

**COMMUNITY REDEVELOPMENT AGENCY (CRA)
OFFICIAL AGENDA
October 13, 2020 6:00 p.m.**

**Municipal Administration Building
Commission Chambers
201 W. Central Avenue
Lake Wales, FL 33853**

This will be a hybrid virtual tele-conference meeting.

Pursuant to Executive Order No. 20-69, issued by the Office of Governor Ron Desantis on March 20, 2020, and extended by Executive Order No. 20-112, and extended further by Executive Order No. 20-114, 20-150, and 20-179 municipalities may conduct meetings of their governing boards without having a quorum of its members present physically or at any specific location, and utilizing communications media technology such as telephonic or video conferencing, as provided by Section 120.54(5)(b)2, Florida Statutes.

Some members of the Commission, Staff and public will be welcome to attend in the Commission Chambers.

Everyone is welcome to attend virtually.

Virtual public meetings will continue to be broadcast live, locally, on Comcast channel 6 and on the City's web site. A link to the live stream can be found in the left-most menu of the City's home page and is labeled "Live Meeting Stream".

The direct link is: http://lakewales.granicus.com/player/camera/3?publish_id=2

**Members of the public may register to attend at
<https://www.lakewalesfl.gov/Register>**

**Public Comments will be accepted at
www.lakewalesfl.gov/comments**

1. CALL TO ORDER & ROLL CALL
2. COMMUNICATIONS AND PETITIONS
Public participation is encouraged. If you are addressing the Board, step to the podium and state your name and address for the record. Please limit your discussions to five (5) minutes.
3. Minutes - September 15, 2020
The Minutes of [SEPTEMBER 15, 2020](#)
4. Mainstreet Presentation
5. Restaurant / Food-Related Incentive Program Status Update
The Restaurant Incentive Program is intended to attract food-related service providers, restaurateurs and specialty food providers to locate, relocate or establish another location in the Downtown Main Street District and NW Redevelopment area.

Documents:

[AGENDA MEMO RESTINCEN STAUS UPDATE.DOCX.PDF](#)

6. Agreement With Dover, Kohl, & Partners – Historic Downtown Design Standards
The purpose of this agenda item is to consider an agreement with Dover, Kohl, and Partners for the creation of Historic Downtown Design Standards.

Documents:

[CRA MEMO - D-K HISTORIC DOWNTOWN DESIGN STANDARDS.PDF](#)
[DKP_LAKE WALES PROPOSAL_HISTORIC DOWNTOWN DESIGN STANDARDS R6.PDF](#)

7. Agreement With Dover, Kohl, & Partners – Additional Services
The purpose of this agenda item is to consider an agreement with Dover, Kohl, and Partners for Additional Services.

Documents:

[CRA MEMO - D-K ADDITIONAL SERVICES.DOCX.PDF](#)
[DKP_2020 ADDITIONAL SERVICES.PDF](#)

8. Budget Amendment For Horticulturalist Position Within The CRA
The Lake Wales Community Redevelopment Agency will consider approving a budget amendment to fund an additional staff position within the CRA.

Documents:

[AGENDA MEMO - HORTICULTURALIST POSITION WITHIN THE CRA.DOCX.PDF](#)

9. Lake Wales Connected Dashboard

Documents:

[10.08.20 LWC ACTION STEP STATUS DASHBOARD.PDF](#)

10. EXECUTIVE DIRECTOR'S REPORT

11. ADJOURN

Note: The full staff memo will be incorporated into the official record

Minutes of the CRA meeting can be obtained from the City Clerk's Office. The minutes are recorded, but are not transcribed verbatim. Persons requiring a verbatim transcript may make arrangements with the City Clerk to duplicate the recording, or arrange to have a court reporter present at the meeting. The cost of duplication and/or court reporter will be the expense of the requesting party.

Persons who wish to appeal any decision made by the CRA Board with respect to any matter considered during this meeting will need a record of the proceedings, and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

In accordance with Section 286.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this meeting should contact the office of the City Clerk no later than 5:00 p.m. on the day prior to the meeting.

MEMORANDUM

October 7, 2020

TO: Chairman and Members of the Community Redevelopment Agency Board

VIA: James Slaton, Interim Executive Director

FROM: Karen Thompson, Assistant Director

RE: Restaurant / Food-Related Incentive Program Status Update

SYNOPSIS

In 2016, an economic analysis of the Community Redevelopment Area was conducted which revealed that there is an unmet consumer demand for specialty foods within the NW Redevelopment Area and Downtown Main Street District. The Restaurant Incentive Program is intended to attract food-related service providers, restaurateurs and specialty food providers to locate, relocate or establish another location in the Downtown Main Street District and NW Redevelopment area. This program is designed to incentivize private investment. Staff to give a status update on the program.

RECOMMENDATION

BACKGROUND

The Food-Related Incentive Program offers dollar-for-dollar matching funds to assist in establishing food-related businesses in the NW Redevelopment Area and Downtown Main Street District. Matching funds are a grant that can be used to offset the cost of eligible leasehold improvements necessary to establish and operate a food service or restaurant business.

The Food-Related Services Incentive Program is for leasehold improvements to an existing property in order to make it functional for a food-service business. Funds may not be used for normal maintenance or repair. Specific improvements for which grant funds may be used include, but are not limited to:

- Electrical/ Plumbing upgrades
- Installation of attached fixtures
- Grease traps
- Utility connections
- Venting systems
- Sprinkler systems
- Solid Waste and recycling management
- Mechanical, Electrical and Plumbing engineering services (not to exceed 20% of the grant total)
- Monitoring man-hole system installation

Improvements must be consistent with the City of Lake Wales Land Development Regulations and Engineering Standards. Any improvements visible to the exterior in CRA may be subject to Section 23-227 Certificate of Appropriateness and issued by the Historic Regulatory Board.

As a condition of approval, Applicants agree that improvements made using these funds will stay in place a minimum of five (5) years. If improvements are replaced within five (5) years of

construction completion, the grant recipient must pay a pro rata portion of the grant proceeds invested in the project for the number of months remaining.

Applicant is responsible for obtaining or having obtained all required local and state approvals and permitting for work undertaken.

Once a maximum grant for any property has been awarded, businesses occupying that property, or the building owner cannot reapply for another grant for the same location for a five (5) year period.

Grant Recipients agree to allow the LWCRA to photograph the project for use in future publications.

OTHER OPTIONS

FISCAL IMPACT

ATTACHMENTS

MEMORANDUM

October 13, 2020

TO: Community Redevelopment Agency (CRA) Board
VIA: James Slaton, Interim Executive Director
FROM: Mark J. Bennett, Development Services Director
RE: Agreement with Dover, Kohl, & Partners – Historic Downtown Design Standards

SYNOPSIS

The purpose of this agenda item is to consider an agreement with Dover, Kohl, and Partners for the creation of Historic Downtown Design Standards.

RECOMMENDATION

Staff recommends the approval of the agreement.

BACKGROUND

Lake Wales has traditionally had a strong commitment to historic preservation. In support of this effort, the Lake Wales Connected: Downtown Revitalization Plan includes numerous references to historic renovation and design. To implement the provisions of this Plan, the attached agreement has been prepared.

The scope of services for this agreement will consist of three main items:

1. Create draft design standards
2. Analyze existing Land Development Regulations to determine other changes needed to implement design standards
3. Examine the feasibility of re-writing design standards/historic district regulations for becoming a Certified Local Government (for Historic Preservation)

The Cost of the agreement will not exceed \$30,000, plus reimbursable expenses not to exceed \$4,000.

Approval of this agreement will also implement Action Item #14 (Adopt Urban Form and Design Guidelines) and Action Item #15 (Draft and Adopt Changes to Zoning to implement Plan recommendations) of Lake Wales Connected.

FISCAL IMPACT

Funding for this project is contained in the CRA Budget on Page 159 of the FY 2020-2021 Budget, on the line item Professional Services – Engineers.

OTHER OPTIONS

Not approve the agreement.

ATTACHMENTS

Agreement with Dover, Kohl & Partners – Historic Downtown Design Standards

DOVER, KOHL & PARTNERS

t o w n p l a n n i n g

September 14, 2020 (revised)

Mark J. Bennett, AICP, FRA-RP
Development Services Director
CITY OF LAKE WALES

Sent via email to: mbennett@lakewalesfl.gov

PROPOSAL: ***Lake Wales Connected: Historic Downtown Design Standards***

Dear Mr. Bennett,

Thank you for approaching Dover, Kohl & Partners (DK&P) to continue our work for the City of Lake Wales (the Client). This proposal is for assistance in creating design standards (building and site development) for your historic downtown, working as an extension of staff to the City's Planning Department to implement the ideas in the *Lake Wales Connected Plan*, advising on the further refining of the district boundary and the possible renaming of the district, and to modernize the land development regulations to better support incremental, beneficial private reinvestment.

SCOPE OF SERVICES:

The following scope of services outlines tasks expected to be necessary to achieve the above goals and intent.

As discussed, DK&P will work with the City's Planning Department on an hourly basis for the following Priority Tasks:

- 1) Create draft Design Standards (building and site development) for Historic Downtown Lake Wales. Incorporate these Design Standards into existing regulations as much as possible, using the existing framework of current code. This is not intended to be a rewriting of the existing code.**

These basic Standards will address the built form of future development, shaping development according to the community vision. Regulated elements can include building height and massing; façade composition including building transparency (storefronts, doors and windows) facing public streets and spaces; building appurtenances (awnings/balconies/stoops, etc.); landscape standards; and architectural elements (materials and configurations).

2) Analyze the existing Land Development Regulations to determine what other changes are needed to integrate the Design Standards.

DK&P will provide recommended text for strategic updates/revisions to the existing land development regulations to address key issues identified in the plan. This can include changes to parking and stormwater requirements on small downtown lots, and updating regulations to address building rehabilitation, demolition-by-neglect, and other historic preservation issues.

The Client will provide DK&P with an editable file of the existing ordinances, in Microsoft Word format.

3) Assist the City in exploring the feasibility of re-writing Design Standards/Historic District Regulations so that the City can become a Certified Local Government.

ADDITIONAL SERVICES:

If time permits these additional Tasks may include:

- DK&P can draft an overlay district, incorporating form-based elements into the existing regulations, and/or write mandatory requirements to replace those for the district shown in the existing zoning. If requested, DK&P will prepare a brief memo that lists the pros and cons of each approach and identify case studies in other communities for comparison.
- DK&P can perform a high-level review of the current zoning document and recommend ways to simplify the instrument and make it more user-friendly. DK&P will prepare a brief memo that identifies key issues and potential solutions.
- DK&P can assist with presentations of the Historic Downtown Design Standards, including presentations to community stakeholders and City Commission to explain recommended changes.

SCHEDULE:

We understand that time is of the essence and once our agreement is executed, we will mutually schedule the start of the work and subsequent meetings/deliverables based upon Client/DK&P schedules. Meetings may be held via Zoom, Microsoft Teams or another mutually agreed upon virtual platform.

PROFESSIONAL FEES:

Work under this agreement on the Historic Downtown Design Standards will be performed on an hourly basis and billed monthly.

DK&P estimates the three Priority Tasks in the Scope of Services of this agreement will require a fees budget of **\$30,000**. This includes a first draft of basic Standards; any revisions and additions made at the Client's request will be billed hourly in addition to this amount. DK&P will not exceed this without prior authorization from the Client. If additional funds become available, the Client can request the Tasks in the Additional Services section of this agreement or other additional services as needs arise.

The Client shall compensate DK&P with the timely payment of fees for services rendered plus the reimbursement of reasonable expenses advanced either in conjunction with the project or in the service of Client.

ESTIMATED REIMBURSABLE EXPENSES:

The above fee estimate does not include reimbursable expenses. We estimate reimbursable expenses to be **up to \$4,000**. Typical reimbursable expenses include travel (including transportation, food, and lodging), reproduction expenses, mailing, and commercial rentals (as required). Expenses will be itemized and billed at-cost; Dover, Kohl & Partners does not include any extra charges or mark-up for reimbursable expenses.

Should further additional work prove necessary, DK&P will get signed approval before exceeding the above total fee. If this meets with your approval, please sign, date, and return one copy to our office. Thanks again for involving us in this important project.

Sincerely yours,
DOVER, KOHL & PARTNERS



Barbara Lamb

Town Planner & Business Development Officer

APPROVED and **ACCEPTED** on this _____ day of _____, 2020.

By: _____

MEMORANDUM

October 13, 2020

TO: Community Redevelopment Agency (CRA) Board

VIA: James Slaton, Interim Executive Director

FROM: Mark J. Bennett, Development Services Director

RE: Agreement with Dover, Kohl, & Partners – Additional Services

SYNOPSIS

The purpose of this agenda item is to consider an agreement with Dover, Kohl, and Partners for Additional Services.

RECOMMENDATION

Staff recommends the approval of the agreement.

BACKGROUND

Due to its scope and significance, the implementation of the Lake Wales Connected Plan will take several years. To assist with the implementation of this Plan, funds have been allocated in both the FY 2020-21 Budget and the 5-Year CRA Plan for the Plan's authors (Dover, Kohl, and Partners) to participate in this effort. The attached Additional Services Agreement outlines how they will assist with implementation of the Plan.

Key components of the agreement include the following:

- Authorizes additional funds, with a not-to-exceed budget of \$25,000
- Extends the contract term of the agreement to January 25, 2022
- Authorizes Rick Hall of Hall Planning & Engineering to continue to provide services
- Additional Services include assisting with implementation of plan recommendations, participation in community meetings, provide consultations/revisions to plan documents, produce/revise illustrations and respond to inquiries about implementation strategy and any other issues or concerns.

FISCAL IMPACT

Funding for this project is contained on Page 171 of the FY 2020-2021 Budget, under the line item Dover, Kohl & Partners Design Services.

OTHER OPTIONS

Not approve the agreement.

ATTACHMENTS

Agreement with Dover, Kohl & Partners – Additional Services

October 6, 2020

James Slaton
Interim City Manager
City of Lake Wales

Phone (863) 678-4182 Ext. 230

Sent via email: jslaton@lakewalesfl.gov

CC: Victor Dover, Dover, Kohl & Partners, Principal-in-Charge
Kristen Thomas, Dover, Kohl & Partners, Office Manager

RE: Lake Wales Connected – Dover, Kohl & Partners Additional Services

James:

This letter is to request authorization for additional budget to continue to provide Additional Services as described in Exhibit B, Section C of our contract for any tasks to assist with Lake Wales Connected plan implementation; and to extend the contract term of our agreement.

1. DK&P will provide Additional Services on an as-needed hourly basis, when requested, at the rates specified in Exhibit B, Section D of our contract dated January 25, 2019. Rick Hall of Hall Planning & Engineering (HPE) is authorized to continue to provide services as part of the DK&P team, at the rate of \$240 per hour.

We suggest an additional not-to-exceed budget of \$25,000 be authorized by this letter to cover ongoing Additional Services tasks; DK&P shall get signed approval from Client before exceeding this fee. Additional Services tasks completed under this agreement will be at the request of the City of Lake Wales City Manager, the Assistant City Manager, the Development Services Director, or the Assistant CRA Director. Services will be invoiced monthly (reflecting actual hours worked and reimbursable expenses incurred) as fees accrue.

DK&P will inform Client when a requested task is estimated to exceed the remaining budget, before proceeding with the work. During plan implementation, additional assistance tasks that require more time and fee than established in this authorization may be desired. Upon request, DK&P can prepare a separate Work Order describing the new scope of work, estimated time and the not-to-exceed fee for those specific tasks. DK&P will proceed with work on those tasks upon approval of the Work Order by Client.

Examples of Additional Services tasks that may be necessary include:

1. Assist the City, and other consultants hired by City, with implementation of plan recommendations.
 2. Participate in community meetings to review updated plan/design concepts.
 3. Provide consultation/revisions to the plan documents, or provide additional detail about plan ideas, based on new information/comments received from Client.
 4. Produce new drawings, visualizations, diagrams, or renderings, or make additional revisions to the illustrations created under the original scope of work.
 5. Review the work of other consultants (civil engineers, architects, landscape architects, etc.) for consistency with plan ideas.
 6. Answering questions about details of the implementation strategy.
 7. Respond in a timely manner to any issue that requires the input of town planners.
-
2. Authorization of this letter amends Article 2 of the contract dated January 25, 2019, to extend the term of the contract for an additional 18 months, subject to availability and appropriation of funds, to January 25, 2022.

We look forward to continuing to work with you.

Sincerely yours,

DOVER, KOHL & PARTNERS



Barbara Lamb, CNU-A
Town Planner & Business Development Officer

APPROVED and **ACCEPTED** on this _____ day of _____, 20__

By: _____

James Slaton, Interim City Manager

MEMORANDUM

DATE: October 8, 2020

TO: Honorable Chairman and Commission Members of the Lake Wales Community Redevelopment Agency (CRA)

FROM: James Slaton, Interim Executive Director

SUBJECT: Budget Amendment for Horticulturalist Position within the CRA

SYNOPSIS: *The Lake Wales Community Redevelopment Agency will consider approving a budget amendment to fund an additional staff position within the CRA.*

RECOMMENDATION

It is recommended the CRA Board take the following action(s):

1. Approve a budget amendment in the amount of \$60,000

BACKGROUND

The Interim Executive Director desires to add one additional staff position under the Community Redevelopment Agency and is requesting a budget amendment to cover the cost of the position's salary and benefits for the remainder of the fiscal year. The specific cost associated with the position is unknown at this time, as factors such as recruitment period will affect the final cost. The \$60,000 requested is an approximation based on typical salary ranges and is based on an assumption that the position is filled for the duration of the fiscal year.

The requested staff position is:

1. Horticulturalist

The purpose of the Horticulturalist position is to aid in the development of key CRA projects in accordance with the Lake Wales Connected Plan, such as plant selection in the Park Avenue Streetscape project. The Horticulturalist position will play a key role in ensuring the CRA's goal of becoming a "City in a Garden" is realized and successful.

OTHER OPTIONS

The CRA Board may deny the request for a budget amendment.

FISCAL IMPACT

Up to \$60,000 may be expended out of the CRA trust fund in FY21. Annual costs for future years may reach \$72,000 for salary and benefits; however, this figure is only an approximation at this time.

ATTACHMENTS

None.

Lake Wales Connected Plan - Action Step Status

LWCP Near-term & Near-term to Mid-term

Status	DKP Action Step	Description	Action Step Owner(s)	Stakeholder Groups	Cost Range	Potential Funding Sources	Big Idea	Plan Areas
In Progress	1	Survey and produce construction ready design drawings for Park Avenue, from Scenic Highway to Wetmore Street (include plantings, lighting, sidewalks, parking, plaza, street furniture)	James Slaton Karen Thompson Mark Bennett Michael Manning	City, CRA, America in Bloom	\$	CRA CIP	Design	D
In Progress	2	Survey and produce construction ready design drawings for 1st Street, from Central Avenue to Wiltshire Avenue (include plantings, lighting, sidewalks, parking, plaza, street furniture)	James Slaton Karen Thompson Mark Bennett Michael Manning	City, CRA, America in Bloom	\$\$\$	CRA CIP	Connect Design	D & N
In Progress	3	Create a refined map and illustrations for connections between Downtown, Crystal Lake Park, and Lake Wales Park, based on the concepts in the Lake Wales Connected trails & bikeways map and the underlying research of the Olmsted Brothers history in planning for the region and its public open spaces. This effort should aim to integrate and connect Downtown, Crystal Lake, Lake Wales, and potentially other areas of the regional green/blue network	Michael Manning Stephanie Edwards	City, CRA	\$	CRA CIP	Connect	D & N
Not Started, Planned	4	Implement Park Avenue street improvements (from Scenic Highway to Wetmore Street), and one block of 1st Street improvements (from Park Avenue to Stuart Avenue)	James Slaton Karen Thompson Mark Bennett Michael Manning	City, CRA, America in Bloom	\$\$\$	CRA CIP	Design	D
In Progress	5	Improve Market Place Plaza in coordination with Park Avenue street design	James Slaton Mark Bennett Michael Manning	City, CRA, America in Bloom	\$\$\$	CRA CIP	Design	D
In Progress	6	Partner with Housing Authority to produce construction-ready design drawings for Grove Manor redevelopment as a walkable, mixed-income neighborhood	Mark Bennett Michael Manning	Housing Authority, City, CRA	\$\$\$	CRA CIP Housing Authority	Populate	D & N
In Progress	7	Support upgrades to Grove Manor public realm improvements	Mark Bennett	City, CRA	Varies	CRA CIP	Populate	D & N
In Progress	8	Pursue landscape design and training partnership with Bok Tower Gardens	James Slaton	CRA, America in Bloom	\$	CRA	Design	D & N
In Progress	9	Partner with housing contractor to build infill housing in the Northwest Neighborhood	James Slaton Mark Bennett	City, CRA	\$	CRA	Empower Populate	N
In Progress	10	Coordinate with CSX Corporation to allocate a portion of the rail right-of-way for a multi-use trail.	James Slaton Michael Manning	City, CSX Corporation	N/A		Connect	D & N
In Progress	11	Construct missing sidewalks in the Northwest Neighborhood: include a sidewalk on at least one side of each street; key connectors should have sidewalks on both sides.	James Slaton Mark Bennett Michael Manning	City, CRA	Varies	CRA CIP	Design	N
Not Started	12	Invest in public art		City, CRA	Varies	CRA CIP	Design	D & N
Not Started	13	Pursue funding/sponsorships for Olmsted streetscapes		City, CRA, America in Bloom	N/A		Design	D & N
In Progress	14	Adopt urban form and design guidelines for Downtown streets (Park, Lincoln, Stuart, Orange, Central Avenues; Scenic Highway; 1st Street), and for historic restoration and infill of new buildings, based on the urban design recommendations of the Lake Wales Connected plan	Mark Bennett	City	\$	City	Design	D & N
In Progress	15	Draft and adopt changes to zoning to implement Plan recommendations, in the form of strategic changes to the existing ordinance or a new Form-Based Code for the core of Lake Wales including: Revise local zoning restrictions on bars in Downtown, Update zoning requirements to permit infill buildings according to the plan vision. Reduce or eliminate minimum parking requirements in the core of Lake Wales, Streamline development approval process to reduce uncertainty.	Mark Bennett	City	\$	City	Connect Design Empower	D & N
In Progress	16	Establish FDOT context zones for Core Area streets; Work with FDOT to change posted speed limits on Scenic Highway	James Slaton Mark Bennett Michael Manning	City, FDOT	N/A		Connect	D & N
In Progress	17	Adopt historic preservation building code	Mark Bennett	City	N/A		Empower	D & N
In Progress	18	Enforce building codes to encourage redevelopment of abandoned properties	Mark Bennett Bill Nolen	City	\$	City	Empower	D & N
Not Started	19	Pursue a Parking Management Strategy for Downtown following the toolkit provided in Lake Wales Connected	Mark Bennett	City, CRA	\$	City	Connect	D
Not Started, Planned	20	Apply for Duke Energy Park & Plug Pilot Program for Downtown electric vehicle charging stations	James Slaton Michael Manning	City, CRA	N/A		Connect	D
In Progress	21	Recruit a coffee shop, brewpub, café and sports bar to Downtown.	Karen Thompson	CRA	\$	CRA	Activate	D
In Progress	22	Identify a site for a new multi-purpose events center. The facility could host plays, concerts, art installations, and private events, and could be managed by a third party	James Slaton	CRA	N/A		Activate	D
Not Started	23	Explore potentials for an outward-facing Polk State College student center to encourage students to spend more time Downtown.		CRA, Polk State College	N/A		Activate	D
Not Started	24	Encourage Downtown property owner to develop co-working space with shared access to conference rooms, etc		CRA	N/A		Activate Empower	D
Not Started	25	Work with Polk State College for Downtown expansion		City	N/A		Activate	D
Not Started, Planned	26	Explore potential for funding forgivable loans or grants for painting and other exterior improvements among nearby homes to enhance the appeal of close-in neighborhoods.	James Slaton Mark Bennett	City, CRA	\$	CRA CIP	Empower Populate	D & N
In Progress	27	Identify properties owned by CRA or the City and explore joint ventures for new housing	James Slaton Mark Bennett	City, CRA	\$	CRA CIP	Populate	D & N
Not Started	28	Work with developers to bring housing to Orange Avenue		City, CRA	N/A		Empower Populate	D
Not Started	29	Work with developers to build senior housing on/near Lincoln Avenue		City, CRA, Florida Housing Finance Agency	\$\$\$	Florida Housing F	Empower Populate	N
Not Started	30	Work with investors to develop a multi-tenant building on Lincoln Avenue		City, CRA	\$\$\$	CRA CIP	Activate Empower	N
Not Started	31	Recruit businesses to Northwest Neighborhood industrial properties		Economic Development Council, City, CRA	\$	City Econ. Dev. Council	Activate Empower	N
Not Started, Planned	32	Market and expand façade improvement funds, emphasizing historic restoration; Encourage property owners to restore historic facades	James Slaton Mark Bennett	CRA	\$	CRA	Empower	D & N
Not Started	33	Recruit a student intern to document people-made trails in the Northwest Neighborhood, and collect oral histories. Incorporate and celebrate as part of future infill development, where feasible		City, CRA	\$	CRA City	Design	N
Not Started	34	Establish an Alleys Enhancement Program in consultation with Downtown businesses and property owners to encourage implementation of a destination alley Downtown.		City, CRA	\$	CRA CIP	Design	D
Not Started	35	Educate property owners on clearing property title		City, CRA	\$	CRA City	Empower	N
Not Started	36	Fund/finance efforts to clear title for Northwest Neighborhood properties		City, CRA	\$	CRA City	Empower	N
Not Started	37	Consider adding local hiring requirements to infrastructure improvement contracts		City	N/A		Empower	D & N

Not Started	38	Provide first-time homebuyer counseling and education		City	\$	Florida Housing F Housing non-profi	Empower Populate	D & N
Not Started	39	Provide down payment assistance and low-interest mortgages for infill housing		CRA, Florida Housing Finance Agency	\$\$	Florida Housing F	Empower Populate	D & N
Not Started	40	Support training programs for local residents to develop skills in construction, historic restoration, and landscape installation/maintenance		City/Main Street, Roosevelt Academy, CareerSource Polk, potential partnership with Bok Tower, America in Bloom	\$	CRA City	Empower	D & N
Not Started	41	Explore opportunities for a Culinary Arts program at Polk State College		Polk State College, CRA	\$\$	PSC	Activate Empower	D
Not Started	42	Organize mentors and training for entrepreneurs hoping to open businesses in the core of Lake Wales. Explore their space and assistance needs to determine whether a business incubator is needed.		City, CRA, Polk State College, Florida Small Business Development Center	\$	CRA CIP	Empower	D & N
Not Started	43	Link local entrepreneurs to services through the Florida Small Business Development Center		City, CRA, Florida Small Business Development Center	N/A		Empower	D & N
Not Started	59	Continue to pursue funding/sponsorships for Olmsted streetscapes		City, CRA, America in Bloom	N/A		Design	D & N
Not Started	61	Continue to market and expand façade improvement funds, emphasizing historic restoration; Encourage property owners to restore historic facades		CRA	\$\$	CRA	Empower	D & N