as a central gathering place and venue to family-oriented events organized primarily by Main Street Wauchula
- Reputation as having friendly, family-focused small-town charm
- Adjacency to the Peace River and natural environment
- Historic architecture and landmark buildings
- Influx of retirees during winter months offers an additional source of sales for retail, restaurants, and medical and professional services
- A comparably higher share of Wauchula's population is of working age (15-64), resulting in a larger than average supply of labor

- Overspecialized economy (high shares of ag, mining, education, healthcare, and government jobs)
- Lower levels of educational attainment influenced by major employment sectors; 20% and 14% have an Associate's degree or higher in the CRA and County, respectively
- Stagnant population growth; location within an area that experienced minimal growth
- Significant portion of labor is seasonal and/or migratory
- Low median household incomes, affecting spending potential and retailer interest
- Low property values resulted in a stagnant tax base that constrain the City budget
- Limited new commercial (especially chains) or residential development
- Vacant downtown storefronts (of vacancies only ½ are estimated to be leasable)
- Deferred maintenance on building stock and structures that are obsolete/difficult to repurpose; lack of 'move-in ready' commercial spaces
- Seasonal influx of retiree population whose spending is concentrated in a few categories
- Hospitality offerings limited to RV parks and motels
- Cultural and entertainment attractions, an important consideration for attracting young professionals and families, are limited downtown
- Most of city's public schools are poorly rated
- Geographically isolated in central Florida; nearest major urban centers are at least a forty-minute drive



INTERNAL

CHALLENGES

DISADVANTAGES

COMPLICATIONS

WEAKNESSES

OPPORTUNITIES

EXTERNAL

POSITIVE TRENDS

ASSETS



- Public-private partnerships on downtown development opportunities
- Unique funding streams available to support economic diversification and job creation resulting from presence of phosphate mining company
- Economic diversification and downtown investments supported by unique funding streams, comprised primarily of contributions from phosphate mining
- Job creation spurred by Hardee County Industrial Development Authority and Economic Development Authority incubator programs
- Former healthcare site now owned by Hardee County Industrial Development Authority
- Increase Peace River recreation/ecotourism and cattle ranch/farm agritourism opportunities

- Uncertainty of citrus industry and related phosphate mining, and consequences for local labor force
- Devastation caused by extreme weather events; severely impacting real estate and agricultural operations
- Access to unique phosphate mining funding streams could dry up
- Immigration changes could impact labor supply
- Strain of shifting household composition on school system and public services
- Decisions on locations are increasingly being made based on preferences, such as proximity to skilled labor and availability of public transportation and attractive housing options, putting Wauchula at a disadvantage



EXTERNAL

NEGATIVE TRENDS

OBSTACLES

RISKS

THREATS

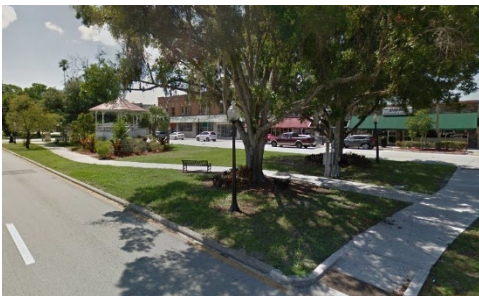
COMPARABLE COMMUNITIES

Like Wauchula, many rural, small town communities are facing the daunting challenges of economic restructuring and the resulting uncertainty, demographic change, and decline in property values and quality. Changes in the economy, as well as shopping and living preferences, have necessitated a proactive approach to the transformation and revitalization of commercial districts. The three comparable communities profiled in this report have purposefully and intentionally taken steps to reposition and strengthen the economic competitiveness of their downtown and highway corridor commercial districts. All three comparable communities are in Florida. They include: Avon Park, Zephyrhills, and Lake Wales.

AVON PARK, FL

Avon Park is also located in Central Florida, approximately twenty miles east of Wauchula in neighboring Highlands County. Founded in 1910, it is referred to as the “City of Charm” due to its small town, family-oriented character. In 2016, Avon Park had an estimated population of 10,259 and a median income of \$27,793. The City is situated north of Sebring along US 27/98, a north-south corridor that connects Tallahassee and Miami. The two-way AADT for the highway segments in Avon Park range from 29,000 to 32,000.

Avon Park has been proactive in addressing the challenges it faces to encourage a more vibrant and vital economy. Some of the obstacles deterring new development and private investment include deterioration of infrastructure, deferred property maintenance, and small lot sizes. To help breathe new life into the downtown area and improve pedestrian access, an ambitious four-phase streetscaping effort was outlined in the Main Street CRA Plan Update. Working in segments



along and around Main Street, one of the City's two primary commercial districts, the investments include placing overhead wiring underground, upgrading and widening sidewalks to encourage outdoor cafes and handicap accessibility, acquiring land for public parking lots, and replacing street lights to be in conformance with historic character. According to their five-year Capital Improvement Plan, Avon Park planned to spend \$1,550,000 on transportation projects, including street improvements, sidewalks and curbs, and stormwater/drainage, during the fiscal years ending 2015-2019.



As another strategy to revitalize Avon Park, city boosters have emphasized the local tourism industries and leveraging recreation opportunities. Several water-oriented businesses have been established to take advantage of the numerous lakes, ranging in size, in the City and surrounding area. Another important draw for visitors is the Avon Park Air Force Range, a 106,000-acre military training facility and the largest wildlife management area in southwest Florida, which is located northeast of the City. It is a premier destination for hunting, fishing, camping, hiking, birding, and other outdoor recreational activities. Other recreational activities include golfing, agritourism, Go Kart racing, bowling, and museums. To encourage tourism and visitors in the region, Avon Park has partnered with nearby Sebring and Lake Placid on a destination marketing organization that is housed in the Sebring Office of Tourism Development. This collaboration is a unique strategy that multiplies the abilities of any one community to stimulate economic growth through tourism. Visit Sebring, which the program is called, offers an extensive online directory of the various recreational businesses and activities in the three cities.



ZEPHYRHILLS, FL

Zephyrhills is a suburb northeast of Tampa in Pasco County. Known as “The City of Pure Water” and the “Skydive Capital of the World,” this community has leveraged its unique assets of Nestle’s Zephyrhills Natural Spring Water headquarters and Skydive City, a 14-acre campus with full-service RV park, camping, and wingsuit school, to promote its image as a small town with a lot to offer.

In 2016, the City’s population was estimated to be 14,907 and the median household income was \$33,253. In the greater Zephyrhills area, however, the population is approximately 50,000. In addition to its permanent residents, Zephyrhills is a popular destination for snowbirds. In the winter months, an estimated 30,000 additional seasonal visitors reside in the greater Zephyrhills area. The Zephyrhills Chamber of Commerce estimates there are 130 manufactured home communities catering to winter visitors. The City has embraced its seasonal population, which provides a significant boost to its economy, hosting an annual festival, Snowbird Palooza, featuring senior-oriented exhibitors, keynote speakers, free medical checks, and bingo. In addition, the City maintains an extensive park system, including an 8,000 square foot skate park and water park, to enhance its appeal to families.

This community also has great accessibility; it is bisected by US 301 and I-75 is about 15 minutes west of Zephyrhills. Both are primary north-south corridors in the state. As in Avon Park, having a highway corridor focused on auto-dependent uses also presents some challenges for Zephyrhills. The US 301/Gall Boulevard Corridor was the focus of a collaborative visioning and planning effort from 2014 to 2016 between the Pasco County Metropolitan Planning Organization (MPO), the cities of Zephyrhills and Dade City, Pasco County Planning and Development, and the East Pasco community. The goal of this first phase was to collaboratively develop a unified Corridor Vision. The initiative began in



mid-2014, included three public workshops in 2015, and was accepted by all participating governments. The focus of this plan is to guide “the transformation of the US 301/Gall Boulevard Corridor from a strip-commercial, car-focused highway to a mix of commercial, office, and residential uses arranged in mini ‘activity centers’” (Pasco County MPO, 2016) that are also accessible to people on foot or bicycle. The next steps for this effort will likely include a more in-depth land use evaluation within the corridor. In parallel with this effort, the City of Zephyrhills also adopted a new form-based code for the US 301/Gall Blvd. Corridor in early 2016. The standards and regulations aim to guide investments within the corridor to promote sensible development and redevelopment, complete streets that accommodate all users, housing options for people that prefer walkable living, and protection of special places (City of Zephyrhills, 2016).

LAKE WALES, FL

Lake Wales is the largest of the comparable communities, with an estimated population of 15,860 in 2016. The median household was \$38,268 in 2016. The City is located in Central Florida, approximately 25 miles north of Avon Park along US 27. Lake Wales is situated at the convergence of the north-south corridors, US 27 and State Road 17, and State Road 60 (east-west). Lake Wales is referred to as the “Crown Jewel of the Ridge” as a nod to it being along the state’s geographical ridge and having the highest elevation in the peninsular Florida.

The Lake Wales Comprehensive Plan, which was updated in 2005, identified the concern of being overspecialized, given the area’s historic dependence on local resource-based industries, such as citrus and agriculture, and need to diversify its economic base by instituting strategies and programs to encourage business activity in non-traditional





sectors . Focused on this goal of restructuring the local economy are the Lake Wales Area Chamber of Commerce and Economic Development Council (EDC), which are active boosters of the City. Programs and services focus on marketing available properties, encouraging redevelopment/reuse and in-fill development, and advising negotiations of business expansion and recruitment. In addition to incentives offered at the state and county level, the Lake Wales EDC also award incentives to prospective employers based on a case-by-case basis. The Chamber's target industries include Agribusiness, Tourism, Logistics and Distribution, Light Manufacturing, Medical and Life Sciences, and Retail. Lake Wales is also experiencing extensive commercial development and redevelopment, though mostly concentrated outside of the downtown area along US 27 North, including the construction of an Aldi's supermarket, Wawa convenience store and gas station, auto dealership, new IHOP restaurant, and Best Western Plus hotel. To encourage reuse when possible, the organizations take a creative approach to vacant properties, such as encouraging subdivision of a large big-box retail space that formerly housed a Toys R Us to accommodate several enterprises in keeping with the macro-level shift to smaller retail and office space sizes. Another example of progressive thinking is the combination of six retail spaces in a shopping mall, which has been floundering due to the change in retail market conditions and shopping trends discussed in the External Forces section, to create a large space for a non-profit community organization.

Despite the recent investment and development activity, the Lake Wales CRA, like other comparable communities, has a large number of vacancies. A recent survey of land uses in the CRA revealed 53% of parcels are vacant. The Lake Wales Community Redevelopment Plan is currently in the process of being updated and aims to guide the transformation of the CRA into a cultural and economic hub by encouraging quality in-fill development. The Draft CRA Plan is scheduled to be completed in 2018.

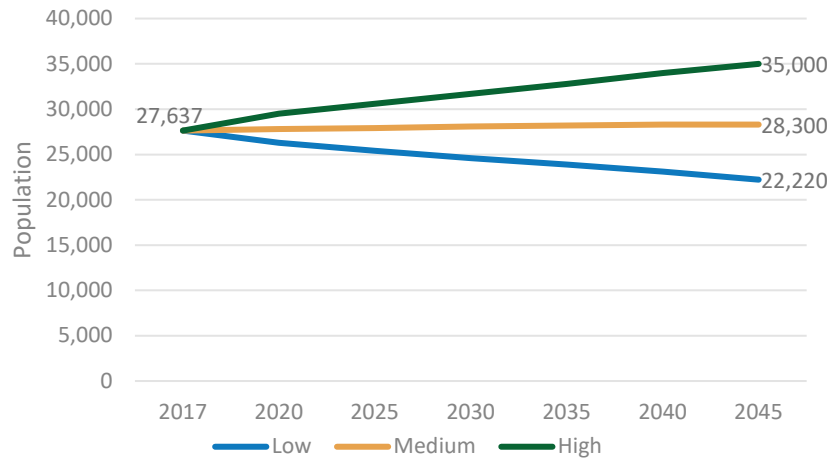
FUTURE OPPORTUNITIES FOR THE WAUCHULA CRA

PEOPLE

To provide some perspective on possible future population change in Hardee County, three population growth scenarios are presented for the time period of 2017 through 2045. These projections are provided annually by the Bureau of Economic and Business Research (BEBR). To account for uncertainty regarding future population growth, BEBR publishes three series of projections representing a low, medium, and high forecast of future population growth. The medium series is considered “the most likely to provide accurate forecasts in most circumstances, but the low and high series provide an indication of the uncertainty surrounding the medium series.” Given Wauchula’s sizable number of seasonal residents, it is important to note that these projections include only permanent residents.

Based on data provided by BEBR, Hardee County had an estimated 27,637 residents in 2017. The low scenario forecasts a loss of 5,417 residents through 2045, resulting in a total population in Hardee County of 22,220. This scenario, which is the only one that projects a decline, results in a population change of -19.6% over the 28-year period. The medium scenario projects a total of 28,300 people in the trade area with a resulting growth rate of 2.4%, or 663 additional residents. The medium forecast represents a more stable view of population growth through 2045, projecting 27.3% more people in the trade area when compared to the low scenario. The high scenario projects population in the County to reach 35,000 residents by 2045, an increase of 27,363 new residents, or 26.6%, over the 28-year period. The high scenario represents the strongest growth projections, resulting in 57.5% more residents in 2045 than estimated in the low scenario.

Comparison of Population Projections, Hardee County, 2017-2045



Source: Florida Bureau of Economic and Business Research

Key considerations related to population and household profiles in Wauchula that should be considered during the CRA Master Plan Update include:

FAMILIES. Although, Millennials and Baby Boomers are getting a lot of attention nationally, families are the most influential demographic group in the CRA today. The large family cohort is driven by the significant presence of migratory or seasonal workforce, demonstrated by the higher than average Hispanic population. These households tend to, on average, have more children and are likely to reside with multiple generations under one roof. The spending potential of families in and around Wauchula will influence retail selection patterns in the area.

SEASONAL POPULATION INFLUX. On the other end of the spectrum, Wauchula's market potential for future growth is also influenced by an increase of seasonal population, living in recreational vehicle parks surrounding the City. These temporary winter residents drive spending potential and need for services during a portion of the year. They tend to be heavily one- and two-person households, with no children.

DIVERSITY. Mimicking national and regional trends, the CRA is rapidly becoming more diverse. The modest growth in the share of non-white residents is expected to continue, reinforced by higher than average fertility rates. The community's diversification will result in changes in demand for residential and commercial land uses in the future.

HOUSEHOLD SIZE. Although nationally household sizes have been in decline due to the large Millennial and Baby Boomer generations, the CRA's has increased. Household sizes are likely to remain stable or increase slightly due to the growing share of minorities and increase in multigenerational households.

PROSPERITY

The City of Wauchula CRA and Hardee County are both heavily dominated by a few key employment segments, most notably Natural Resources and Education & Health Services. As both of these sectors exhibit risks in relation to longevity in the region, demonstrated by the hundreds of jobs lost during the Great Recession, diversification of the economic base will become increasingly critical.

Key considerations that should be incorporated in the development of the updated Master Plan:

JOBS. Comprising 43.7% of the jobs in Hardee County, Wauchula represents the primary job center in the area. Although Education and Health Services and Natural Resources and Mining represents the largest employment sectors, Information, Finance, and Utilities are more commonly attracted to a location in the CRA than other types.

DIVERSIFICATION. As previously noted, Wauchula is highly dependent on a few key sectors with more than one-half of the total economic base employed in Health & Education Services, Natural

Resources, and Government. Given the uncertainty of Natural Resources positions in the long-term, a focus on diversification of industries is key.

ROOF TOPS. The largest employment sector in the CRA is Education and Healthcare. This sector is directly correlated to population, seeking locations close to the residents they serve. The diversification of residents in Wauchula is likely impacting the composition of these services.

WAGES. Heavily impacted by the Natural Resources industries, nearly 70% of the jobs have an annual wage less than \$40,000 annually. This is an important factor in attracting retailers to the area as it communicates local spending power.

PLACE

HOUSING

As Wauchula continues to evolve, demand for residential product will need to meet a wide variety of preferences, driven by attractiveness for families, young adults forming new households, and downsizing occurring in the Baby Boomer generation.

Nationally and even regionally, neighborhoods and developments offering a mixture of uses and a range of transportation choices have become increasingly popular in the last decade. In fact, one of the most referenced unmet desires in the housing market is to live in a mixed-use neighborhood (TransitCenter, 2014). Real estate in mixed-use places often demonstrates a premium in all product types—office, hotel, housing (for-sale and rental), and retail. Given the price points in the Wauchula real estate market, large-scale mixed-use development is unlikely; however, small-scale developments should continue to be explored, such as the current development initiatives being spearheaded by the CRA, to help set the stage and test the viability for larger scale developments.

A January 2015 initiative by the Urban Land Institute (ULI) surveyed over 1,200 people about what they desired in communities. The following are relevant factors related to the creation of place:

- ❖ Mixture of uses, including open and recreation space
- ❖ Neighborhood walkability
- ❖ Transportation choices and availability of public transit
- ❖ Diverse communities in terms of age, income, race, and culture

Respondents' top three community attribute priorities were quality of the environment, access to healthy food, and green space. However, many respondents report currently living in places where it is unsafe to walk outside, where fresh food is unavailable, and where other barriers to healthy lifestyles exist. These preferences among Americans suggest strong opportunities for the real estate market to supply communities meeting these attributes (Urban Land Institute, 2015).

Key housing considerations that should be incorporated in the development of the updated Master Plan:

HOMEOWNERSHIP. For-sale product, both single-family detached and attached, remain important residential product types in Wauchula. However, at the same time, the number of households seeking to rent has increased. Additional focus on diversification of housing stock will be critical to attracting new residents and allowing existing to move as their lifestyles change.

VARIETY. Allowing a variety of housing products and tenures will make living in Wauchula more accessible to residents of different ages, races, and incomes. Entry-level housing will be attractive to first-time buyers and young families. Consideration of product types that support large household sizes and multi-generational living arrangements would also be relevant for diversification of Wauchula's housing stock.

AGING CONSIDERATIONS. As residents in Wauchula seek to age in place, accommodations for a continuum of care and a range of housing types, tenures, and price points, should be considered. In addition, efforts to improve pedestrian access, including sidewalk connectivity and traffic calming devices, between residential and commercial centers should be continued.

As previously noted for residential real estate performance, real estate trend information highlighting vacancy rates and price points is extremely limited in Wauchula. This analysis relies on a current snapshot of performance to demonstrate potential opportunities in Wauchula, and more specifically for the CRA.

RETAIL

The Wauchula CRA has limited spaces available for immediate occupancy, and many spaces that are available would require significant upfit.

Key retail considerations that should be incorporated in the development of the updated Master Plan include:

E-COMMERCE. The impact of online shopping and technology will continue to shape the way that retail is developed in the future. This includes more community-focused formats, smaller footprints, door-to-door delivery services, and cross-channel integration of online and offline retail offerings to provide a seamless customer experience.

ADDRESSING DEMAND. While many of the retail categories identified in Hardee County demonstrate less supply than demand, the challenge will be to attract retailers to the area. Due to the uniquely-defined formulas used by national chain retailers to identify target markets, the lack of strong household growth and lower than average income levels will be a deterrent for many to consider the Wauchula area for development.

DOWNTOWN SUCCESS. With two projects underway or nearing construction in the downtown, the opportunities for downtown retail spaces are strong. These retailers are challenged by the presence of seasonal population growth in the winter months, and quieter sales in the summer when the area's population declines. The intersection of the north and south thoroughfares of US 17, the area's primary north-south corridor, with Main Street results in immense potential to convert those traveling through to customers for downtown businesses.

OFFICE

As with retail space, the availability of office space is significantly limited due to deferred property maintenance and structures becoming obsolete. To attract industries requiring office space, significant upfit and broad-minded thinking will be required.

Key office considerations that should be incorporated in the development of the updated Master Plan include:

COLLABORATIVE WORKSPACE. Nationally, office space per employee is declining due to collaborative layouts, new space efficiencies, a shift towards electronic filing, and telecommuting. Focusing on a small offering of updated office space that suits this need could be attractive to small entrepreneurs given the comparative affordability of lease rates in Wauchula.

ATTRACT TALENT. Employers are now seeking locations that most benefit their target labor force and can be used to attract the best talent. Integration of uses is a key component in this consideration allowing employees to access outdoor space, retail amenities, and fitness facilities. Small spaces in Wauchula's downtown would offer the best opportunity to attract new employers to the area. Programs focused on combatting

deferred maintenance should be continued and potentially expanded to ensure there is viable office space available.

FLEXIBLE SPACE. While demand for Class A office is very low in Wauchula, a focus on flexible work space (office in the front with warehouse or manufacturing in the rear) could offer variety that is attractive to new employers seeking space in the area. Creative adaptive reuse strategies, such as subdivision or combination of existing viable spaces should be considered.

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*2019 Wauchula Community Redevelopment
Agency – Community Redevelopment Plan*

Appendix D

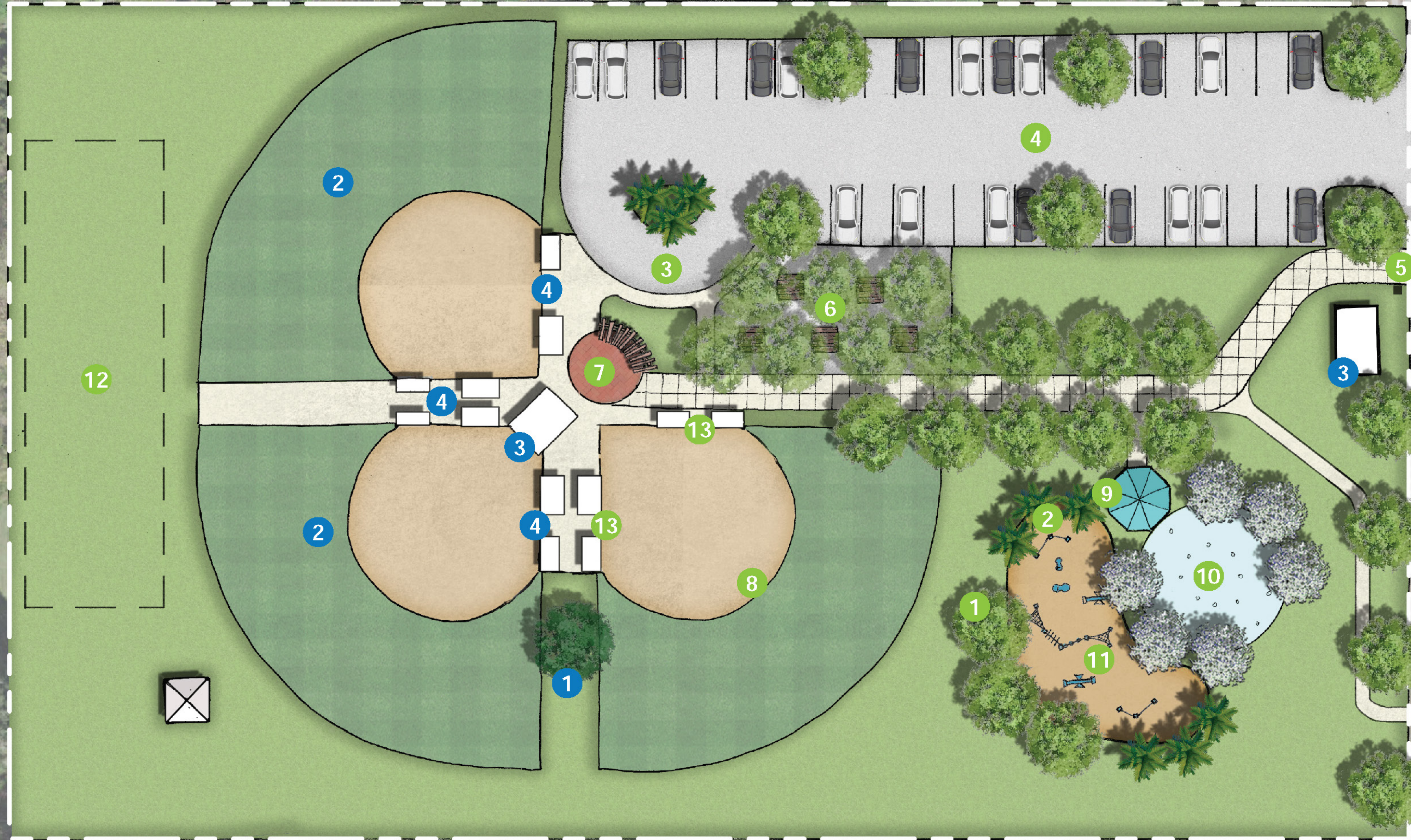
HAWAIIAN DRIVE

EXISTING FEATURES TO REMAIN

- 1 TREES
- 2 BASEBALL FIELDS
- 3 BUILDING
- 4 COVERED BLEACHERS

PROPOSED FEATURES

- 1 SHADE TREE
- 2 PALM
- 3 DROP OFF
- 4 PARKING
- 5 ENTRY FEATURE
- 6 PICNIC AREA
- 7 ENTRY PLAZA
- 8 BASEBALL FIELD
- 9 PAVILION
- 10 SPLASH PAD
- 11 PLAYGROUND
- 12 FAMILY TENT AREA
- 13 COVERED BLEACHERS



EDDY STREET

FLORIDA AVENUE

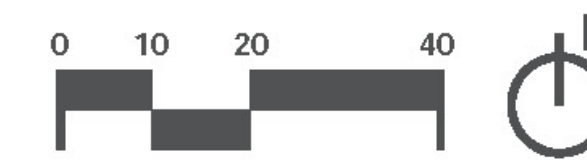
CARLTON STREET



FARR FIELD PARK

APRIL 2019 • CONTACT: JAMES PANKONIN, PLA (941)-379-7620

CITY OF WAUCHULA
WAUCHULA, FLORIDA



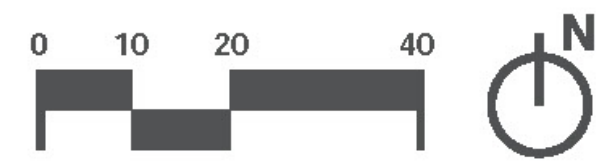
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SEMINOLE PARK

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EXISTING FEATURES TO REMAIN

- 1 TREE
- 2 PALM
- 3 PAVILION
- 4 RESTROOM
- 5 EXERCISE EQUIPMENT
- 6 PLAYGROUND
- 7 TENNIS COURTS
- 8 BLEACHERS
- 9 COVERED BLEACHERS
- 10 PARKING

PROPOSED FEATURES

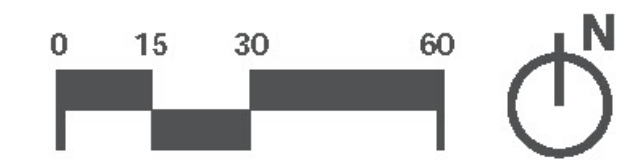
- 1 SHADE TREE
- 2 PALM
- 3 FLOWERING TREE ALLEÉ
- 4 BAND SHELL
- 5 FLEX LAWN
- 6 GAME AREA
- 7 NEW SURFACING
- 8 GAME AREA WITH CRUSHED SHELL
- 9 REALIGNED SIDEWALK
- 10 CONCRETE DRIVEWAY
- 11 SHUFFLEBOARD COURTS
- 12 PICKLE BALL COURTS
- 13 DROP OFF
- 14 ACCESSIBLE PLAYGROUND
- 15 ENHANCED PLAYGROUND:
SHADE STRUCTURE
NEW SURFACING
FENCING



OAK STREET PARK

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CITY OF WAUCHULA
WAUCHULA, FLORIDA



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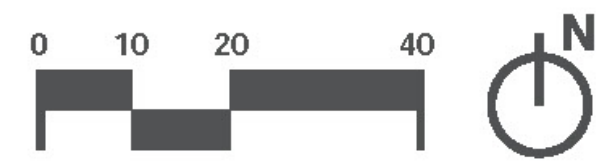
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GREEN STREET PARK

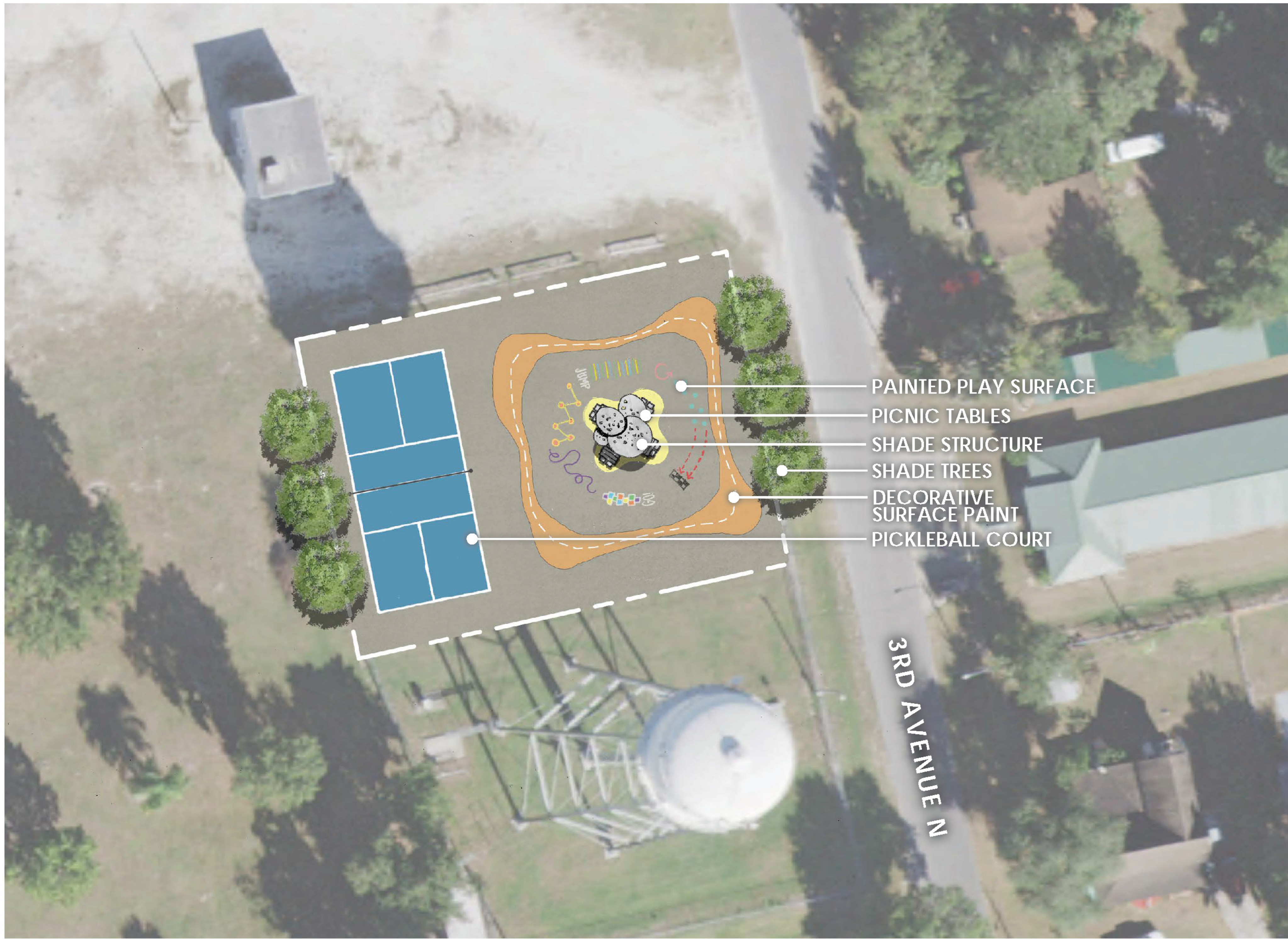
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- PAINTED PLAY SURFACE
- PICNIC TABLES
- SHADE STRUCTURE
- SHADE TREES
- DECORATIVE SURFACE PAINT
- PICKLEBALL COURT

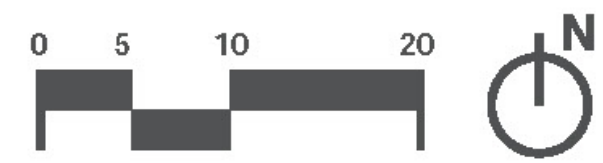
3RD AVENUE N



FORMER SKATE PARK: OPTION 1

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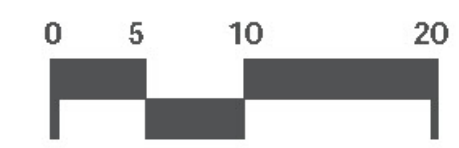
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FORMER SKATE PARK: OPTION 2

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*2019 Wauchula Community Redevelopment
Agency – Community Redevelopment Plan*

Adopted Resolution

2019-10

RESOLUTION 2019-10

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WAUCHULA, FLORIDA; AMENDING THE UPDATED 2010 COMMUNITY REDEVELOPMENT PLAN; MAKING FINDINGS; AUTHORIZING AMENDMENTS; PROVIDING AN EFFECTIVE DATE.

WHEREAS, pursuant to Part III, Chapter 163, Florida Statutes (1969) "The Community Redevelopment Act of 1969" (the "Act"), the City Council, now known as the City Commission (the "Commission"), of the City of Wauchula, Florida (the "City") adopted Resolution 97-09 whereby it determined and declared there existed a need for a community redevelopment agency to function in the City to carry out redevelopment purposes pursuant to the Act; and,

WHEREAS, by Resolution 97-10, the Commission declared itself the Community Redevelopment Agency (the "CRA") in the City; and **WHEREAS**, by Ordinance 97-834, the Commission readopted and reaffirmed Resolutions 97-09 and 97-10, and established a Redevelopment Trust Fund pursuant to Section 163.387 of the Act; and,

WHEREAS, by Resolution 2009-25, the CRA and Kimley-Horn and Associates, Inc. ("KHA"), entered into an agreement through which KHA provided an evaluation and comprehensive update to the Community Redevelopment Plan (the "Plan") emphasizing programmatic and project-specific implementation consistent with the CRA boundary; and,

WHEREAS, following presentation of the Plan Update 2010 to the City of Wauchula Planning and Zoning Board (the "P&Z") on June 21, 2010, at a public hearing, KHA presented the Plan Update 2010 to the CRA at a public hearing on July 12, 2010; and,

WHEREAS, the City Commission modified the community redevelopment plan by Resolution 2010-24, on August 9, 2010; and,

WHEREAS, the P & Z has again conducted a public hearing to consider a modified community redevelopment plan; and,

WHEREAS, the Wauchula Community Redevelopment Agency ("CRA") has in public hearing considered, proposed, recommended, and submitted amendments to the adopted 2010 Community Redevelopment Plan to the City Commission.; and,

WHEREAS, the City Commission, acting as the CRA, viewed the amended Community Redevelopment Plan (aka 2019 Community Redevelopment Plan); and,

WHEREAS, the 2019 Community Redevelopment Plan includes analysis and elements including: 1. Updated capital improvements plan (CIP) and related tax increment projection (TIF) projections, 2. Neighborhood impact, including affordable and

workforce housing, 3. Downtown parking study, 4. Parks and recreation facilities, 5. Extension of the CRA term date from 2027 to 2057; and,

WHEREAS, the City Commission has examined and carefully considered the proposed budget in a duly assembled, properly noticed, public meeting; and,

WHEREAS, having observed all appropriate procedures required by Florida Statutes, the Commission is now ready to consider adoption of the amended plan.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF WAUCHULA, FLORIDA:


SECTION 1. The City Commission hereby adopts, confirms and approves the 2019 CRA Community Redevelopment Plan attached hereto as Exhibit "A" as the Master Redevelopment Plan for the CRA adopted September 9th 2019.

SECTION 2. The City Commission does hereby find that the 2019 CRA Community Redevelopment Plan adopted in Section 1 has been prepared in accordance with generally accepted standards contained within Part III, Chapter 163, Florida Statutes.

SECTION 3. This resolution shall take effect immediately upon its adoption by the City Commission.

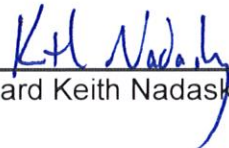
DULY PASSED, AND ADOPTED this 9th day of September, 2019, at a regular meeting of the City Commission of the City of Wauchula, Florida.

ATTEST:



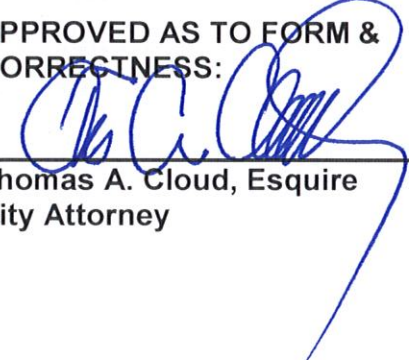
Holly Smith, City Clerk

APPROVED:



Richard Keith Nadaskay, Jr., Mayor

APPROVED AS TO FORM & CORRECTNESS:



Thomas A. Cloud, Esquire
City Attorney