

Enterprise Zone Strategic Plan



LAKE COUNTY

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Enterprise Zone Strategic Plan
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Enterprise Zone Strategic Plan

Section 1 Executive Summary and Introduction

Lake County was founded in July 1887 from parts of Orange and Sumter Counties and was named after is over 1,400 lakes. Tavares, located on Lake Dora, was selected as the County Seat through the efforts of Major St. Clair Abrams who founded the city. At this time, Lake County only had about 8,000 people.

The first paved roads were constructed in 1915, and most transportation around this time was by water on special hybrid steam and paddlewheel boats and rail. In 1922, the county builds its well known Historic Courthouse for about \$250,000 paid for through bonds.

From its founding Lake County was a bastion of agriculture and throughout the Civil and World Wars, Lake County and supported the efforts by not only servicemen but also as a supplier of food. Crops included not only citrus, but row crops, lumber and turpentine from its forests. Lake County is noted as having been the location of the first war bond sold in the nation. Many people do not know that Lake County was also the site of a Prisoner of War camp during the Second World War.

Freezes set back agriculture, especially the citrus industry the mid-1890's, devastating farms. Many of these families replanted and prospered. In 1983 and 1985 the freezes returned and devastated farms again. A third freeze in 1989 struck when many of the farms were still struggling. The County lost 110,000 acres of orange groves, an astounding ninety percent of the total orange grove acreage. Many of the Citrus farmers did not replant for fear of another freeze and explored other uses for their land such as ferns, silviculture and other crops.

Lake County gave up on citrus as “a matter of necessity triumphing over personal inclination.” Growers realized that the ruined orange groves created an opportunity for commercial development. Many grove owners soon became—some rather reluctantly—land dealers or sold their land to developers in order to survive (Orlando Sentinel-Growth Machine).

Other industries such as construction became the major industries of Lake County as the economy moved from its agricultural roots. The 1990's and early 2000's saw incredible growth prior to the recession beginning in 2006. The once very rural county of 8,000 people has grown to almost 300,000 and includes 14 municipalities, each with its own distinct character.

Lake County's history is rich and diverse. It sparkles with its natural beauty and its diverse cultures. Colorful stories abound. Today, as in the past, Lake County is a wonderful place to live, work and play.

Currently within in the cities of Mascotte, Leesburg and Eustis, there are limited incentives available to promote each of the cities' economic development goals of business attraction, retention and expansion, small and minority business development and job creation. The need for incentives and effective tools to overcome the challenges and impediments to business development in the cities' older core area led Lake County to request legislative authorization to apply to the Office of Tourism, Trade and Economic Development (OTTED) to designate an Enterprise Zone within eligible areas of the County. Legislative authorization was granted and approved by the Governor May 31, 2011.

Of particular interest to Lake County are the key areas where higher levels of poverty, unemployment, substandard housing, crime and other indicators of distress continue to exist. Based on the 2005 – 2009 American Community Survey Census data, it has been determined that the area represented in the Enterprise Zone map (Appendix A) meets the criteria for designation as an Enterprise Zone. The area comprises all or portions of Census Tracts 302.01, 302.04, 305.01 and 305.02 and represents a total area of approximately 9.7 square miles. The average poverty rate for the Enterprise Zone area is 28.35 percent compared with 7.2 percent Countywide. The percentages of adults in this area with less than a high school education is X percent compared with 14.6 percent within the County. The unemployment rate for the Enterprise Zone area is X percent compared with 8.19 percent Countywide. The Enterprise Zone, while representing X percent of the County's total population, is experiencing a disproportionate occurrence of violence and drug related crime. In every violent crime category except murder, over X percent of the occurrences of those crimes occurred in the Enterprise Zone area. Over X of the violent crime categories had a X percent occurrence rate within the Enterprise Zone. Of the X structures listed on the County's unsafe structure list, approximately 70 percent are located within the Enterprise Zone. Poverty, unemployment, crime, dilapidated and abandoned structures, and aging and deteriorated infrastructure are all impediments to both neighborhood and commercial revitalization.

The County strongly supports the community based revitalization goals developed by the the CRAs, Habitat for Humanity, Brownfield reclamation and other programs for redevelopment. However, there are currently few incentives available to promote the critical economic development goals of business attraction, retention and expansion, small and minority business development and job creation.

These areas of the cities are ideal for residential rehabilitation, business location and expansion due to convenient access to rail, interstate highway and/or air transportation. However, the reality of aging infrastructure and deteriorated buildings present major obstacles to the revitalization of the core residential and commercial areas of the cities.

To overcome the obstacles associated aging areas of the communities, the Board of County Commissioners is scheduled to approve Ordinance #XX-11 creating the Enterprise Zone Advisory Board and the Enterprise Zone Development Agency. The ordinance was approved on the first reading by the County Commission on October 18, 2011. The Enterprise Zone Advisory Board consists of [eight (8) - thirteen (13)] members appointed by the County Commission.

Institutional representation for several of the appointments is required by state statute, including: the local chambers of commerce, local financial or insurance entities, businesses operating within the nominated area, residents residing within the nominated area, nonprofit community based organizations operating in the nominated area, the local Workforce Development Board, the local code enforcement agency and local law enforcement. The remaining five (5) appointments are at the discretion of the County Commission and are utilized to bring additional knowledge, skills, abilities and diverse representation to the board.

The Enterprise Zone Advisory Board brings volunteer knowledge and interest in economic revitalization issues to the cities and County and to assist with the ongoing implementation of the Enterprise Zone Strategic Plan. If successfully designated as an Enterprise Zone, the additional State incentives coupled with existing private and public resources will encourage the necessary private investments in the areas to revitalize the Enterprise Zone by creating an economic and social environment that will induce investment in productive business enterprises, increase jobs, economic opportunities and community redevelopment for the residents.

Section 2 Strategic Planning Process/Participation

The need for incentives and effective tools to overcome the challenges and impediments to business development in the cities' older core areas led to a request for legislative authorization to apply to the Office of Tourism, Trade and Economic Development (OTTED) to designate an enterprise zone within eligible areas of the County. Legislative authorization was granted and approved by the Governor effective May 31, 2011.

In July, 2011, the Economic Development Team of the County Manager held a meeting to discuss a potential Enterprise Zone. The concept of an Enterprise Zone was first presented to the Board of County Commissioners in August 2011 with representatives of the eligible cities in the audience. Staff showed the Board of County Commissioners the areas within the County that were eligible to comprise an Enterprise Zone. The three areas are located in Mascotte, Leesburg and Eustis. The eligibility was based on the poverty, unemployment and other signs of blight.

Staff began meeting with each of the cities to discuss issues, activities and other potential programs that could assist in revitalizing the eligible areas within the potential Enterprise Zone.

Issue and Activities Identification

Deteriorated housing

Streetscapes

Code enforcement (trash, bulk waste, abandoned vehicles, and overgrown lots)

Parks

Commercial façade improvements

Commercial rehab

Community cleanups

Review land development regulations and comprehensive policies to assure that it supports rehabilitation goals

Neighborhood planning

- Sanitation code revisions
- Business mentoring
- Business plans
- Job matching
- Job training
- Childcare
- Transportation
- Crime prevention
- Drug and violent crimes
- CEPTED
- Safety code compliance
- Street lighting
- Expedited review of site plans
- Identify targeted businesses
- Business recruitment
- Business retention
- Roads / Transportation enhancements
- Accessibility
- Residential infill
- Vacant residential lots
- Residential rental
- Housing rehabilitation
- Lien waiver program
- Lot acquisition program

Staff conducted brainstorming meetings with each of the cities to group the ideas and needs into categories. These three meetings led directly to the seven goal areas and many of the strategies/partners identified in the action plan.

The goal areas identified are:

- 1 Community Aesthetics
- 2 Housing/Neighborhood Development

- 3 Public Safety
- 4 Education / Job Training
- 5 Environment
- 6 Business Development
- 7 Infrastructure

Section 3 Lake County Enterprise Zone Profile

City of Eustis

The Lake County Enterprise Zone was selected in accordance to physical area and population criteria as set forth in Section 290.0055(4), Florida Statutes, and pervasive poverty and general distress criteria of Section 290.0058(2), Florida Statutes. The legal description for Part 1 - City of Eustis is detailed below.

Legal Description Enterprise Zone: Part 1 - City of Eustis

Begin in Section 1, Township 19, Range 26 at the intersection of Bates Ave and Cardinal Drive, run south and west along Cardinal Drive to the intersection of McDonald Ave in Section 12, Township 19, Range 26, run west on McDonald Ave to the intersection of Glover Street, run south along Glover Street to the intersection of SR 44, run west along SR 44 to the intersection of Haselton Street, run south along Haselton Street to the intersection of Lakeview Ave, run west along Lakeview Ave to the intersection of the second Hillcrest Court in Section 14, Township 19, Range 26, follow Hillcrest Court north to the intersection of Lake Gracie Drive, run north and west along Lake Gracie Drive to the intersection of Key Avenue in Section 11, Township 19, Range 26, run west along Key Avenue to Mary Street, run north along Mary Street to the intersection of E. Hazzard Ave in Section 11, Township 19, Range 26, run east to the intersection of Prescott Street, run north along Prescott Street to the intersection of Bates Ave, run East along Bates Ave to the intersection of Cardinal Drive (POB), less all lakes and wetlands.

Demographic Conditions

Racial Characteristics				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
White Alone				
Black or African American Alone				

All other Races and MultiRaces				
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Population by Age				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population				
Age 5 19				
Age 20 65				
Age 65 and older				

Population Age 25+ by Educational Attainment				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Less than High School Graduate (or GED)				
High School Graduate (or GED) or Some College, no degree				
Associate Degree				
Bachelor, Graduate or Professional Degree				

Families by Poverty Status				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Families				
Income Above Poverty Level:				
Income Below Poverty Level:				

Employed Population Age 16+ by Occupation				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population Age 16+				

Managerial and Professional Specialty				
Technical, Sales and Administrative Support				
Service				
Farming, Forestry and Fishing				
Precision, Production, Craft and Repair				
Operators, Fabricators and Laborers				

Property Conditions

Housing Units by Year Built				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Housing Units				
Housing Unit Built 1989 to present				
Housing Unit Built 1985 to 1988				
Housing Unit Built 1980 to 1984				
Housing Unit Built 1970 to 1979				
Housing Unit Built 1960 to 1969				
Housing Unit Built 1950 to 1959				
Housing Unit Built 1940 to 1949				
Housing Unit Built 1939 or Earlier				
Housing Unit Build 1940 or earlier				

Owner Occupied Housing Values				
	City of Eustis	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)

Total Owner Occupied Houses				
Value Less than \$25,000				
Value \$25,000 \$49,999				
Value \$50,000 \$74,999				
Value \$75,000 \$99,999				
Value \$100,000 \$149,999				
Value \$150,000 \$199,999				
Value \$200,000 \$299,999				
Value \$300,000 \$399,999				
Value \$400,000 \$499,999				
Value \$500,000 or more				
Value less than \$50,000				

Existing Land Use and Zoning

Zoning	
Zoning Category	Land Area (sq. miles)
Industrial	
Commercial/Business (including special districts)	
Residential	
Redevelopment and Historic	
Residential	

Crime conditions

2001 Crimes			
Category	City Eustis	Enterprise Zone	% occurrence in EZ
Drug Abuse Crimes			
Sexual Battery Crimes			
Robbery Crimes			
Burglary Crimes			

Assault/Battery Crimes			
Theft Crimes			
Weapons Crimes			
Domestic Violence Crimes			
Crimes against Children			
Fraudulent Practice Crimes			
Crimes against Community*			

Summary Description of Poverty and General Distress

In each of the poverty and distress indicator categories, the Enterprise Zone consistently exhibits a disproportionate share of negative characteristics from that of the respective city. The social distress indicators, including poverty, unemployment, education and crime can be correlated to the ability of the residents to sustain the physical environment of the Enterprise Zone. Years of limited resources and opportunities for residents to expend on structural maintenance have led to the physical distress of the neighborhood exhibited in the number of vacant lots, substandard housing and vacant structures.

Both the area and population of the Eustis area of the Enterprise Zone comprise approximately 12 percent of Eustis, however the average poverty rate for the Enterprise Zone area is 19 percent compared with 15 percent Citywide.

The percentage of adults in this area with less than a high school education is X percent compared with 82.8 percent Citywide. The unemployment rate for the Enterprise Zone area is X percent compared with 10.90 percent Citywide. With low educational attainment and high unemployment, the residents of the Enterprise Zone are in need of additional assistance to move their skills and education levels to match those of perspective employers interested in investing in the Enterprise Zone and its residents.

The Eustis area of the Enterprise Zone, while representing 12 percent of the City's total population, is experiencing a disproportionate occurrence of violence and drug related crime. In drug and violent crime categories except murder, over 20 percent of the occurrences of those crimes occurred in the Enterprise Zone area.

City of Leesburg

The Lake County Enterprise Zone was selected in accordance to physical area and population criteria as set forth in Section 290.0055(4), Florida Statutes, and pervasive poverty and general distress criteria of Section 290.0058(2), Florida Statutes. The legal description for Part 2 - City of Leesburg is detailed below.

Enterprise Zone: Part 2 - City of Leesburg

Begin at the northwest corner of Urick Street (1-5407) and CR 468 in Section 9, Township 19, Range 24, run east along Urick Street to Thomas Ave (1-5108), run Southerly along Thomas Ave to the intersection of Tally Road (1-5109) in Section 15, Township 19, Range 24, run east along Tally Road to Timber Road, run South along Timber Road to the intersection of the Seaboard Coast Line Railroad in Section 22, Township 19, Range 24, run westerly along the Seaboard Coast Line Railroad to Thomas Avenue in Section 22, Township 19, Range 24, run south along Thomas Ave to SR 44, run west along SR 44 to CR 468 in Section 28, Township 19, Range 24, run north along CR 468 to POB, less all lakes and wetlands,

And

Begin at the intersection of Thomas Ave (1-5108) and West Main Street in section 27, Township 19, Range 24, run east along Main Street to US Highway 27, run south along US Highway 27 to the intersection of US Highway 27 and CR 25A in section 2, Township 20, Range 24, run northerly along the Abandoned Seaboard Coastline Railroad until it intersects with SR 44, run west along SR 44 until it intersects with Lone Oak Drive, run north along Lone Oak Drive to West Main Street, run West to POB, less all lakes and wetlands.

Demographic Conditions

Racial Characteristics				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
White Alone				
Black or African American Alone				
All other Races and MultiRaces				

Population by Age				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population				
Age 5 19				
Age 20 65				
Age 65 and older				

Population Age 25+ by Educational Attainment				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Less than High School Graduate (or GED)				
High School Graduate (or GED) or Some College, no degree				
Associate Degree				
Bachelor, Graduate or Professional Degree				

Families by Poverty Status				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Families				
Income Above Poverty Level:				
Income Below Poverty Level:				

Employed Population Age 16+ by Occupation				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population Age 16+				
Managerial and Professional				

Specialty				
Technical, Sales and Administrative Support				
Service				
Farming, Forestry and Fishing				
Precision, Production, Craft and Repair				
Operators, Fabricators and Laborers				

Property Conditions

Housing Units by Year Built				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Housing Units				
Housing Unit Built 1989 to present				
Housing Unit Built 1985 to 1988				
Housing Unit Built 1980 to 1984				
Housing Unit Built 1970 to 1979				
Housing Unit Built 1960 to 1969				
Housing Unit Built 1950 to 1959				
Housing Unit Built 1940 to 1949				
Housing Unit Built 1939 or Earlier				
Housing Unit Build 1940 or earlier				

Owner Occupied Housing Values				
	City of Leesburg	Enterprise Zone	% occurrence in EZ	% Differential

				(City EZ)
Total Owner Occupied Houses				
Value Less than \$25,000				
Value \$25,000 \$49,999				
Value \$50,000 \$74,999				
Value \$75,000 \$99,999				
Value \$100,000 \$149,999				
Value \$150,000 \$199,999				
Value \$200,000 \$299,999				
Value \$300,000 \$399,999				
Value \$400,000 \$499,999				
Value \$500,000 or more				
Value less than \$50,000				

Existing Land Use and Zoning

Zoning	
Zoning Category	Land Area (sq. miles)
Industrial	
Commercial/Business (including special districts)	
Residential	
Redevelopment and Historic	
Residential	

Crime conditions

2001 Crimes			
Category	City of Leesburg	Enterprise Zone	% occurrence in EZ
Drug Abuse Crimes			

Sexual Battery Crimes			
Robbery Crimes			
Burglary Crimes			
Assault/Battery Crimes			
Theft Crimes			
Weapons Crimes			
Domestic Violence Crimes			
Crimes against Children			
Fraudulent Practice Crimes			
Crimes against Community*			

Summary Description of Poverty and General Distress

In each of the poverty and distress indicator categories, the Enterprise Zone consistently exhibits a disproportionate share of negative characteristics from that of the respective city. The social distress indicators, including poverty, unemployment, education and crime can be correlated to the ability of the residents to sustain the physical environment of the Enterprise Zone. Years of limited resources and opportunities for residents to expend on structural maintenance have lead to the physical distress of the neighborhood exhibited in the number of vacant lots, substandard housing and vacant structures.

Both the area and population of the Leesburg area of the Enterprise Zone comprise approximately X percent of Leesburg, however the average poverty rate for the Enterprise Zone area is X percent compared with X percent Citywide.

The percentage of adults in this area with less than a high school education is X percent compared with X percent Citywide. The unemployment rate for the Enterprise Zone area is X percent compared with X percent Citywide. With low educational attainment and high unemployment, the residents of the Enterprise Zone are in need of additional assistance to move their skills and education levels to match those of perspective employers interested in investing in the Enterprise Zone and its residents.

The Leesburg area of the Enterprise Zone, while representing X percent of the City’s total population, is experiencing a disproportionate occurrence of violence and drug related crime In drug and violent crime categories except murder, over X percent of the occurrences of those crimes occurred in the Enterprise Zone area.

City of Mascotte

The Lake County Enterprise Zone was selected in accordance to physical area and population criteria as set forth in Section 290.0055(4), Florida Statutes, and pervasive poverty and general distress criteria of Section 290.0058(2), Florida Statutes. The legal description for Part 3 - City of Mascotte is detailed below.

Enterprise Zone: Part 3 - City of Mascotte

Begin at the intersection of SR 50 and Lee Road (2/3-1604) in Section 17, Township 22, Range 24, run easterly and southeasterly along SR 50 to the intersection of SR 50 and Main Avenue in Section 24, Township 22, Range 24, run southwesterly along Main Avenue to Anderson Road (2/3-1317) in Section 25, Township 22, Range 24, run west along Anderson Road to Empire Church Road (2/3-1213), run southerly and westerly along Empire Church Road to the intersection of Mascotte Empire Road (2/3-1310) in Section 34, Township 22, Range 24, run northerly along Mascotte Empire Road to Carter Jones Road (2/3-1309) Section 22, Township 22, Range 24, run westerly and southerly along Carter Jones Road to Bay Lake Road (2/3-0604) Section 21, Township 22, Range 24, run northeasterly along Bay Lake Road to Sloans Ridge Road (2/3-1503), run westerly and northerly along Sloans Ridge Road to the intersection of Lee Road, run northeasterly along Lee Road to POB, less all lakes and wetlands.

Demographic Conditions

Racial Characteristics				
	City Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
White Alone				
Black or African American Alone				
All other Races and MultiRaces				

Population by Age				
	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population				
Age 5 19				
Age 20 65				
Age 65 and older				

Population Age 25+ by Educational Attainment

	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Less than High School Graduate (or GED)				
High School Graduate (or GED) or Some College, no degree				
Associate Degree				
Bachelor, Graduate or Professional Degree				

Families by Poverty Status

	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Families				
Income Above Poverty Level:				
Income Below Poverty Level:				

Employed Population Age 16+ by Occupation

	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Population Age 16+				
Managerial and Professional Specialty				
Technical, Sales and Administrative Support				
Service				
Farming, Forestry and Fishing				
Precision, Production, Craft and Repair				
Operators, Fabricators and Laborers				

Property Conditions

Housing Units by Year Built				
	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Housing Units				
Housing Unit Built 1989 to present				
Housing Unit Built 1985 to 1988				
Housing Unit Built 1980 to 1984				
Housing Unit Built 1970 to 1979				
Housing Unit Built 1960 to 1969				
Housing Unit Built 1950 to 1959				
Housing Unit Built 1940 to 1949				
Housing Unit Built 1939 or Earlier				
Housing Unit Build 1940 or earlier				

Owner Occupied Housing Values				
	City of Mascotte	Enterprise Zone	% occurrence in EZ	% Differential (City EZ)
Total Owner Occupied Houses				
Value Less than \$25,000				
Value \$25,000 \$49,999				
Value \$50,000 \$74,999				
Value \$75,000 \$99,999				
Value \$100,000 \$149,999				
Value \$150,000 \$199,999				
Value \$200,000 \$299,999				

Value \$300,000 \$399,999				
Value \$400,000 \$499,999				
Value \$500,000 or more				
Value less than \$50,000				

Existing Land Use and Zoning

Zoning	
Zoning Category	Land Area (sq. miles)
Industrial	
Commercial/Business (including special districts)	
Residential	
Redevelopment and Historic	
Residential	

Crime conditions

2001 Crimes			
Category	City of Mascotte	Enterprise Zone	% occurrence in EZ
Drug Abuse Crimes			
Sexual Battery Crimes			
Robbery Crimes			
Burglary Crimes			
Assault/Battery Crimes			
Theft Crimes			
Weapons Crimes			
Domestic Violence Crimes			
Crimes against Children			
Fraudulent Practice Crimes			
Crimes against Community*			

Summary Description of Poverty and General Distress

In each of the poverty and distress indicator categories, the Enterprise Zone consistently exhibits a disproportionate share of negative characteristics from that of the respective city. The social distress indicators, including poverty, unemployment, education and crime can be correlated to the ability of the residents to sustain the physical environment of the Enterprise Zone. Years of limited resources and opportunities for residents to expend on structural maintenance have led to the physical distress of the neighborhood exhibited in the number of vacant lots, substandard housing and vacant structures.

Both the area and population of the Mascotte area of the Enterprise Zone comprise approximately X percent of Mascotte, however the average poverty rate for the Enterprise Zone area is X percent compared with X percent Citywide.

The percentage of adults in this area with less than a high school education is X percent compared with X percent Citywide. The unemployment rate for the Enterprise Zone area is X percent compared with X percent Citywide. With low educational attainment and high unemployment, the residents of the Enterprise Zone are in need of additional assistance to move their skills and education levels to match those of perspective employers interested in investing in the Enterprise Zone and its residents.

The Mascotte area of the Enterprise Zone, while representing X percent of the City's total population, is experiencing a disproportionate occurrence of violence and drug related crime. In drug and violent crime categories except murder, over X percent of the occurrences of those crimes occurred in the Enterprise Zone area.

Prospects for New Investment in the Enterprise Zone

The areas within the Enterprise Zone are poised for new investment. As documented, the available land, existing buildings and infrastructure exist to partner with state incentives. Several new initiatives that are starting in the area will further entice businesses to the area.

Commercial and Residential Infill: Proactive code enforcement has led to a high number of vacant, undeveloped parcels throughout the Enterprise Zone. According to the recent property survey (Table 3.9.1) there are over X residentially zoned parcels and almost X industrially or commercially zoned parcels in the Enterprise Zone that are undeveloped. Residential infill programs are aggressively pursuing development of owner occupied infill housing in the Enterprise Zone area. In addition to these potential development sites, over X commercially zoned structures lie empty. With incentives available for commercial façade and structural improvements, many of these can be returned to active, contributing uses.

Table 3.9.1

Development Potential			
Zoning Category	Total Parcels	Unimproved Parcels	Vacant Structures
Industrial			
Commercial/Business (including special districts)			
Residential			
Redevelopment and Historic			

Brownfield/Superfund Redevelopment:

Existing Programs within the Enterprise Zone

Lake County is the sponsor of the State Housing Initiatives Partnership (SHIP) Affordable Housing Program which is designed to assist lower income families attain and/ or maintain affordable homeownership through housing development, rehabilitation and direct assistance. The program provides down payments and closing cost assistance to low income first time home buyers. Consumer credit counseling education classes are also provided under this program. The maximum down payment assistance available to eligible participants varies

according to the income level and maximum home purchase price that is preapproved through their lending institution. The State Housing Initiative Partnership (SHIP) program also provides monies for rehabilitation assistance and emergency repair due to hurricane damage, provides development of affordable rental and homeowner housing, assists with programs to acquire and use vacant or abandoned properties in designated redevelopment targeted areas, including the Enterprise Zone, as sites for the development of new affordable home and assists families to acquire housing in the designated redevelopment urban infill areas with mortgage reduction, no interest forgivable assistance loans.

All of the goals listed below are being achieved through our current projects:

- Rehabilitate owner-occupied housing for families residing within the county
- Provide housing counseling
- Expand current efforts to develop affordable housing for low and moderate-income families
- Expand Affordable Home Ownership Program
- Support neighborhood revitalization activities to include street, sidewalk and lighting improvements
- Support economic development or housing activities with supportive services for projects creating new jobs

Section 4.1.2 Public Safety

Prevention, Intervention and Treatment, and Neighborhood Restoration.

The key objectives identified in the City's Weed and Seed strategy are as follows:

- Remove chronic and violent street criminals from the target neighborhood
- Develop a positive and productive relationship between law enforcement and residents
- Develop a multiservice center for a variety of youth and adult services (a Safe Haven)
- Reestablish a thriving commercial core area
- Provide business ownership and employment opportunities for area residents
- Eliminate neighborhood blight
- Increase homeownership (new and existing) and renovation of existing owner occupied structures

Insure that programs and services offered are fully utilized by intended recipients in the area

(c) Commercial Façade Grant Program The City Community Redevelopment Agency will provide matching funds, in the form of a loan, up to \$10,000, or 50%, whichever is less, of the cost of exterior renovations (façade) of existing buildings. Grants will be extended over a period of five (5) years, at zero (0%) percent interest rate, and will be forgiven in equal amounts annually over the 5year period provided the owner maintains the property in commercial or mixed use, and does not sell or otherwise transfer the property. Façade improvements include awnings, exterior painting, paving of parking areas facing the street, and fencing for screening storage or parking areas facing the street.

(d) Sidewalk Partnership Program The purpose of the Sidewalk Partnership Program is to provide matching funds to property owners for the reconstruction of sidewalks within the Enterprise Zone The City Community Redevelopment Agency will provide matching funds, of up to \$5,000, or 50%, whichever is less, of the cost to reconstruct the sidewalks.

Action and Implementation Plan

Mission Statement: To revitalize the Enterprise Zone area by creating an economic and social environment that will induce investment in productive business enterprises, increase jobs and economic opportunities for the residents.

Goal for community aesthetics.

Enhance the general appearance of the Enterprise Zone

Benchmarks for Measuring Success of the Strategic plan

To continuously check the progress and success of the Enterprise Zone Strategic Plan and to provide input for strategy updates or revisions, the following benchmarks have been established. These are primarily outcome based and reflect success in myriad strategies throughout the plan. The benchmarks will be reported on annually and adjusted in out years based on actual results. Benchmark data will be provided from a variety of primary and secondary data sources, including Annual Census Estimates, City of Lake County Departments,

Escambia County Property Appraiser's office and others.

Benchmark for Measurement	Success Target	Goal Area Addressed
Commercial property assessment value within Enterprise Zone	??% increase annually	• Community Aesthetics • Business Development
Residential property assessment value within Enterprise Zone	??% increase annually	• Community Aesthetics • Housing and Neighborhood Development
Façade Grants within Enterprise Zone	3 Grants \$XXXXXX min. annually	• Community Aesthetics • Business Development
Demolitions of unsafe structures within Enterprise Zone	XX demolitions annually	• Community Aesthetics • Public Safety • Housing and Neighborhood Development
Brownfield parcels under active rehabilitation/redevelopment within Enterprise Zone	XX parcels annually	• Environment • Public Safety • Business Development
Home Owner Occupancy Rate within Enterprise Zone	XX% per year or until equal to Citywide rate	• Housing and Neighborhood Development • Community Aesthetics
Substandard housing units within Enterprise Zone	XX rehabilitations annually	• Housing and Neighborhood Development • Community Aesthetics
New housing units developed within Enterprise Zone	XX new homes annually (all sources) annually	• Housing and Neighborhood Development

Benchmark for Measurement	Success Target	Goal Area Addressed
Unemployment Rate within Enterprise Zone	XX% reduction annually or until equal to City-wide rate	• Education and Job Training • Business Development • Infrastructure
New jobs created for Enterprise Zone residents within Enterprise Zone	XX annually	• Education and Job Training • Business Development • Infrastructure

Poverty Rate within Enterprise Zone	XX% reduction annually or until equal to City-wide rate	<ul style="list-style-type: none"> • Education and Job Training • Business Development
New businesses within Enterprise Zone reaching 1st anniversary	XX annually	<ul style="list-style-type: none"> • Education and Job Training • Business Development • Infrastructure
Crime Reduction	XX% reduction in drug related and violent crimes annually or until equal to Citywide rate	<ul style="list-style-type: none"> • Public Safety