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Inverness Community Redevelopment Plan

City of Inverness, Florida

Final Report

March, 2014

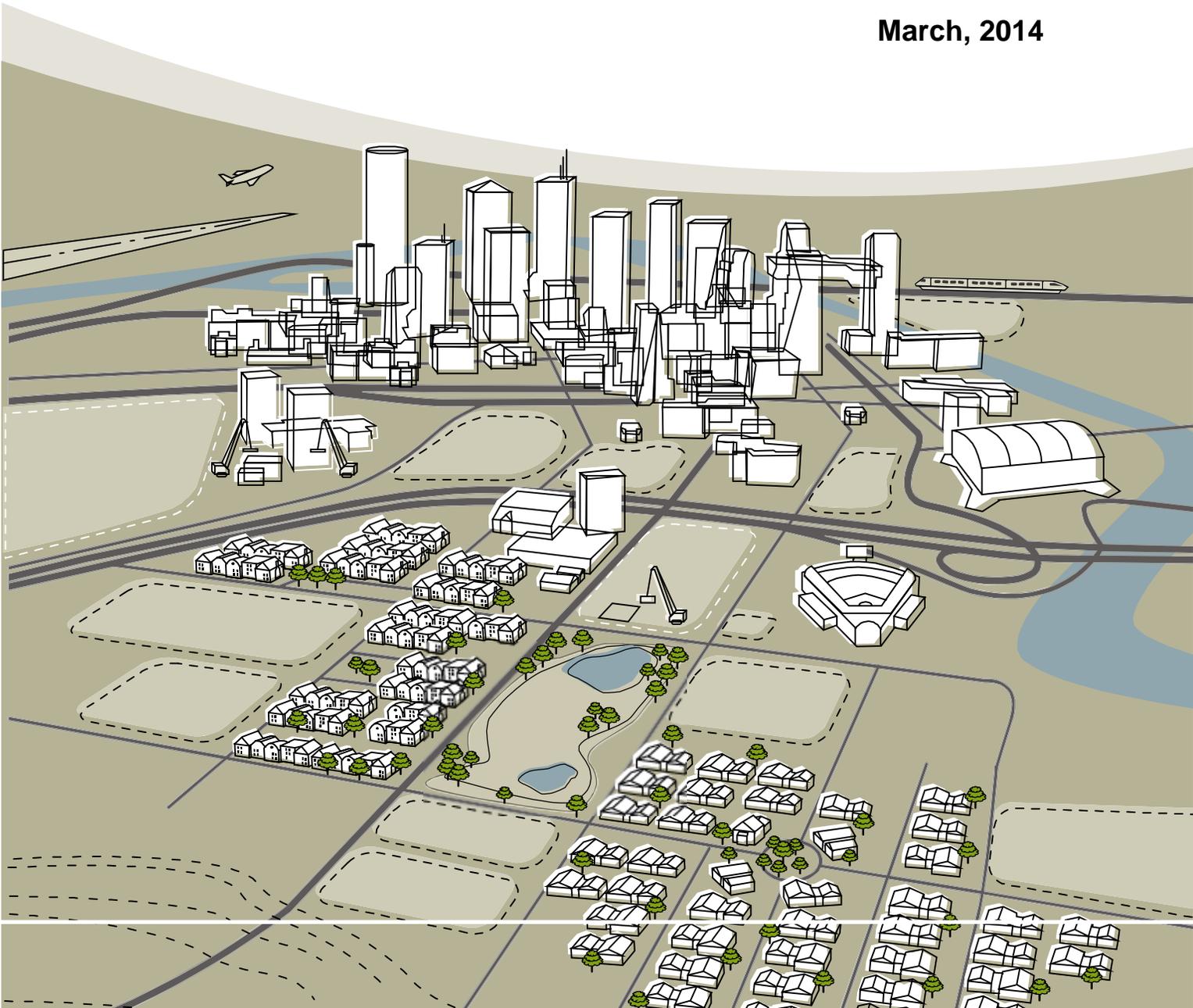


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1.0 Introduction

1.1. Historical Perspective of the Study Area

Located in Northwest Central Florida near Interstate-75, Inverness encompasses 7 square miles and is bordered on the East by the Tsala Apopka Chain of Lakes. Downtown Inverness is the quintessential small town with rich in history, with the 1912 Historic Court House (now a historical museum of Citrus County) serving as the focal point in the area. Inverness, incorporated in 1917, is one of two incorporated cities in Citrus County. According to the 2010 Census, by population, Citrus County is the 32nd largest County in Florida. Geographically, it is the 46th largest Florida County. Crystal River is the other city in Citrus County about 18 miles east of Inverness. Inverness, Crystal River, and Citrus County have populations of 7,269, 3,217, and 141,157 respectively according to the 2011 Census. This shows that more than 90% of Citrus County residents live in unincorporated areas.

The City of Inverness takes pride in their park system, serving both active and passive needs of visitors and residents. The Whispering Pines Park is a 290 acre complex near the downtown. The park has free admission and includes picnic areas, a playground, a water playground, swimming pool, tennis courts, racquetball courts, basketball courts, athletic fields, walking trails, mountain biking trails, disc golf, dog walking trail, and various classes and programs. Part of the Whispering Pines Park is included in the proposed CRA boundary to help form a better connection to the City and its residents.

As currently adopted, the Inverness Redevelopment Area encompasses only 37 acres. The proposed boundary expansion includes 1,203 acres. The primary land use in the proposed expanded boundary is Whispering Pines Park and School/County property which are tax exempt. The secondary land use in the proposed expanded boundary, from which approximately 2.0 percent of the total taxable value is derived, is classified as Improved Residential. According to 2012 property tax records, the proposed redevelopment area includes a total of 528 parcels, which account for a total taxable value of \$262,225,961. The proposed Inverness CRA expansion is used for analysis of demographics, housing, and economic data.

The initiative to expand the CRA and update the redevelopment plan for Inverness arises from the need to stimulate reinvestment in the area and identify new funding sources which would improve existing conditions and generate additional improvement activity. A key concern of the area is the low property values that deter further growth. A redevelopment initiative to identify new market potential for the area and the supporting upgrades and additions to the infrastructure, commercial and/or office uses, and overall physical environment is a necessary component to the broader goal of attracting investment.

Identifying resources to remove blighting influences is essential to remain competitive in the economic marketplace. The Community Redevelopment Agency has done an admirable job with limited resources in the existing small, 37 acre downtown area. This plan updates the original 1990 plan and includes an expanded area to be addressed. The plan specifies the desired improvement projects and implementation steps to execute them. The CRA will be funded in most part by increment revenues designated specifically to the proposed redevelopment area. These monies will be contributed to a Trust Fund for redevelopment efforts pursuant to the City's Inverness CRA Development Initiative, and further, the capital improvement and job creation program.

1.2. Finding of Necessity Overview

The initiative to expand the CRA and update the redevelopment plan for the Inverness area arises from the need to stimulate reinvestment in the area and identify new funding sources which would improve existing conditions and generate additional improvement activity. A key concern of the area is the low property values that deter further growth. A redevelopment initiative to identify new market potential for the area and the supporting upgrades and additions to the infrastructure, commercial and/or office uses, and overall physical environment is a necessary component to the broader goal of attracting investment.

Before identifying prospective private sector interest in the area, current blighting influences should be addressed to begin rebuilding the infrastructure necessary to support and attract investment. Deteriorating conditions of structures, utilities, and general physical environment undermine economic development efforts and impede the improvement of the area. Symptomatic of the deterioration is indicated by the significant decrease in ad valorem tax revenues.

Identifying resources to remove blighting influences is essential to remain competitive in the economic marketplace. An initial step is creating the CRA with community approved boundaries. A Finding of Necessity (FON) assists in identifying a proposed redevelopment area. The CRA will be funded in most part by increment revenues designated specifically to the study area. These monies will be contributed to a Trust Fund for redevelopment efforts pursuant to the City's Inverness CRA Development Initiative, and further, the capital improvement and job creation program.

Providing the basis for expanding a Community Redevelopment Agency (CRA), in accordance with Chapter 163.355, Florida Statutes requires a detailed examination of existing land use characteristics and other indicators. Working with the City of Inverness staff, Real Estate Research Consultants assembled a report, conducted field surveys, and analyzed the data, in a manner consistent with Florida Statutes, and found that the Inverness Proposed Redevelopment Area does meet the requirements for a CRA, see Appendix 1.

The key elements of the blighting influences included the following:

Of the fourteen conditions indicative of blight listed in the Redevelopment Act, the Findings of Necessity analysis indicated at least four such conditions exist in the Study Area. The conditions, outlined in the report, are hindering the immediate and longer term social, economic, and physical development of the Study Area. This finding is based upon a determination in which the following criteria of blight are met, applicable to the Study Area.

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities ("blight") (Section 163.340(8) a, F.S.)

- *With the exception of a few limited areas, curbs, gutters, sidewalks, and bike lanes are generally absent throughout the Study Area. With the absence of sidewalks, pedestrian crossings, and bike lanes, the environment is not conducive for walking, jogging, or bicycling. Furthermore, other improvements, such as street light fixtures, pavement markings, and pedestrian signs generally are missing or are in need of repairs/upgrading. The absence of pedestrian transportation infrastructure is evidence of an inadequate transportation system in the Study Area.*

- *There is at least one disorganized mobile home park within the proposed CRA boundary. With no designated lot lines or plots, the property is an indicator of blight. The random placement of the homes could cause health issues, especially since so many are extremely close to one another. The streets within the property do not have a drainage mechanism to prevent flooding and standing water.*

Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions (“blight”) (Section 163.340(8) b, F.S.)

- *Aggregate assessed values of real property in the area for ad valorem purposes have failed to show any appreciable increase over the five years prior to the finding of such conditions in this report. In 2009 the aggregate taxable value of Study Area properties was \$284,063,259 and in 2013 it was \$266,598,254, a decrease of \$17,465,005, or -6.15 percent, in taxable value over a period of five years.*

Deterioration of site or other improvements (“blight”) (Section 163.340(8) a, F.S.)

- *Many commercial and industrial structures are in disrepair or in need of maintenance, showing peeling paint, cracked or overgrown roads or sidewalks, and/or an unpleasant face on the street.*
- *The White Lake industrial area includes properties in disrepair including overgrowth, roofs in need of replacement, litter and junk, poor drainage, and outdated signage. Most, if not all, of the buildings within the area show these and other signs of deterioration.*

Unsanitary or Unsafe Conditions (“blight”) (Section 163.340(8) d, F.S.)

- *An adequate stormwater system in the Study Area is lacking. Collector roads, especially in residential areas, do not exhibit curbs, gutters, or inlet systems to prevent flooding in the event of heavy precipitation.*
- *There are a number of septic tanks in the study area. The cumulative effect of septic disposal of wastewater is considered undesirable under current standards. It is estimated by the Environmental Protection Agency (EPA) that 10 to 20 percent of systems malfunction each year, causing pollution to the environment and creating a risk to public health. As a matter of practicality, individual septic systems, while undesirable for single family homes, are especially unsuitable for servicing commercial properties.*

1.3. Intent of the Community Redevelopment Plan

In pursuit of addressing the blighting issues associated with the study area, Inverness has indicated an interest in expanding the Community Redevelopment Area to provide a broader focus to the rehabilitation of the area. The Community Redevelopment Agency will continue its authority to govern the course of action concerning the redevelopment and rehabilitation of the proposed redevelopment area. The continuation of the Community Redevelopment Agency governing the redevelopment efforts within the area will provide opportunities to encourage new capital investments for residential, commercial, and tourism development. The key focus would be to encourage job-generating investments and sustaining existing businesses as part of the redevelopment initiative while at the same time enhancing the environmental quality of the area. The recommended extension period for the sunset date for this plan is proposed for 30 years, the year 2044.

1.4. Revitalization Tools

It appears that declining real estate valuations have reached the low point and are beginning to stabilize. Feedback provided by real estate companies point to steady price increases in the residential market. This stabilization reasonably precedes some firmness in the non-residential market in the foreseeable future. These comments are not suggestive of an imminent recovery to values before the housing market collapse and economic recession. However, the continued growth in the residential sector does offer optimism that property values as a whole will continue to rise in at least the current 2014 calendar year.

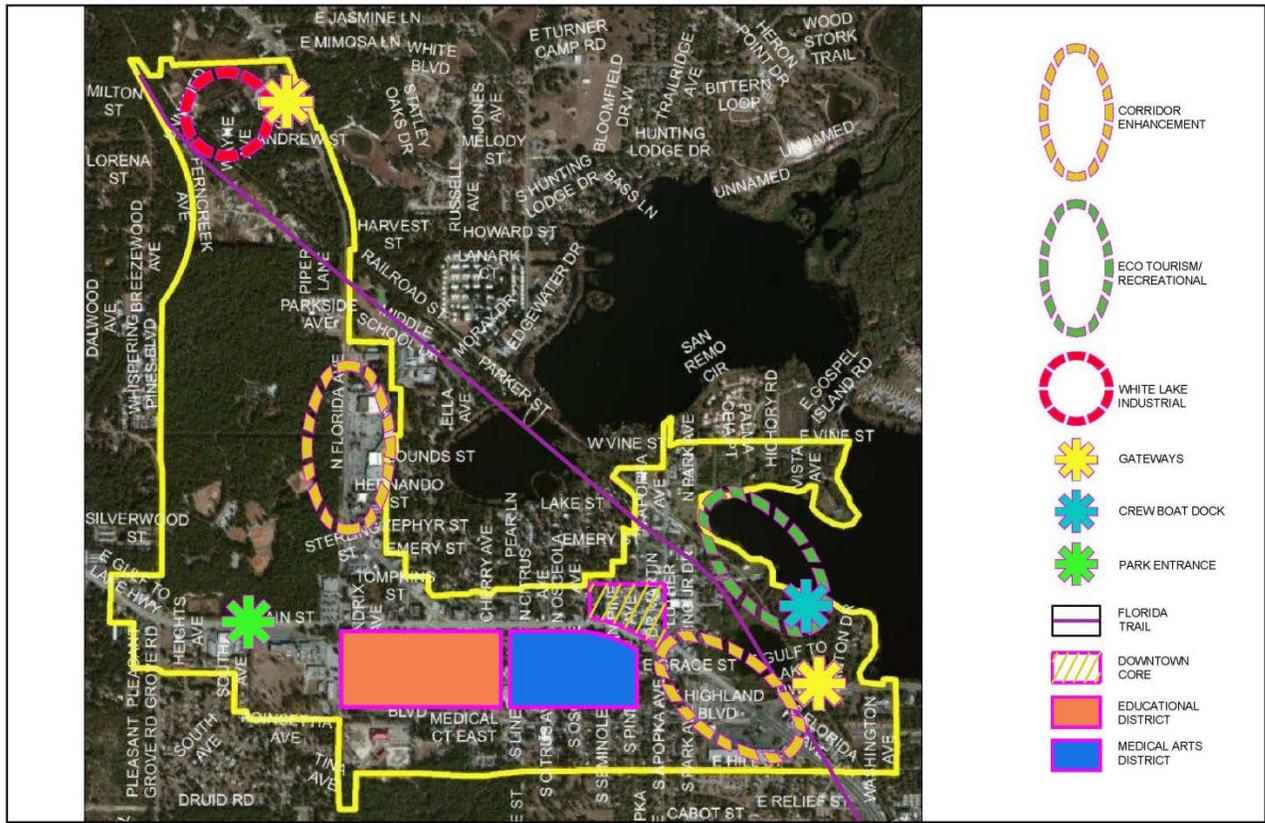
The significance of this time period relates in part to the time frame and the calendar necessary to implement the CRA trust account where the increment revenue dollars can accrue. This account can only be activated by adoption of the implementing Community Redevelopment Plan (CRP) and adoption of a corresponding Trust Fund ordinance. The current target which could be achieved is June 2014 which would set the base as December 2013 and capture a base value which will be certified by the appraiser at the appropriate time. Projections of increment revenues over the proposed 30 year period are included in Tables 1 and 2 found on pages 16 and 17. The low model within each scenario considered in this analysis account for no movement in values through 2014. The high model, however, anticipate increases based on the hospital facilities coming on the tax rolls in the near future.

On balance, the decision to proceed sooner rather than later is based on expectations about development activity. If the prospects of substantial development are favorable, they could offset any declines that may still occur. The short term analysis places more than \$46,000,000 of taxable value on the rolls by 2016. Based on the likelihood of major improvements occurring in the next few years, 2014 as a near term window has an advantage. Citrus Memorial Hospital is anticipated to convert from a public to a private hospital within the next 1-2 years. The addition of this large, valuable property to the tax roll would bring significant contributions to the Trust Fund.

There are obvious areas where new development could occur, and there are parcels or properties with limited tax values because of their public ownership. The area surrounding the hospital and White Lake industrial area are two obvious examples of potential significant investment. Input has suggested interest in annexing additional White Lake area parcels into the City, so as to incorporate the entire area into CRA planning and make trust fund monies available to more comprehensive projects. In the short term, the control of the School Board property surrounding the hospital may allow it to create additional value sooner, rather than

later, maximizing any cumulative tax receipts. By itself a successful project could signal opportunities for other nearby properties.

The map below highlights the key elements of the redevelopment plan: improvements to White Lake industrial area, creation of Medical Arts District around hospital, corridor enhancements, continued downtown core revitalization, supporting eco-tourism/recreational activities and overall urban design guidelines for future developments.



Plan Summary Map

2.0 Legal Boundary Description of Redevelopment Area

CITY OF INVERNESS CITRUS COUNTY, FLORIDA

2014 CRA BOUNDARY

DESCRIPTION

A PARCEL OF LAND LYING WITHIN THE CORPORATE LIMITS OF THE CITY OF INVERNESS (A MUNICIPAL CORPORATION), PORTIONS OF WHICH LIE IN SECTIONS 12 & 13, TOWNSHIP 19 SOUTH, RANGE 19 EAST, AND SECTIONS 7, 8, 17 & 18, TOWNSHIP 19 SOUTH, RANGE 20 EAST, CITRUS COUNTY, FLORIDA, THE PERIMETER OF WHICH IS MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE SOUTHWEST CORNER OF SECTION 7, TOWNSHIP 19 SOUTH, RANGE 20 EAST; THENCE NORTHERLY, ALONG THE WEST LINE OF SAID SECTION 7, TO ITS SOUTHERLY INTERSECTION WITH THE EASTERLY RIGHT-OF-WAY LINE OF VACATED SEABOARD AIRLINE RAILROAD; THENCE NORTHERLY, ALONG SAID EASTERLY VACATED RIGHT-OF-WAY LINE, TO ITS NORTHERLY INTERSECTION WITH THE AFOREMENTIONED WEST LINE OF SECTION 7 AND THE EAST LINE OF SECTION 12, TOWNSHIP 19 SOUTH, RANGE 19 EAST; THENCE CONTINUE ALONG SAID EASTERLY VACATED RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE NORTH LINE OF SAID SECTION 12; THENCE EASTERLY, ALONG SAID NORTH LINE OF SECTION 12, TO THE NORTHEAST CORNER OF SAID SECTION 12 AND THE NORTHWEST CORNER OF AFOREMENTIONED SECTION 7; THENCE CONTINUE EASTERLY, ALONG THE NORTH LINE OF SAID SECTION 7, TO ITS INTERSECTION WITH THE EASTERLY RIGHT-OF-WAY LINE OF NORTH FLORIDA AVENUE (ALSO KNOWN AS U.S. HIGHWAY NO. 41 AND STATE ROAD NO. 45); THENCE SOUTHERLY ALONG SAID EASTERLY RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE NORTH LINE OF THE NORTHWEST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7; THENCE EAST, ALONG SAID NORTH LINE, TO THE NORTHEAST CORNER OF THE NORTHWEST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7; THENCE SOUTH, ALONG THE EAST LINE OF THE NORTHWEST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7, TO THE SOUTHEAST CORNER OF THE NORTHWEST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7; THENCE EAST, ALONG THE NORTH LINE OF THE SOUTHEAST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7, TO THE NORTHEAST CORNER OF THE WEST 132 FEET OF THE WEST 1/2 OF THE SOUTHEAST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7; THENCE SOUTH, ALONG THE EAST LINE OF THE WEST 132 FEET OF THE WEST 1/2 OF THE SOUTHEAST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7, TO THE SOUTHEAST CORNER OF THE WEST 132 FEET OF THE WEST 1/2 OF THE SOUTHEAST 1/4 OF THE SOUTHWEST 1/4 OF THE SOUTHEAST 1/4 OF SAID SECTION 7; THENCE WEST, ALONG THE SOUTH LINE OF SAID SECTION 7 AND THE NORTH LINE OF SECTION 18, TOWNSHIP 19 SOUTH, RANGE 20 EAST, TO ITS INTERSECTION WITH THE NORTHERLY PROJECTION OF THE EAST LINE OF THE NORTH 1/2 OF THE WEST 1/2 OF LOT (OR BLOCK) 2 IN THE NORTHWEST 1/4 OF THE NORTHEAST 1/4 OF AFOREMENTIONED SECTION 18 OF LABELLE ADDITION TO INVERNESS, ACCORDING TO THE PLAT THEREOF AS RECORDED IN

PLAT BOOK 1, AT PAGE 55, OF THE PUBLIC RECORDS OF CITRUS COUNTY, FLORIDA; THENCE SOUTH, ALONG SAID PROJECTION AND SAID EAST LINE, TO THE SOUTHEAST CORNER OF THE NORTH 1/2 OF THE WEST 1/2 OF SAID LOT (OR BLOCK) 2 OF LABELLE ADDITION TO INVERNESS; THENCE WEST, ALONG THE SOUTH LINE OF THE NORTH 1/2 OF THE WEST 1/2 OF SAID LOT (OR BLOCK) 2 OF LABELLE ADDITION TO INVERNESS, TO THE SOUTHWEST CORNER OF THE NORTH 1/2 OF THE WEST 1/2 OF SAID LOT (OR BLOCK) 2 OF LABELLE ADDITION TO INVERNESS AND THE EAST RIGHT-OF-WAY LINE OF HENDRIX AVENUE; THENCE SOUTH, ALONG SAID EAST RIGHT-OF-WAY LINE, TO THE SOUTHWEST CORNER OF LOT (OR BLOCK) 2 IN THE SOUTHWEST 1/4 OF THE NORTHEAST 1/4 OF AFOREMENTIONED SECTION 18 AS SHOWN ON THE AFOREMENTIONED PLAT OF LABELLE ADDITION TO INVERNESS; THENCE EAST, ALONG THE NORTH RIGHT-OF-WAY LINE OF EMERY STREET, TO THE SOUTHEAST CORNER OF SAID LOT (OR BLOCK) 2 OF LABELLE ADDITION TO INVERNESS; THENCE SOUTH, ALONG THE WEST RIGHT-OF-WAY LINE OF DAVIDSON AVENUE, TO THE SOUTHEAST CORNER OF LOT 21, BLOCK F OF PINE HILL ADDITION TO INVERNESS, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 2, AT PAGE 3, OF SAID PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH RIGHT-OF-WAY LINE OF WEST DAMPIER STREET, TO THE SOUTHEAST CORNER OF LOT 1, BLOCK F, OF SAID PINE HILL ADDITION TO INVERNESS; THENCE SOUTH, ALONG THE WEST RIGHT-OF-WAY LINE OF ELLA AVENUE, TO A POINT THAT LIES 150 FEET NORTH OF ITS INTERSECTION WITH THE NORTHERLY RIGHT-OF-WAY LINE OF THE AFOREMENTIONED NORTH FLORIDA AVENUE (ALSO KNOWN AS U.S. HIGHWAY NO. 41 AND STATE ROAD NO. 45); THENCE SOUTHEASTERLY ACROSS ELLA AVENUE, TO THE NORTHWEST CORNER OF THE SOUTH 60 FEET OF LOT (OR BLOCK) 12, IN THE SOUTHEAST 1/4 OF THE NORTHEAST 1/4 OF AFOREMENTIONED SECTION 18 AS SHOWN ON THE AFOREMENTIONED PLAT OF LABELLE ADDITION TO INVERNESS; THENCE EAST, TO THE NORTHEAST CORNER OF THE SOUTH 60 FEET OF SAID LOT (OR BLOCK) 12, OF LABELLE ADDITION TO INVERNESS; THENCE NORTHEASTERLY, ACROSS TALMAGE AVENUE, TO THE NORTHWEST CORNER OF THE SOUTH 85 FEET OF LOT (OR BLOCK) 11, IN THE SOUTHEAST 1/4 OF THE NORTHEAST 1/4 OF AFOREMENTIONED SECTION 18 AS SHOWN ON THE AFOREMENTIONED PLAT OF LABELLE ADDITION TO INVERNESS; THENCE EAST, TO THE NORTHEAST CORNER OF THE SOUTH 85 FEET OF SAID LOT (OR BLOCK) 11, OF LABELLE ADDITION TO INVERNESS; THENCE NORTHEASTERLY ACROSS TROUT AVENUE, TO THE NORTHWEST CORNER OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 1848, AT PAGE 731, OF SAID PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH LINE OF SAID LANDS, TO THE NORTHEAST CORNER OF SAID LANDS; THENCE SOUTH, ALONG THE EAST LINE OF SAID LANDS, TO THE NORTHWEST CORNER OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 1399, AT PAGE 2306, OF SAID PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH LINE OF SAID LANDS, TO THE NORTHEAST CORNER OF SAID LANDS; THENCE NORTHEASTERLY ACROSS CHERRY AVENUE, TO THE NORTHWEST CORNER OF LOT 8, BLOCK A, OF THE RE-SUBDIVISION OF BLOCKS 4, 5, 8, AND 9 OF TOMPKINSVILLE ADDITION TO THE TOWN OF INVERNESS, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 2, AT PAGE 12, OF SAID PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH LINE OF LOTS 8 THROUGH 14, INCLUSIVE, BLOCK A, OF SAID RE-SUBDIVISION, TO THE NORTHEAST CORNER OF LOT 14, BLOCK A, OF SAID RE-SUBDIVISION; THENCE NORTHEASTERLY ACROSS LINE AVENUE, TO THE NORTHWEST CORNER OF LOT 6, BLOCK 4, OF THE SUBDIVISION OF THE S.W. 1/4 OF THE N.W. 1/4 SEC. 17, T. 19 S. R. 20, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 1, AT PAGE 25, AND IN PLAT BOOK 2, AT PAGE 51, OF SAID

PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH LINE OF LOTS 1 THROUGH 6, INCLUSIVE, BLOCK 4, OF SAID SUBDIVISION, TO THE NORTHEAST CORNER OF SAID LOT 1; THENCE EAST ACROSS NORTH CITRUS AVENUE, TO THE NORTHWEST CORNER OF LOT 8, BLOCK 5, OF SAID SUBDIVISION; THENCE EAST, ALONG THE NORTH LINE OF LOTS 1 THROUGH 8, INCLUSIVE, BLOCK 5, OF SAID SUBDIVISION, TO THE NORTHEAST CORNER OF SAID LOT 1; THENCE EAST ACROSS NORTH OSCEOLA AVENUE, TO THE EAST RIGHT-OF-WAY LINE THEREOF; THENCE NORTH, ALONG SAID EAST RIGHT-OF-WAY LINE, TO THE NORTHWEST CORNER OF BLOCK 6 OF SAID SUBDIVISION; THENCE EAST, ALONG THE SOUTH RIGHT-OF-WAY LINE OF WEST DAMPIER STREET, TO THE EAST RIGHT-OF-WAY LINE OF NORTH SEMINOLE AVENUE; THENCE NORTH, ALONG SAID EAST RIGHT-OF-WAY LINE, TO THE NORTHWEST CORNER OF LOT 5, BLOCK 119, TOWN OF INVERNESS, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 1, AT PAGE 36, OF SAID PUBLIC RECORDS; THENCE EAST, ALONG THE NORTH LINE OF SAID LOT 5, TO THE NORTHEAST CORNER OF SAID LOT 5; THENCE NORTH, ALONG THE WEST LINE OF LOTS 9 THROUGH 12, INCLUSIVE, BLOCK 119, OF SAID TOWN OF INVERNESS AND ITS NORTHERLY PROJECTION, TO ITS INTERSECTION WITH THE NORTHEASTERLY RIGHT-OF-WAY LINE OF ZEPHYR STREET; THENCE SOUTHEASTERLY, ALONG SAID NORTHEASTERLY RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE WESTERLY RIGHT-OF-WAY LINE OF NORTH PINE AVENUE; THENCE NORTH, ALONG SAID WESTERLY RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE SOUTH LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 2019, AT PAGE 1861, OF SAID PUBLIC RECORDS; THENCE EAST, TO THE SOUTHEAST CORNER OF SAID LANDS; THENCE NORTHEASTERLY, ALONG THE SOUTHEASTERLY LINE OF SAID LANDS, TO THE EASTERNMOST CORNER OF SAID LANDS' THENCE NORTHWESTERLY, ALONG THE NORTHEASTERLY LINE OF SAID LANDS, TO THE NORTHERNMOST CORNER OF SAID LANDS; THENCE SOUTHWESTERLY, ALONG THE NORTHWESTERLY LINE OF SAID LANDS, TO ITS INTERSECTION WITH THE SOUTHWESTERLY RIGHT-OF-WAY LINE OF THE WITHLACOOCHIEE STATE TRAIL; THENCE NORTHWESTERLY, ALONG SAID SOUTHWESTERLY RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE ORDINARY HIGH WATER LINE OF LITTLE LAKE HENDERSON; THENCE NORTHEASTERLY, ALONG SAID ORDINARY HIGH WATER LINE, TO ITS INTERSECTION WITH THE NORTH LINE OF LOT 3, BLOCK 130, OF THE AFOREMENTIONED TOWN OF INVERNESS; THENCE EAST, ALONG SAID NORTH LINE, TO THE NORTHEAST CORNER OF SAID LOT 3; THENCE CONTINUE EAST ACROSS NORTH PINE AVENUE, TO THE NORTHWEST CORNER OF LOT 3, BLOCK 131, OF AFOREMENTIONED TOWN OF INVERNESS; THENCE CONTINUE EAST, ALONG THE NORTH LINE OF SAID LOT 3 AND THE NORTH LINE OF LOT 6, BLOCK 131, OF SAID TOWN OF INVERNESS, TO ITS INTERSECTION WITH THE WEST RIGHT-OF-WAY LINE OF NORTH APOPKA AVENUE AND TO THE NORTHEAST CORNER OF SAID LOT 6; THENCE NORTH, ALONG THE WEST RIGHT-OF-WAY LINE OF NORTH APOPKA AVENUE, TO ITS INTERSECTION WITH THE AFOREMENTIONED ORDINARY HIGH WATER LINE OF LITTLE LAKE HENDERSON; THENCE NORTHEASTERLY, ALONG SAID ORDINARY HIGH WATER LINE, TO ITS INTERSECTION WITH THE EAST RIGHT-OF-WAY LINE OF NORTH APOPKA AVENUE; THENCE SOUTH, ALONG SAID EAST RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE NORTHERLY RIGHT-OF-WAY LINE OF EAST GOSPEL ISLAND ROAD (ALSO KNOWN AS COUNTY ROAD NO. 470); THENCE NORTHEASTERLY AND EASTERLY, ALONG SAID NORTHERLY RIGHT-OF-WAY LINE AND ITS EASTERLY PROJECTION, TO THE INTERSECTION OF THE SOUTHEASTERLY RIGHT-OF-WAY LINE OF SAID GOSPEL ISLAND ROAD WITH THE NORTH RIGHT-OF-WAY LINE OF EAST VINE STREET; THENCE CONTINUE EAST,

ALONG SAID NORTH RIGHT-OF-WAY LINE OF EAST VINE STREET, TO ITS INTERSECTION WITH THE ORDINARY HIGH WATER LINE OF BIG LAKE HENDERSON; THENCE SOUTHERLY AND FOLLOWING ALONG SAID ORDINARY HIGH WATER LINE IN A COUNTER-CLOCKWISE DIRECTION, TO ITS INTERSECTION WITH THE NORTHERLY PROJECTION OF THE EAST RIGHT-OF-WAY LINE OF WASHINGTON AVENUE (SAID WASHINGTON AVENUE LYING IN THE VICINITY OF THE EAST LINE OF THE SOUTHEAST 1/4 OF THE SOUTHEAST 1/4 OF AFOREMENTIONED SECTION 17); THENCE SOUTH, ALONG SAID PROJECTION ACROSS EAST GULF TO LAKE HIGHWAY (ALSO KNOWN AS STATE ROAD NO. 44) AND ALONG SAID EAST RIGHT-OF-WAY LINE OF WASHINGTON AVENUE, TO ITS INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY LINE OF LEROY BELLAMY ROAD; THENCE WESTERLY, ALONG SAID SOUTHERLY RIGHT-OF-WAY LINE AND ITS WESTERLY PROJECTION, TO ITS INTERSECTION WITH THE SOUTHWESTERLY RIGHT-OF-WAY LINE OF THE AFOREMENTIONED WITHLACOCHEE STATE TRAIL; THENCE SOUTHEASTERLY, ALONG SAID SOUTHWESTERLY RIGHT-OF-WAY LINE, TO THE EASTERNMOST CORNER OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 2305, AT PAGE 1482, OF SAID PUBLIC RECORDS; THENCE SOUTHWESTERLY, ALONG THE SOUTHEASTERLY LINE OF SAID LANDS, TO ITS INTERSECTION WITH THE NORTHEASTERLY RIGHT-OF-WAY LINE OF SOUTH FLORIDA AVENUE (ALSO KNOWN AS STATE ROAD NO. 45 AND U.S. HIGHWAY NO. 41) AND TO THE SOUTHERNMOST CORNER OF SAID LANDS; THENCE NORTHWESTERLY, ALONG SAID NORTHEASTERLY RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE EASTERLY PROJECTION OF THE SOUTH RIGHT-OF-WAY LINE OF EAST HILL STREET; THENCE WEST, ALONG SAID PROJECTION AND ALONG SAID SOUTH RIGHT-OF-WAY LINE OF EAST HILL STREET, TO ITS INTERSECTION WITH THE WEST RIGHT-OF-WAY LINE OF SOUTH LINE AVENUE; THENCE NORTH, ALONG SAID WEST RIGHT-OF-WAY LINE, TO THE SOUTHEAST CORNER OF LEE VILLA, AS RECORDED IN PLAT BOOK 2, AT PAGE 8, OF SAID PUBLIC RECORDS; THENCE WEST, ALONG THE SOUTH LINE OF SAID LEE VILLA AND ITS WESTERLY PROJECTION, TO ITS INTERSECTION WITH THE EAST LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 2270, AT PAGE 661, OF THE PUBLIC RECORDS OF CITRUS COUNTY, FLORIDA; THENCE SOUTH, ALONG THE EAST LINE OF SAID LANDS, TO THE SOUTHEAST CORNER OF SAID LANDS; THENCE SOUTHWESTERLY, ALONG THE SOUTHEASTERLY LINE OF SAID LANDS, TO A CORNER OF SAID LANDS; THENCE WEST, ALONG THE SOUTH LINE OF SAID LANDS, TO THE SOUTHWEST CORNER OF SAID LANDS; THENCE NORTH, ALONG THE WEST LINE OF SAID LANDS, TO A CORNER OF SAID LANDS AND THE SOUTH LINE OF HIGHLAND MEDICAL OFFICE COMPLEX, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 14, AT PAGES 125 THROUGH 126, INCLUSIVE, OF SAID PUBLIC RECORDS; THENCE WEST, ALONG SAID SOUTH LINE OF HIGHLAND MEDICAL OFFICE COMPLEX AND THE SOUTH LINE OF ESPEDECO DRIVE, TO THE SOUTHWEST CORNER OF SAID ESPEDECO DRIVE AS SHOWN ON SAID PLAT AND A POINT ON THE EAST LINE OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 2184, AT PAGE 138, OF SAID PUBLIC RECORDS; THENCE SOUTH, ALONG SAID EAST LINE, TO A CORNER OF SAID LANDS; THENCE WEST, ALONG A SOUTH LINE OF SAID LANDS, TO A CORNER OF SAID LANDS; THENCE SOUTH, ALONG AN EAST LINE OF SAID LANDS, TO A CORNER OF SAID LANDS; THENCE WEST, ALONG THE SOUTH LINE OF SAID LANDS, TO THE SOUTHWEST CORNER OF SAID LANDS; THENCE CONTINUE WEST, ALONG THE WESTERLY PROJECTION OF THE SOUTH LINE OF SAID LANDS, TO ITS INTERSECTION WITH THE WEST RIGHT-OF-WAY LINE OF SOUTH MONTGOMERY AVENUE (FORMERLY KNOWN AS GARDENIA DRIVE AS SHOWN ON THE PLAT OF INVERNESS HEIGHTS UNIT 2, AS RECORDED IN PLAT BOOK 11, AT

PAGE 56, OF SAID PUBLIC RECORDS, AND AS SHOWN ON THE PLAT OF INVERNESS HEIGHTS SUBDIVISION REVISED, AS RECORDED IN PLAT BOOK 4, AT PAGES 58 THROUGH 59, OF SAID PUBLIC RECORDS); THENCE NORTH, ALONG SAID WEST RIGHT-OF-WAY LINE, TO THE NORTHEAST CORNER OF LOT 10, BLOCK N, OF SAID INVERNESS HEIGHTS SUBDIVISION REVISED; THENCE WEST, ALONG THE SOUTH RIGHT-OF-WAY LINE OF WEST HIGHLAND BOULEVARD (FORMERLY KNOWN AS EAST BOULEVARD AS SHOWN ON THE AFOREMENTIONED PLAT OF INVERNESS HEIGHTS SUBDIVISION REVISED), TO ITS INTERSECTION WITH THE SOUTHERLY PROJECTION OF THE WEST RIGHT-OF-WAY LINE OF SOUTH AVENUE (FORMERLY KNOWN AS SOUTH BOULEVARD AS SHOWN ON THE AFOREMENTIONED PLAT OF INVERNESS HEIGHTS SUBDIVISION REVISED); THENCE NORTH, ALONG SAID PROJECTION AND ALONG THE WEST RIGHT-OF-WAY LINE OF SAID SOUTH AVENUE, TO THE NORTHEAST CORNER OF LOT 14, BLOCK E, OF THE AFOREMENTIONED INVERNESS HEIGHTS SUBDIVISION REVISED; THENCE WEST, ALONG THE NORTH LINE OF SAID LOT, TO THE NORTHWEST CORNER OF SAID LOT; THENCE NORTH, ALONG THE WEST LINE OF LOTS 10 THROUGH 13, INCLUSIVE, AND LOT 8, OF SAID BLOCK E, TO ITS INTERSECTION WITH THE SOUTH RIGHT-OF-WAY LINE OF TUTTLE AVENUE (FORMERLY KNOWN AS PARK AVENUE AS SHOWN ON THE AFOREMENTIONED PLAT OF INVERNESS HEIGHTS SUBDIVISION REVISED) AND THE NORTHWEST CORNER OF SAID LOT 8; THENCE WEST, ALONG SAID SOUTH RIGHT-OF-WAY LINE AND ITS WESTERLY PROJECTION, TO ITS INTERSECTION WITH THE WEST RIGHT-OF-WAY LINE OF PLEASANT GROVE ROAD (ALSO KNOWN AS COUNTY ROAD NO. 581); THENCE NORTH, ALONG SAID WEST RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE SOUTH LINE OF LOT 65 OF FLETCHER HEIGHTS NO. 2, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 1, AT PAGE 41, OF SAID PUBLIC RECORDS; THENCE WEST, ALONG SAID SOUTH LINE, TO THE SOUTHWEST CORNER OF SAID LOT; THENCE NORTH, ALONG THE WEST LINE OF SAID LOT, TO THE NORTHWEST CORNER OF SAID LOT; THENCE CONTINUE NORTH ACROSS MAIN STREET, TO THE SOUTHWEST CORNER OF THE EAST 1/2 OF LOT 64 OF FLETCHER HEIGHTS, ACCORDING TO THE PLAT THEREOF AS RECORDED IN PLAT BOOK 1, AT PAGE 41, OF SAID PUBLIC RECORDS; THENCE CONTINUE NORTH, ALONG THE WEST LINE OF THE EAST 1/2 OF SAID LOT AND THE WEST LINE OF THE EAST 1/2 OF LOT 63 OF SAID FLETCHER HEIGHTS, TO THE NORTHWEST CORNER OF THE SOUTH 154 FEET OF THE EAST 1/2 OF SAID LOT 63; THENCE EAST, ALONG THE NORTH LINE OF THE SOUTH 154 FEET OF THE EAST 1/2 OF SAID LOT 63 AND ITS EASTERLY PROJECTION, TO ITS INTERSECTION WITH THE EAST RIGHT-OF-WAY LINE OF FOREST DRIVE (FORMERLY KNOWN AS CRYSTAL BOULEVARD AS SHOWN ON THE AFOREMENTIONED PLAT OF FLETCHER HEIGHTS); THENCE NORTH, ALONG SAID RIGHT-OF-WAY LINE, TO ITS INTERSECTION WITH THE WEST LINE OF THE NORTHWEST 1/4 OF SECTION 13, TOWNSHIP 19 SOUTH, RANGE 19 EAST; THENCE NORTH, ALONG SAID WEST LINE, TO THE NORTHWEST CORNER OF SAID SECTION AND THE **POINT OF BEGINNING**.

REFER TO THE DRAWING BY PIGEON-ROBERTS & ASSOCIATES, LLC (STATE OF FLORIDA LICENSED BUSINESS NO. 7481), PROJECT NO.14-312.06, FILE NO. 312.06.001, DATED MAY 15, 2014, FOR THE SKETCH OF THE DESCRIPTION.

3.0 Redevelopment Objectives and Initiatives

The proposed redevelopment plan objectives are to provide direction, identify resources, and define projects and programs that remove the slum and blighting influences identified in the Inverness “Finding of Necessity” Study. Based on the issues in that study the following were determined as priorities.

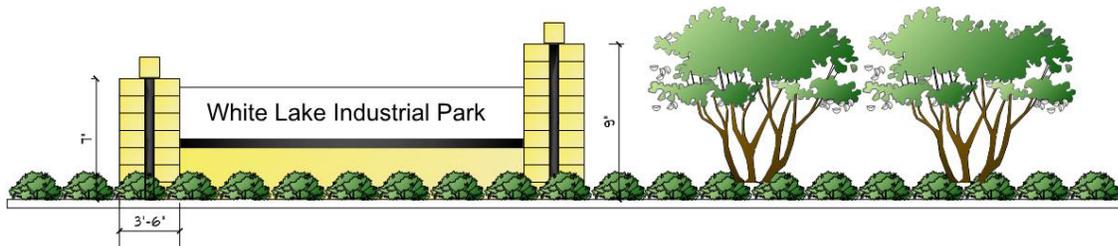
3.1. Economic Development

Creating new jobs, stabilizing existing businesses, and establishing an environment that encourages new investment are the overall economic development objectives. To achieve these specific objectives will take enhanced collaboration among the public, private, civic, and institutional sectors of the community. Key initiatives identified were the redevelopment of the White Lake industrial area, the establishment of a “Medical Arts District” around the hospital, enhancements to commercial corridors and additional infrastructure to support eco-tourism and recreational activities.

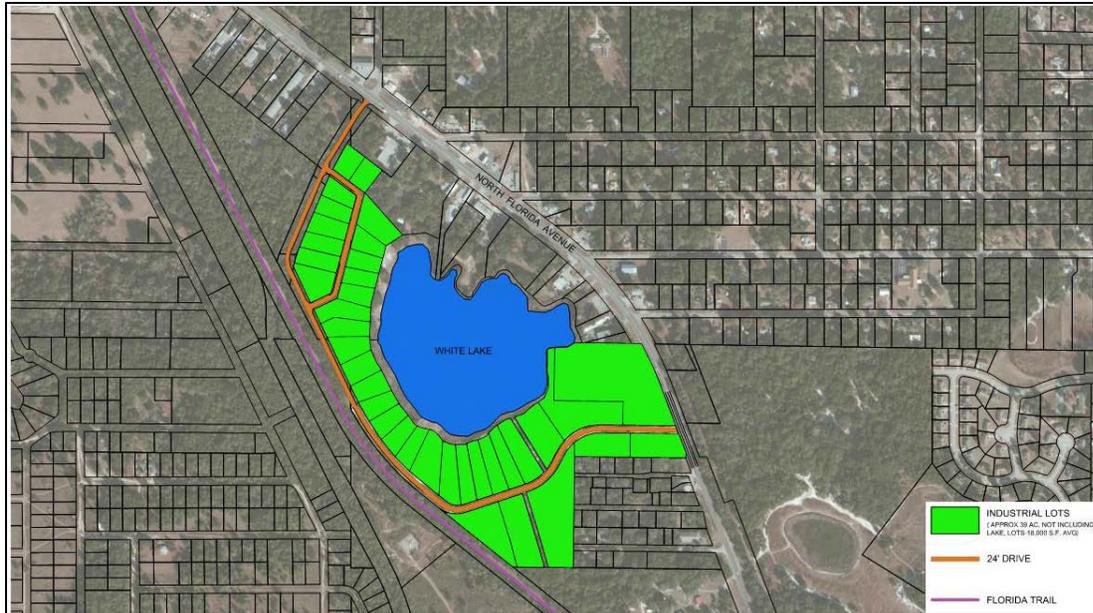
3.2. White Lake Industrial Park

The proposed improvements to the White Lake industrial area would include approximately 37 acres plus the lake itself. In general, the improvements relate to upgrading the infrastructure and overall appearance to create a more competitive environment for the solicitation of quality end users to provide new jobs and enhance the tax base.

- Collaborate with county and property owners to annex properties for a more cohesive commitment to redevelopment, maintenance and marketing of industrial sites.
- Reconstruct the roads with curb, gutters and new surfaces.
- Construct a stormwater sewer system that supports overall site development and redefines White Lake as an amenity to enhance marketing potential.
- Install lighting, signage and landscape elements.
- Create an attractive entrance to the park.
- Establish an overall industrial park association to provide necessary administrative, regulatory, financial and infrastructure incentives to meet overall community redevelopment objectives.
- Provide “brownfields” incentives including clean-up credits, investment credits, and incentive measures for developers.



SIGNAGE ELEVATION



White Lake Industrial Park Concept Plan

3.2.1. Medical Arts District

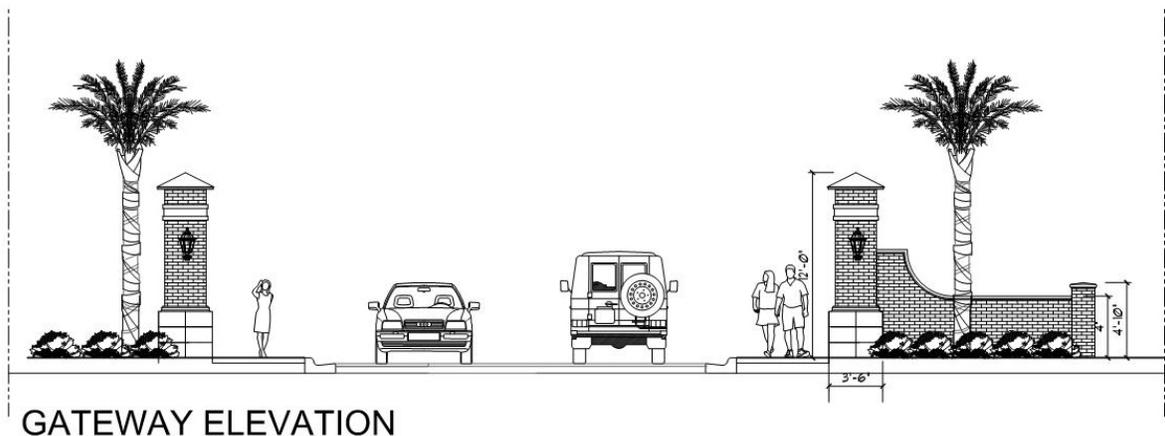
With the prospective change in ownership structure of the Citrus Memorial Hospital from a non-profit to a for-profit institution, resources may be available to refocus on how to enhance this major employer's competitive position to grow healthcare services. Creating a "Medical Arts District" that supports not only the hospital but complementing services in a well-designed campus setting will help all residents of Inverness and Citrus County in getting quality healthcare. The following are recommended:

- Working with the hospital and property owners, to designate specific boundaries conducive to creating an identifiable district that includes supporting healthcare services.
- Re-establishing the area as an economic center driven by the medical campus generating high tech/high-value jobs and creating value for district properties.
- Developing a campus plan that incorporates overall parking, stormwater, and related infrastructure to support state-of-the-art healthcare services.
- Leveraging the educational, recreational, and medical facilities of the community in a program focused on developing employment opportunities for the next generation.
- With the prospect of a new owner, Citrus Memorial Hospital may expand services, upgrade facilities and re-energize the region's healthcare environment. Its proximity to the Citrus High School campus and other adjacent school district properties may lend themselves to creative partnerships for facility development that could combine recreational needs with wellness, rehabilitation, and possibly sports medicine support. Such a partnership could complement a comprehensive program centered on outdoor and indoor recreational activities.
- Establishing overall design guidelines for the district as an activity center with enhanced connections to downtown, as well as improved mobility and wayfinding.

3.2.2. Commercial Corridors Revitalization

The three major entrances to Inverness reflect a lack of cohesiveness from an urban design and, in some cases, a functionality standpoint. There is not a clear delineation of when one is entering the city, there are numerous curb cuts, and thus vehicular turning movement conflicts, almost no accommodation of pedestrian or bicycle use, and visual signage clutter. On the whole, the corridors do not create a positive image. Addressing the Gulf to Lake Highway (FL 44) and N. Florida Avenue (US 41) should be a priority. Specific initiatives recommended to enhance the corridor's viability include:

- Façade grant/loan programs
- Enhanced code enforcement
- Streetscape and street lighting upgrades
- Development and adoption of signage and urban design guidelines
- Review land use and permitting policies to support redevelopment opportunities
- Collaboration with property owners and tenants in establishing marketing, promotion, and public safety programs
- Creation of entrance features (see example of gateway feature below)



3.2.3. Enhancements to Eco-tourism/Recreational Facilities

Citrus County has a strong base of infrastructure upon which to build a strategic eco-tourism plan. It is located in one of the most unique regions of the State of Florida, not to mention the United States. Its rivers, lakes, golf courses and trails offer endless opportunities for outdoor family recreation and eco-tourism activities. The vision by the county to build its tourism industry is achievable and could turn the economic tide over the next several years. Partnering among Inverness, Crystal River and the county is essential for success.

Inverness manages the county's largest recreational complex- Whispering Pines Park. The 290-acre park is one of Citrus County's most underappreciated assets. Located in the heart of Inverness, this state-owned property is home to some of the area's best active and passive recreational amenities. These include ball fields, tennis and racquetball courts, a junior Olympic-sized swimming pool, children's aquatic splash area, camping pavilions, biking and hiking trails as well as supporting parking and restroom facilities.

The park is a real gem that could be polished to enhance the area as a destination for outdoor recreation enthusiasts. In doing so, consideration could be given to the following:

- Create a new entrance off of US 44 to provide greater accessibility and visibility to the park;
- Extend the bike trail system into the park at its northern end and tie into current off-road trails within the park (extension of system should also be considered into the Withlacoochee State Forest);
- Lobby the Tourist Development Council (TDC) to embrace Whispering Pines Park as a cornerstone of an expanded recreational/eco-tourism marketing effort that would include freshwater activities, biking, hiking, baseball, soccer and other outdoor activities. TDC resources could also be used to enhance existing facilities, add additional ones and work to provide state-of-the-art recreational assets that would attract tournaments, events and overnight visitors;
- Coordinate marketing with Crystal River's salt-water attractions including fishing, water sports and swimming with manatees, and the county could promote one-of-a kind recreational assets to not only local and national, but international visitors as well;
- New entrance off of FL 44 could also include an outdoor recreational retail center that would service visitors as well as provide added revenues to support park activities.
- Seek opportunities that would engage commercial, educational, environmental and tourism partners

Sports like cycling, fishing, boat races, and rowing should be considered as the primary markets the county can initially attract with minimal infrastructure investment and timing needed.

3.3. Infrastructure and Utility Investments

Upgrading infrastructure and expanding utility services was identified as key elements to the area's improvement. Marked by the extensive use of septic tanks and privately-owned sewer package plants, the area's groundwater and nearby springs are at potential risk for continued degradation. Expansion of the wastewater system and the creation/upgrade of a stormwater management system are initiatives that will enhance existing property values and encourage potential new investment. Specific initiatives supported by the plan include:

- Support through financial incentives for individual utility connections to residences and businesses to remove from septic tanks
- Development of an area-wide stormwater management system
- Support the creation of area-wide storm inlets as part of any new road construction
- Financing and reconstruction of existing paved roads/streets
- Enhancements to Highland Blvd. and surrounding road network
- Reconstruction to include curbs, gutters, stormwater inlets and sidewalks

3.4. Continued Downtown Revitalization

The city's downtown improvements, development of the Withlacoochee Trail, expanded streetscape treatments as facilities to better engage the lake amenities, and current theater renovation initiative combine to show the understanding that creating a "sense of place" for resident and visitor alike is important to the area's economic health. Looking for continued

partnering opportunities should be a goal of the CRA to leverage resources. Specific action items include:

- Continued expansion of streetscape program
- Assembly of properties to enhance off-street parking
- Enhancement of public properties to better accommodate festivals and farmers market
- Coordination with county to explore opportunities to relocate or improve facilities to office employees
- Review existing land use codes to allow for the development of mixed-use projects.
- Provide policies that would provide incentives for downtown residential and hotel developments.

3.5. Environmental Enhancements

A major strength of the area as identified by the community was the overall natural setting among the lakes and proximity to salt water activities. It is the natural setting that defines the area. Specific initiatives that support the protection of the natural environment include:

- Expansion of the wastewater system and reduction in dependence on septic tanks
- Modification to existing stormwater system to allow for greater capacity and upgrades to the transmission infrastructure.
- Collaboration with educational institutions such as University of South Florida and others in developing interactive programs promoting protection of ecological resources
- Provide “brownfields” incentives including clean-up credits, investment credits, and incentive measures for developers.

4.0 Financial Analysis and Implementation Program

The cornerstone of an effective plan is the ability to match resources to the community goals and objectives. Toward that end, it should be understood that the CRA's annual increment revenue is limited and should be used to leverage other types of internal and external funding. There are always more projects than there is money to fund them. It is the intent of the CRA to prioritize the projects and look for ways to fund or find funding for the high priority projects and programs that can be completed by 2044. Based on the projects and programs identified under Objectives 3.1-3.4, below is a chart that suggests allocation of types of resources recommended for the respective projects or programs. In describing resources that may be allocated, it should be noted that they do not necessarily need to be financial. In fact, the chart includes four distinct categories in which resource support for projects or programs can be used and are labeled administrative, regulatory, financial, and infrastructure.

- Administrative resources would include such action as the creation of a one-stop permitting; reorganization of City services to consolidate planning and project management, etc.
- Regulatory resources would deal with the change in land use policies to allow for housing in commercial areas; increasing the allowable density, signature signing ordinances, loosening parking requirements for certain uses, etc.
- Financial resources would deal with the more direct allocation of funds such as façade grants and loans, land assembly, business improvement grants, demolition of distressed properties, and incentives that may be required for transformational public/private partnerships.
- Infrastructure resources would include the construction of an area-wide comprehensive stormwater management system that would serve multiple sites; expansion of wastewater sewer system, construction of trails and other features adding connectivity of recreational infrastructure, signage, road improvements, sidewalk improvements, etc.

Resource Allocation Options	Regulatory	Administrative	Financial	Infrastructure
Support Transformational Projects				
- Establish " Medical Arts District"	X			X
- Lead Redevelopment of White Lake industrial area	X		X	X
- Provide Increased Commercial Redevelopment Grants		X	X	
- Preservation of downtown theater		X	X	
- Historic Preservation		X	X	
Invest in Capital Improvements				
- Continue to Improve and Maintain Streetscapes and Park Spaces		X	X	X
- Implement Master Stormwater Plan and System				X
- Create an Enhanced Wayfinding Signage System		X	X	
- Provide and/or Encourage Public Realm Improvements			X	X
-Provide grants to remove septic tanks & connect to sewer system			X	X
-Develop parking facilities to support Medical Arts District			X	X
Economic Development/Tourism				
-Redevelop White Lake industrial area/master plan/infrastructure	X		X	X
- Commercial corridors enhancements	X		X	
- Enhance eco-tourism/recreational facilities				X
- Provide Additional Grants to Attract Business		X	X	
-Coordinate marketing strategies within TDC & Crystal River		X		
- Engage commercial, environmental & tourism partners		X		
Increased Governmental Coordination				
- Update Downtown CRA Plan and CRA Expansion		X	X	
- Plan for Parking Support		X	X	X
- Examine Downtown Development Code and Land Use Issues	X			
- Establish Design Guidelines and Sign Guidelines	X			
- Improve Public Access to Waterfront				X
- Expand Financing Strategies			X	

The plan identifies a number of projects that are priorities and establishes a process to review funding priorities on an annual or bi-annual basis. A combination of funding strategies should be considered by the CRA Board to fund the key projects list as amended from time to time.

Increment Funding

Community redevelopment will not be successful without funding through increment financing. Therefore, the ultimate goal of the redevelopment program is to increase the tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in this plan. Managed effectively, tax increment resources can be leveraged to enable the undertaking of a substantial portion of the public projects and also leverage private sector improvements.

With this in mind, the following finance and management practices should be employed.

- Coordinate with the City departments to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated increment revenues.
- Coordinate with appropriate City, County, State and other public officials which may be sponsoring capital improvements in the area to maximize the leveraging of CRA

resources. This may include the Florida Department of Transportation, the Florida Parks System, the Florida Department of Environmental Protection, and the Citrus County Transportation Planning Organization.

- Work with the City to augment capital budgets through the use of increment financing and other funding sources for infrastructure improvements such as water, sanitary sewer, electrical, telephone, cable, internet, and stormwater conveyance systems. These supplemental funds should be used for the design and construction of infrastructure improvements to ensure capacity to meet demand based on the future land use activities.
- Leverage increment revenues through grants, short term commercial loans, or other financial mechanisms to expedite the completion of projects.
- Work with area banks, the City's finance consultants, and the City Manager's office to research short term and long term debt instruments for financing major public facilities.
- Work with area financial institutions to develop favorable loan programs for private sector development and property rehabilitation projects.
- Undertake individual project pro forma analysis on proposed development and redevelopment projects to determine projected revenues and devise strategies to maximize the use of these resources on a site-specific project or on an area wide programmatic basis.

While increment revenues are the base resource of the CRA, it should not be considered the sole source. The key to the successful implementation of the plan will ultimately be determined on the agency's ability to leverage other resources, whether they are private or other public funds. Below are other types of funding sources that may, over the course of the planning horizon, be tapped for one or more projects.

Special Assessment District

A Special Assessment District is a special district formed by a local government (County, City, Water District, etc.) and includes property that will receive direct benefit from the construction of new public improvements or from the maintenance of existing public improvements. Special assessment districts often take Municipal Service Benefit Units (MSBU's) for capital improvements usually assessed on a linear front footage calculation on private property or Municipal Service Taxing Unit (MSTU's) for services such as police or recreational services and are generally assessed district wide in areas where the additional services are received. The most common types of public improvements financed include roads, sidewalks, street lighting and streetscape improvements, sewer facilities and water facilities. The local CRA that forms the assessment district sells bonds to raise the money to build or acquire the public improvement. The CRA then levies a special assessment against each parcel of land within the district, in proportion to its share of benefit from the improvement. The owners of the assessed land repay the bonds over a period of years through annual assessments, which are included on the County's general ad valorem property tax bill.

Local Financing

While increment financing is an essential component of any redevelopment project, the mechanism may not generate sufficient revenue to cover all redevelopment investment projects proposed. As discussed above, increment financing uses contributions to the Trust Fund based

on increased valuations from new development and as property valuation increases to assist in paying for improvements that stimulate the development. The CRA should consider utilizing additional or alternative financing methods to fund the planned improvements that are either currently available or could be secured in the future. Some of these financing methods that are potential revenue sources for funding redevelopment at the local level include, but are not limited to:

- General Fund Revenue Sources
- Local Government Half-Cent Sales Tax
- Local Option Sales Tax
- Charges for Services
- Establishment of a Special Assessment District or Special Improvement District
- Issuance of General Obligation Bonds Tourist Development Taxes

Debt Financing

This method essentially requires a community to sell bonds or otherwise borrow money to be repaid from an annual automatic lien on the general fund. Or a community can pay for its infrastructure in the same way a person borrows money to purchase a home. In both instances, the capital need is immediate and high, the equity appreciation reasonably assured, and the monthly or annual principal and interest payments generally fixed. Like all forms of infrastructure financing, there are some disadvantages and risks. This strategy should be used wisely and with caution. One major risk is voter aversion to approving bond issues, which may mean a future increase in property taxes to insure revenues are available to also properly provide coverage of debt service requirements.

Challenge Strategy

The challenge strategy involves the guaranteed construction of public improvements, but only after private revitalization actively reaches a certain point. This provides incentive for the developer while ensuring both parties, the City and the developer, desired private development will take place along with public improvements. A recognizable schedule of funding can be determined with this strategy and can be selectively implemented, usually on a block-by-block or project-by-project basis.

Private Investment

Generally, this is the single most important source in revitalization, if successful revitalization is to occur, private investment usually must exceed public funding by three to four fold. Such funding takes the form of equity investment and conventional real estate loans.

Project Equity Position

When the Redevelopment CRA takes an equity position in a project, the CRA contributes cash or land to the project with a return in the form of profit sharing. This CRA participation has the effect of reducing developer costs and can be used for projects such as redevelopment and parking structures.

Leasing

City-owned land, buildings, equipment, etc. can be leased to developers for projects. For the developer, this eliminates the need for capital investment in land, buildings, etc. or debt service on money borrowed to finance the purchase of such things as land, building, and equipment. The City receives lease payments which are deductible from the developer's income tax. The lease may also include a purchase option.

Key Incentives/Funding Sources

In addition to the above, there are numerous federal and state funding sources that, while competitive, may provide other opportunities for additional outside resources. The following is a list of some of the more programs that may be opportunities for solicitation.

Federal

- Small Business Administration (SBA)
- Economic Development Program (EDP)
- Economic Development & Growth Enhancement Programs (EDGE)
- Brownfields Incentives
- New Market Tax Credits Program (NMTC)
- Low Income Housing Tax Credits (LIHTC)
- Community Investment Program (CIP)
- Affordable Housing Program (AHP)
- HOME Investment Partnership Program
- Community Block Grant Program (CDBG)
- HUD Section 811/202 (Elderly Housing)
- Good Neighbor Next Door (Law enforcement/teacher home ownership discounts)
- HUD Section 108 Loan Guarantee Program
- Keep America Beautiful Grant
- Intermodal Surface Transportation Enhancement Act Grants (ISTEA)
- New Markets Tax Credits Program

State

- Qualified Target Industry Tax Refund Program (QTI) – Requires participation by a targeted industry
- High Impact Performance Incentive Grant (HIPI) – Requires participation of a targeted industry
- Capital Investment Tax Credit (CITI) – Requires participation of a targeted industry
- Quick Response Training (QRT) – Direct benefit to employer
- Brownfields Incentives
- Urban Job Tax Credit
- Housing Credits
- State Housing Initiatives Partnership Program (SHIP)
- Enterprise Zone or Florida Brownfield programming
- FDOT Highway Beautification Grants
- Florida Recreation Development Assistance Program (FRDAP)
- State New Markets Tax Credits Program

This list is not all inclusive but does provide an overview of possible funding sources for a variety of redevelopment and economic development related programs. It should be noted that availability of resources may be dependent on federal and state budget allocations, competitive applications, and availability of local matching funds.

Local

Support from local foundations or institutions should also be solicited as a source for capital or operational program costs.

4.1. Increment Revenue Projections

The following chart provides estimates of the increment revenues projected through 2043.

The low projections are based on three assumptions:

- There are no changes in the current millage rate;
- There is only a modest increase in the taxable valuation of 2% per year over this period;
- There is no new construction.

This should be considered a conservative projection but does provide a near term order of magnitude of the increment resources that may be available to leverage resources for the highest priorities.

Table 1 Increment Revenue Projections – Low

FYE	Base +		Total TV Subject			
	Appreciation	Less Base	to TIF	City of Inverness*	Citrus County**	Total to CRA
2013	\$ 115,759,561	\$ 115,759,561	\$ -	\$ -	\$ -	\$ -
2014	118,074,752	115,759,561	2,315,191	14,296	14,296	28,593
2015	120,436,247	115,759,561	4,676,686	28,879	28,879	57,757
2016	122,844,972	115,759,561	7,085,411	43,752	43,752	87,505
2017	125,301,872	115,759,561	9,542,311	58,924	58,924	117,848
2018	127,807,909	115,759,561	12,048,348	74,399	74,399	148,797
2019	130,364,067	115,759,561	14,604,506	90,183	90,183	180,366
2020	132,971,349	115,759,561	17,211,788	106,283	106,283	212,566
2021	135,630,776	115,759,561	19,871,215	122,705	122,705	245,410
2022	138,343,391	115,759,561	22,583,830	139,455	139,455	278,910
2023	141,110,259	115,759,561	25,350,698	156,541	156,541	313,081
2024	143,932,464	115,759,561	28,172,903	173,968	173,968	347,935
2025	146,811,113	115,759,561	31,051,552	191,743	191,743	383,487
2026	149,747,336	115,759,561	33,987,775	209,875	209,875	419,749
2027	152,742,282	115,759,561	36,982,721	228,368	228,368	456,737
2028	155,797,128	115,759,561	40,037,567	247,232	247,232	494,464
2029	158,913,071	115,759,561	43,153,510	266,473	266,473	532,946
2030	162,091,332	115,759,561	46,331,771	286,099	286,099	572,197
2031	165,333,159	115,759,561	49,573,598	306,117	306,117	612,234
2032	168,639,822	115,759,561	52,880,261	326,536	326,536	653,071
2033	172,012,618	115,759,561	56,253,057	347,363	347,363	694,725
2034	175,452,871	115,759,561	59,693,310	368,606	368,606	737,212
2035	178,961,928	115,759,561	63,202,367	390,275	390,275	780,549
2036	182,541,167	115,759,561	66,781,606	412,376	412,376	824,753
2037	186,191,990	115,759,561	70,432,429	434,920	434,920	869,840
2038	189,915,830	115,759,561	74,156,269	457,915	457,915	915,830
2039	193,714,146	115,759,561	77,954,585	481,370	481,370	962,739
2040	197,588,429	115,759,561	81,828,868	505,293	505,293	1,010,587
2041	201,540,198	115,759,561	85,780,637	529,695	529,695	1,059,391
2042	205,571,002	115,759,561	89,811,441	554,586	554,586	1,109,171
2043	209,682,422	115,759,561	93,922,861	579,974	579,974	1,159,947
Total				\$ 8,134,198	\$ 8,134,198	\$ 16,268,397
Annual Average				\$ 271,140	\$ 271,140	\$ 542,280

*City of Inverness Millage Rate = 6.50

** Citrus County Millage Rate = 9.1387: However County millage calculations cannot exceed City's millage rate of 6.50

Note: 2% Appreciation of Values

The high revenue projections are based on Citrus Memorial Hospital coming on the tax rolls as a taxable entity by the end of 2014. The other assumptions remain the same.

Table 2 Increment Revenue Projections – High

FYE	Base + Appreciation	Less Base	Total TV Subject to TIF	City of Inverness*	Citrus County**	Total to CRA
2013	\$ 115,759,561	\$ 115,759,561	\$ -	\$ -	\$ -	\$ -
2014	164,870,332	115,759,561	49,110,771	303,259	303,259	606,518
2015	168,167,739	115,759,561	52,408,178	323,620	323,620	647,241
2016	171,531,094	115,759,561	55,771,533	344,389	344,389	688,778
2017	174,961,716	115,759,561	59,202,155	365,573	365,573	731,147
2018	178,460,950	115,759,561	62,701,389	387,181	387,181	774,362
2019	182,030,169	115,759,561	66,270,608	409,221	409,221	818,442
2020	185,670,772	115,759,561	69,911,211	431,702	431,702	863,403
2021	189,384,188	115,759,561	73,624,627	454,632	454,632	909,264
2022	193,171,871	115,759,561	77,412,310	478,021	478,021	956,042
2023	197,035,309	115,759,561	81,275,748	501,878	501,878	1,003,755
2024	200,976,015	115,759,561	85,216,454	526,212	526,212	1,052,423
2025	204,995,535	115,759,561	89,235,974	551,032	551,032	1,102,064
2026	209,095,446	115,759,561	93,335,885	576,349	576,349	1,152,698
2027	213,277,355	115,759,561	97,517,794	602,172	602,172	1,204,345
2028	217,542,902	115,759,561	101,783,341	628,512	628,512	1,257,024
2029	221,893,760	115,759,561	106,134,199	655,379	655,379	1,310,757
2030	226,331,635	115,759,561	110,572,074	682,783	682,783	1,365,565
2031	230,858,268	115,759,561	115,098,707	710,735	710,735	1,421,469
2032	235,475,433	115,759,561	119,715,872	739,246	739,246	1,478,491
2033	240,184,942	115,759,561	124,425,381	768,327	768,327	1,536,653
2034	244,988,641	115,759,561	129,229,080	797,990	797,990	1,595,979
2035	249,888,414	115,759,561	134,128,853	828,246	828,246	1,656,491
2036	254,886,182	115,759,561	139,126,621	859,107	859,107	1,718,214
2037	259,983,906	115,759,561	144,224,345	890,585	890,585	1,781,171
2038	265,183,584	115,759,561	149,424,023	922,693	922,693	1,845,387
2039	270,487,255	115,759,561	154,727,694	955,444	955,444	1,910,887
2040	275,897,000	115,759,561	160,137,439	988,849	988,849	1,977,697
2041	281,414,940	115,759,561	165,655,379	1,022,922	1,022,922	2,045,844
2042	287,043,239	115,759,561	171,283,678	1,057,677	1,057,677	2,115,353
2043	292,784,104	115,759,561	177,024,543	1,093,127	1,093,127	2,186,253
Total				\$ 19,856,860	\$ 19,856,860	\$ 39,713,720
Annual Average				\$ 661,895	\$ 661,895	\$ 1,323,791

*City of Inverness Millage Rate = 6.50

** Citrus County Millage Rate = 9.1387: However County millage calculations cannot exceed City's millage rate of 6.50

Note: 2% Appreciation of Values

This model anticipates hospital conversion from public to private in 2014, increasing the CRA's composite assessed value by \$46,795,580.

4.2. Capital Improvement Program

Work with the County, FDOT, St. Johns Water Management District and other agencies as needed to ensure provision of the necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the Redevelopment Area. All references to "Agency" refer to the Community Redevelopment Agency (CRA) created as part of this overall plan.

4.2.1. Stormwater Management and Utility Improvements

The creation of a stormwater management system is a key element to the overall improvement of the area impacting the flooding issues, water quality, and development opportunities.

Objectives

- 1) In cooperation and coordination with the City, County, other agencies, and property owners as needed, the Agency will formulate an inventory of capital improvement needs to support

existing and future demands anticipated by redevelopment activities. It will also formulate a five-year capital improvement program in which projects are coordinated among all appropriate agencies and will annually incorporate funding into the budget and amended five-year capital program to coordinate with the City and other agencies to provide the needed public facilities.

- 2) The Agency will continue to work with all appropriate government, private utilities and property owners to ensure the efficient provision of adequate services for future development including electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
- 3) The Agency will formulate a program of streetscape improvements to assist in implementing the SR 44/US 41 corridor developments.
- 4) The Agency will coordinate with the City, County, Southwest Florida Water Management District, other public agencies, and private property owners as needed to formulate a regional approach to stormwater management. This includes working with regulatory agencies to develop creative solutions to problems that inhibit rehabilitation and development.
- 5) The Agency will work with the City, County, Southwest Florida Water Management District and other public agencies and private organizations as needed to identify and implement alternative water supplies, re-use systems and other innovative and conservation techniques into public facilities and infrastructure planning.

Roadway and Transportation Improvements

Plan and support a safe efficient traffic circulation system that provides sufficient access for all modes of transportation between residential and commercial areas within the Redevelopment Area and the balance of the community.

Objectives

- 1) The Agency will continue to work with FDOT to implement improvements along SR 44/US41.
- 2) The Agency will work with FDOT to employ access management strategies including reconfiguration of center medians, and driveway access points, on SR 44/US41.
- 3) The Agency will work with the City, County, and FDOT to assess existing traffic patterns and pursue any vehicular transportation improvements which may include access control, vacating of rights of way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures which will improve traffic and traveling convenience.
- 4) The Agency will have the area-wide transit providers including Citrus County Transit, to encourage the expansion of an efficient mass transportation system, construction of bus shelters and other physical improvements which will enhance the comfort and convenience of the system.
- 5) The Agency will work with the City, County, FDOT and private property owners as needed to create a safe, secure, appealing, and efficient pedestrian system linking the residential, commercial, and public lands.
- 6) The Agency will encourage pedestrian and bicycle pathways through the redevelopment area, appropriately designed and separated from auto circulation for safety purposes, to be

used as positive tools to improve the area's environment in conjunction with the use of landscaping and other visual treatments.

- 7) The Agency will work with the City, County, FDOT and private property owners as needed to provide interconnection of uses and areas by connecting driveways and parking lots, or constructing new roadway connections in appropriate areas.
- 8) The Agency will prevent the creation of negative impacts upon pedestrian movement within the CRA.

4.3. Government/Redevelopment Administration

Create an administrative framework and financial mechanisms necessary to achieve the goals and objectives of the Redevelopment Plan. Review existing City policies and procedures to ensure timely and effective levels of service.

4.3.1. Agency Administration

Initially set up the management and administration framework necessary to initiate the implementation of the adopted Redevelopment Plan.

Objectives

- 1) The Agency will be administered initially by assigned City staff.
- 2) The Agency will formulate and adopt by-laws to provide guidelines for the function of the governing board.
- 3) The Agency will formulate and adopt policies and procedures including, but not limited to:
 - a) Finance, debt, and budget policies that will include appropriate procedures for five-year capital planning and annual budgeting. It will also include guidance for the agency regarding the budgeting and expenditure of funds on operating, capital, and non-capital expenditures.
 - b) Policies for the expenditure of increment revenues on privately initiated development, redevelopment, and renovation projects.
 - c) Policies for the acquisition and disposition of real property.
 - d) Policies for assisting residents and tenants with relocation in publicly funded acquisition projects.
- 4) The Agency will have the ability to leverage increment revenues with other funds by applying for grants, commercial loans, or other financial mechanisms to expedite the completion of capital projects.
- 5) The Agency will annually evaluate its strategic objectives to be consistent with objectives contained in the City's Comprehensive Plan.
- 6) The Agency will have the ability to participate in the planning process, develop the appropriate administrative policies, and will coordinate with the City to streamline the permitting process, as needed, to implement the Redevelopment Plan effectively.
- 7) The Agency will have the ability to work with the City to facilitate the expeditious approval of private development projects that further the goals and objectives of the Redevelopment Plan.
- 8) The Agency will have the ability to work with the various public and private leaders.
- 9) The Agency will utilize community leaders' talents to initiate desirable special events and activities to develop and implement sound marketing and promotional strategies.

- 10) The Agency will have the ability to promote effective communication with the residents and businesses throughout the community to garner public input, understanding, and support.
- 11) The Agency will have the ability to enhance public information services for all aspects of the redevelopment program via methods such as newspaper reporting, a more comprehensive city newsletter, advertisements, speaking engagements at neighborhood and civic organization meetings, internet web sites, other electronic media, etc.

4.3.2. Land Use and Development Regulations

Work with the City, County, private property owners, and others as needed to implement future land use and zoning regulations and implement development of the Redevelopment Area.

Objectives

- 1) The Agency will have the ability to utilize available public and private resources through the redevelopment process, acquire land (if needed), master plan, design, and construct new development. The CRA may develop all or part of the Redevelopment Area independent of or in conjunction with the private sector, including hiring of design and construction professionals, and/or disposition of its interest in real property pursuant to the provisions of the Redevelopment Act.
- 2) The Agency will have the ability to implement land acquisition strategies to target sites for demolition and redevelopment to new improved land uses based on market opportunities ensuring consistency with objectives contained in the Redevelopment Plan pursuant to acquisition policies of the Agency.
- 3) The Agency will have the ability to promote and locate strategic land use activities of regional importance within the Redevelopment Area to capture additional market opportunities while reinforcing the unique character of the community.

4.4. Redevelopment Policy

Eliminate the conditions of blight identified in the Findings of Necessity and other such conditions as they may present themselves from time to time.

4.4.1. Focus on Existing Blighting Influences

Initial years' focus should address the higher priority blighting influences identified by the community and the Finding of Necessity study.

Objectives

- 1) The Agency will have the ability to regularly review its projects and programs to ensure that it is focused on eliminating the conditions identified in the Findings of Necessity as follows:
 - a) The street layout contributes to inefficient and unsafe traffic circulation.
 - b) Lots in some residential areas are smaller than the minimum required by Code, and some commercial lots are too small to be redeveloped using current land development regulations.
 - c) There is a general deterioration of housing stock and a number of commercial buildings exhibit deterioration of site or building conditions.
 - d) Diversity of land ownership makes redevelopment difficult.

- e) There are land use conflicts between commercial and residential with minimal buffers.
 - f) There is a lack of pedestrian and vehicular connectivity in parts of the community.
 - g) A number of paved roads have no sidewalks, curbs, gutters and show deterioration of the underlying roadbed.
- 2) The Agency will have the ability to work toward the elimination of other blighting influences including:
- a) Dilapidated and unsafe structures through land acquisition and the demolition and removal of derelict structures where it is deemed appropriate.
 - b) Existing substandard structures through enforcement of the City's housing and building codes and the provision of financial incentives for rehabilitation.
 - c) Unsanitary and unsightly outside storage conditions through enforcement and revision of City zoning codes.
 - d) Unsanitary and unsightly dumpsters used for the storage and removal of solid waste through consolidation of service and the revision of contracts with solid waste service providers, which designate separate service areas.
 - e) Nonconforming uses that detract from the character of the community, hindering investment opportunities through negotiation, acquisition, exchange, transfer of development rights, or any other available means in cooperation with property owners.

4.4.2. Prevent the Future Occurrence of Slum and Blight

The Agency will be proactive in identifying policies, actions, or developments that may contribute to preventing future blighting conditions.

Objectives

- 1) The Agency will have the ability to work with the city departments, Planning and Zoning Board, residents of the area, and the City Council to upgrade the zoning classifications within the Redevelopment Area to include architectural design standards for new construction and rehabilitation.
- 2) The Agency will have the ability to work with area economic development organizations to formulate economic development strategies for the Redevelopment Area that will ensure future economic stability and job creation.
- 3) The Agency will have the ability to eliminate conditions that decrease property values and reduce the tax base.
- 4) The Agency will have the ability to create programs promoting development and rehabilitation of properties including financial or other economic incentives to facilitate new investment in the Redevelopment Area thereby increasing the tax base.
- 5) The Agency will have the ability to support programming and invest in those programs designed to identify, mitigate, or correct conditions of contamination as identified by the Agency, City, County, or third-party.

4.4.3. Land Assembly and Demolition

Encourage the acquisition, demolition, and reuse of those properties, which, by virtue of their location, condition, or value no longer function at their highest potential economic use, are blighting influences or have a negative effect on revitalization efforts.

Objectives

- 1) The Agency will have the ability to work with public agencies and private organizations to facilitate redevelopment of the CRA Area including but not limited to holding events, concerts, farmers' markets, etc. on the land, renovating and reusing existing structures, and/or soliciting development partner(s) for the purpose of redeveloping all or part of the area.
- 2) The Agency will have the ability to develop a land acquisition policy to ensure that future acquisitions provide the greatest impact on fulfilling the objectives of the redevelopment program.
- 3) The Agency will have the ability to work with owners of properties located within redevelopment project areas to encourage their cooperative participation in Agency sponsored redevelopment projects.
- 4) The Agency will have the ability to encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
- 5) The Agency will have the ability to formulate and adopt acquisition and relocation policies to address the needs of those whose properties will undergo reuse activities. This includes acquisition of commercial and residential properties, as well as relocation of the respective occupants.
- 6) The Agency will have the ability to formulate and adopt policies and incentive programs to encourage the private sector to participate in redevelopment projects and programs.

4.4.4. Oversee Future Development Proposals

Establishing guidelines and standards that are consistently applied to all development and help ensure quality and protection of investments in the redevelopment area.

Objectives

- 1) The Agency will have the ability to encourage the City to establish a Community Appearance Board for review of development proposals.
- 2) The Agency will have the ability to encourage the City to formulate and adopt development design or architectural standards to improve community appearance.

4.5. Economic Development

Establish a diverse, identifiable character for the Redevelopment Area while promoting economic vitality through private sector investment.

4.5.1. Supporting Existing Businesses and New Investment

Create a proactive environment supporting existing businesses and encouraging new business development and capital investment.

Objectives

- 1) The Agency will have the ability to establish partnerships between the public sector and private sector for the purpose of promoting the mutual benefits of proposed redevelopment projects with particular emphasis on the Whispering Pines Park and sites near the hospital.
- 2) The Agency will have the ability to continue to identify opportunities for all sectors of the economy and work toward successful implementation of projects and programs within the Redevelopment Area.
- 3) The Agency will have the ability to improve the investment image of the Redevelopment Area and utilize selected public actions to stimulate private investment including streetscaping, landscaping, and gateway enhancements, as well as conducting and sponsoring area events and promotions.
- 4) The Agency will have the ability to expand the economic base of the Redevelopment Area retaining existing jobs while creating new diverse employment opportunities by implementing improvements to and around the W Main Street/E Gulf to Lake Highway/SR 44/ US 41 corridor and to the White Lake industrial area.
- 5) The Agency will have the ability to create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.
- 6) The Agency will have the ability to work with the City, County, Chamber, and Economic Development Council, Tourist Development Council, and other organizations and agencies as appropriate to establish business retention, recruitment, and expansion programs including but not limited to creation of a business incubator, small business assistance program, and other programs that can help local entrepreneurs establish and grow businesses in the Redevelopment Area.
- 7) Provide “brownfields” incentives including clean-up credits, investment credits, and incentive measures for developers.
- 8) The Agency will have the ability to design and fund financial incentive initiatives to support business formation, relocation, expansion, and job creation.

4.5.2. Revitalize Commercial Corridors

Invigorate the business community and revitalize existing commercial properties.

Objectives

- 1) The Agency will have the ability to support the City, County, Chamber and Economic Development Council to encourage their integration into the redevelopment process, including the establishment of a Main Street Business Association, non-profit community development corporations, or other mechanisms as a conduit for sharing information and implementing appropriate redevelopment programs.
- 2) The Agency will have the ability to consider the creation of programs to assist properties to implement and develop strategies for public and private sector reinvestment in struggling commercial properties with high vacancy rates to receive the benefits of such programs that may be developed.
- 3) The Agency will have the ability to evaluate economic development and revitalization tools and work with members of the community to utilize these tools locally including but not necessarily limited to creation of;
 - a) Small business incubator or innovation center

- b) Main Street program (or use of the Main Street approach)
 - c) Community development corporation
 - d) Community development finance institutions
 - e) State recognized Brownfield district
 - f) Other options and opportunities as available and appropriate
- 4) The Agency will have the ability to formulate a master plan for the revitalization of the Whispering Pines Park area including recruitment of employers and construction of infrastructure necessary to support revitalization.

4.5.3. Market the Redevelopment Area

Market the CRA Area as a major destination point, working with Crystal River, the only place in the world where people can legally swim with manatees, to promote recreational and eco-tourism.

Objectives

- 1) The Agency will have the ability to work with the Citrus County Tourist Development Council and Visitors & Convention Bureau (Visit Citrus) to promote the Redevelopment Area and market its assets as related to the community's environmental and eco-tourism attributes and activities.
- 2) The Agency will have the ability to work with County and V&CB to ensure sufficient funding for marketing that includes local and regional promotional efforts.
- 3) The Agency will have the ability to maximize marketing opportunities in conjunction with other promotional organizations in the region.
- 4) The Agency will have the ability to project the image of the Redevelopment Area as a safe and exciting place to go while encouraging both business and family oriented patronage by continuing to sponsor and hold community events, eco-tourism, and other promotional activities.

5.0 Statutory Provisions

5.1. Establishing Redevelopment Trust Fund

Chapter 163.387 Redevelopment trust fund.

(1)(a) After approval of a community redevelopment plan, there may be established for each community redevelopment agency created under s. 163.356 a redevelopment trust fund. Funds allocated to and deposited into this fund shall be used by the agency to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan. No community redevelopment agency may receive or spend any increment revenues pursuant to this section unless and until the governing body has, by ordinance, created the trust fund and provided for the funding of the redevelopment trust fund until the time certain set forth in the community redevelopment plan as required by s. 163.362(10). Such ordinance may be adopted only after the governing body has approved a community redevelopment plan. The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part.

5.2. Redevelopment Powers

Upon a "Finding of Necessity" by the governing body and upon further finding that there is a need for a community redevelopment agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as a "Community Redevelopment Agency." The Agency shall be constituted as a public instrumentality, and be afforded the authority to exercise the powers conferred by Florida Statute Chapter 163 Title XI.

Part I – Introduction, History & Background describes the redevelopment powers available to the City of Inverness as provided in the Act. However, these powers can only be employed by the Agency if authorized by the Plan. In that regard, the Inverness Redevelopment Agency is vested with the following powers pursuant to Florida Statutes, Section 163.370.

(1) Cities and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, cities and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) Every city and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the

undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
3. To hold, improve, clear, or prepare for redevelopment any such property.
4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
6. To enter into any contracts necessary to effectuate the purposes of this part.
7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
 3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
 - (i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
 - (j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
 - (k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
 - (l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.
 - (m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.
 - (n) To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.
 - (o) To develop and implement community policing innovations.
- (3) The following projects may not be paid for or financed by increment revenues:
- (a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
 - (b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in

such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

- (4) With the approval of the governing body, a community redevelopment agency may:
- (a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.
 - (b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

The following powers shall remain vested in the Inverness City Council:

- The power to determine an area to be a slum or blighted area, or combination thereof, to designate such area as appropriate for a Community Redevelopment Project, and to hold any public hearings required with respect thereto
- The power to grant final approval to Community Redevelopment Plans and modifications thereof
- The power to authorize the issuance of revenue bonds as set forth in Section 163.385

5.3. Relocation Procedures

The Agency shall be constituted as a public instrumentality, and be afforded the authority to exercise the powers conferred by Florida Statute Chapter 163 Title XI including:

To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

5.4. Duration of Plan

From Florida Statute Chapter 163.362 Contents of community redevelopment plan.—Every community redevelopment plan shall:

Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

5.5. Plan Modification

163.361 Modification of community redevelopment plans.—

- (1) If at any time after the approval of a community redevelopment plan by the governing body it becomes necessary or desirable to amend or modify such plan, the governing body may amend such plan upon the recommendation of the agency. The agency recommendation to amend or modify a redevelopment plan may include a change in the boundaries of the redevelopment area to add land to or exclude land from the redevelopment area, or may include the development and implementation of community policing innovations.

(2) The governing body shall hold a public hearing on a proposed modification of any community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the agency.

(3)(a) In addition to the requirements of s. 163.346, and prior to the adoption of any modification to a community redevelopment plan that expands the boundaries of the community redevelopment area or extends the time certain set forth in the redevelopment plan as required by s. 163.362(10), the agency shall report such proposed modification to each taxing authority in writing or by an oral presentation, or both, regarding such proposed modification.

(b) For any community redevelopment agency that was not created pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter and that modifies its adopted community redevelopment plan in a manner that expands the boundaries of the redevelopment area after October 1, 2006, the following additional procedures are required prior to adoption by the governing body of a modified community redevelopment plan:

1. Within 30 days after receipt of any report of a proposed modification that expands the boundaries of the redevelopment area, the county may provide notice by registered mail to the governing body of the municipality and the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed modification to the community redevelopment plan.

2. If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing shall be held within 90 days after receipt by the county of the recommended modification of the adopted community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative modified community redevelopment plan that meets the requirements of s. 163.360 to address the conditions identified in the resolution making a finding of necessity required under s. 163.355. If such an alternative modified redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and the executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.

3. If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of a modified plan until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.

4. Notwithstanding the time requirements established in subparagraphs 2. and 3., the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the

community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.

(4) A modification to a community redevelopment plan that includes a change in the boundaries of the redevelopment area to add land must be supported by a resolution as provided in s. 163.355.

(5) If a community redevelopment plan is modified by the county or municipality after the lease or sale of real property in the community redevelopment area, such modification may be conditioned upon such approval of the owner, lessee, or successor in interest as the county or municipality may deem advisable and, in any event, shall be subject to such rights at law or in equity as a lessee or purchaser, or his or her successor or successors in interest, may be entitled to assert.

5.6. Severability

163.395 Property exempt from taxes and from levy and sale by virtue of an execution.—

(1) All property of any county, municipality, or community redevelopment agency, including funds, owned or held by it for the purposes of this part are exempt from levy and sale by virtue of an execution; and no execution or other judicial process may issue against the same, nor shall judgment against the county, municipality, or community redevelopment agency be a charge or lien upon such property. However, the provisions of this section do not apply to or limit the right of obligees to pursue any remedies for the enforcement of any pledge or lien given pursuant to this part by the county or municipality on its rents, fees, grants, or revenues from community redevelopment.

(2) The property of the county, municipality, or community redevelopment agency acquired or held for the purposes of this part is declared to be public property used for essential public and governmental purposes, and such property is exempt from all taxes of the municipality, the county, or the state or any political subdivision thereof. However, such tax exemption will terminate when the county, municipality, or community redevelopment agency sells, leases, or otherwise disposes of such property in a community redevelopment area to a purchaser or lessee which is not a public body entitled to tax exemption with respect to such property.

5.7. Safeguards, Controls, Restrictions, or Covenants

163.410 Exercise of powers in counties with home rule charters.

In any county which has adopted a home rule charter, the powers conferred by this part shall be exercised exclusively by the governing body of such county. However, the governing body of any such county which has adopted a home rule charter may, in its discretion, by resolution delegate the exercise of the powers conferred upon the county by this part within the boundaries of a municipality to the governing body of such a municipality. Such a delegation to a municipality shall confer only such powers upon a municipality as shall be specifically enumerated in the delegating resolution. Any power not specifically delegated shall be reserved exclusively to the governing body of the county. This section does not affect any community redevelopment agency created by a municipality prior to the adoption of a county home rule charter. Unless otherwise provided by an existing ordinance, resolution, or interlocal agreement between any such county and a municipality, the governing body of the county that has adopted a home rule charter shall grant in whole or in part or deny any request from a municipality for a delegation of powers or a change in an existing delegation of powers within 120 days after the receipt of all required documentation, or such request shall be deemed granted unless this period is extended by mutual consent in writing by the municipality and county. Within 30 days after receipt of the request, the county shall notify the municipality by registered mail whether the request is complete or if additional information is required. Any request by the county for additional documentation shall specify the deficiencies in the submitted documentation, if any.

The county shall notify the municipality by registered mail within 30 days after receiving the additional information whether such additional documentation is complete. If the meeting of the county commission at which the request for a delegation of powers or a change in an existing delegation of powers is unable to be held due to events beyond the control of the county, the request shall be acted upon at the next regularly scheduled meeting of the county commission without regard to the 120-day limitation. If the county does not act upon the request at the next regularly scheduled meeting, the request shall be deemed granted.

163.415 Exercise of powers in counties without home rule charters.

The powers conferred by this part upon counties not having adopted a home rule charter shall not be exercised within the boundaries of a municipality within said county unless the governing body of the municipality expresses its consent by resolution. Such a resolution consenting to the exercise of the powers conferred upon counties by this part shall specifically enumerate the powers to be exercised by the county within the boundaries of the municipality. Any power not specifically enumerated in such a resolution of consent shall be exercised exclusively by the municipality within its boundaries.

5.8. Consistency with City of Inverness Comprehensive Plan

163.362 Contents of community redevelopment plan.

Every community redevelopment plan shall:

Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

163.360 Community redevelopment plans.

(1) Community redevelopment in a community redevelopment area shall not be planned or initiated unless the governing body has, by resolution, determined such area to be a slum area, a blighted area, or an area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, or a combination thereof, and designated such area as appropriate for community redevelopment.

(2) The community redevelopment plan shall:

(a) Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.

(b) Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.

(c) Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.

(3) The community redevelopment plan may provide for the development and implementation of community policing innovations.

(4) The city, municipality, or community redevelopment agency may itself prepare or cause to be prepared a community redevelopment plan, or any person or agency, public or private, may submit such a plan to a community redevelopment agency. Prior to its consideration of a community redevelopment plan, the community redevelopment agency shall submit such plan to the local planning agency of the county or municipality for review and recommendations as to its conformity with the comprehensive plan for the development of the county or municipality as

a whole. The local planning agency shall submit its written recommendations with respect to the conformity of the proposed community redevelopment plan to the community redevelopment agency within 60 days after receipt of the plan for review. Upon receipt of the recommendations of the local planning agency, or, if no recommendations are received within such 60 days, then without such recommendations, the community redevelopment agency may proceed with its consideration of the proposed community redevelopment plan.

(5) The community redevelopment agency shall submit any community redevelopment plan it recommends for approval, together with its written recommendations, to the governing body and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area. The governing body shall then proceed with the hearing on the proposed community redevelopment plan as prescribed by subsection (6).

(6) (a) The governing body shall hold a public hearing on a community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the community redevelopment area covered by the plan, and outline the general scope of the community redevelopment plan under consideration.

(b) For any governing body that has not authorized by June 5, 2006, a study to consider whether a finding of necessity resolution pursuant to s. 163.355 should be adopted, has not adopted a finding of necessity resolution pursuant to s. 163.355 by March 31, 2007, has not adopted a community redevelopment plan by June 7, 2007, and was not authorized to exercise community redevelopment powers pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter, the following additional procedures are required prior to adoption by the governing body of a community redevelopment plan under subsection (7):

1. Within 30 days after receipt of any community redevelopment plan recommended by a community redevelopment agency under subsection (5), the county may provide written notice by registered mail to the governing body of the municipality and to the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed community redevelopment plan.

2. If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing must be held within 90 days after receipt by the county of the recommended community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative redevelopment plan that meets the requirements of this section to address the conditions identified in the resolution making a finding of necessity required by s. 163.355. If such an alternative redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and to the

executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.

3. If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of the plan under subsection (7) until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.

4. Notwithstanding the time requirements established in subparagraphs 2. and 3., the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.

(7) Following such hearing, the governing body may approve the community redevelopment and the plan therefore if it finds that:

(a) A feasible method exists for the location of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;

(b) The community redevelopment plan conforms to the general plan of the county or municipality as a whole;

(c) The community redevelopment plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the plans;

(d) The community redevelopment plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise; and

(e) The community redevelopment plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection for property against exposure to natural disasters.

(8) If the community redevelopment area consists of an area of open land to be acquired by the city or the municipality, such area may not be so acquired unless:

(a) In the event the area is to be developed in whole or in part for residential uses, the governing body determines:

1. That a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the county or municipality;

2. That the need for housing accommodations has increased in the area;

3. That the conditions of blight in the area or the shortage of decent, safe, affordable, and sanitary housing cause or contribute to an increase in and spread of disease and crime or constitute a menace to the public health, safety, morals, or welfare; and

4. That the acquisition of the area for residential uses is an integral part of and is essential to the program of the county or municipality.

(b) In the event the area is to be developed in whole or in part for nonresidential uses, the governing body determines that:

1. Such nonresidential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives.
2. Acquisition may require the exercise of governmental action, as provided in this part, because of:
 - a. Defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land;
 - b. Tax delinquency;
 - c. Improper subdivisions;
 - d. Outmoded street patterns;
 - e. Deterioration of site;
 - f. Economic disuse;
 - g. Unsuitable topography or faulty lot layouts;
 - h. Lack of correlation of the area with other areas of a county or municipality by streets and modern traffic requirements; or
 - i. Any combination of such factors or other conditions which retard development of the area.
3. Conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals, or welfare.

(9) Upon the approval by the governing body of a community redevelopment plan or of any modification thereof, such plan or modification shall be deemed to be in full force and effect for the respective community redevelopment area, and the county or municipality may then cause the community redevelopment agency to carry out such plan or modification in accordance with its terms.

(10) Notwithstanding any other provisions of this part, when the governing body certifies that an area is in need of redevelopment or rehabilitation as a result of an emergency under s. 252.34(3), with respect to which the Governor has certified the need for emergency assistance under federal law, that area may be certified as a "blighted area," and the governing body may approve a community redevelopment plan and community redevelopment with respect to such area without regard to the provisions of this section requiring a general plan for the county or municipality and a public hearing on the community redevelopment.

APPENDIX 1

Introduction

The initiative to expand the CRA and update the redevelopment plan for the Inverness area arises from the need to stimulate reinvestment in the area and identify new funding sources which would improve existing conditions and generate additional improvement activity. A key concern of the area is the low property values that deter further growth. A redevelopment initiative to identify new market potential for the area and the supporting upgrades and additions to the infrastructure, commercial and/or office uses, and overall physical environment is a necessary component to the broader goal of attracting investment.

Before identifying prospective private sector interest in the area, current blighting influences should be addressed to begin rebuilding the infrastructure necessary to support and attract investment. Deteriorating conditions of structures, utilities, and general physical environment undermine economic development efforts and impede the improvement of the area. Symptomatic of the deterioration is indicated by the decrease in ad valorem tax revenues.

Identifying resources to remove blighting influences is essential to remain competitive in the economic marketplace. An initial step is creating the CRA with community approved boundaries. A Finding of Necessity (FON) assists in identifying a proposed redevelopment area. A subsequent community redevelopment plan will specify the desired improvement projects and implementation steps to execute them. The CRA will be funded in most part by increment revenues designated specifically to the proposed redevelopment area. These monies will be contributed to a Trust Fund for redevelopment efforts pursuant to the City's Inverness CRA Development Initiative, and further, the capital improvement and job creation program.

The purpose of this analysis is to support the link between the statutory definition of a "blighted area" and the Inverness proposed redevelopment area expansion under examination. If the determination of such conditions of blight can be established based on the statutory definitions set forth in Section 163, Part III, Florida Statutes (F.S.), the "Redevelopment Act," the Community Redevelopment Agency (CRA) can be created, or in this case expanded, in conjunction with preparation and adoption of a redevelopment plan. Analysis of data and documentation of the Inverness Study Area within this report is evaluated based on the provisions established in Florida's Redevelopment Act, Section 163, Part III, Florida Statutes (F.S.).

City of Inverness data, county maps, study area specific maps, and government maintained statistics have been examined in conjunction with Real Estate Research Consultants' staff interpretations of supplied data in assessing the proposed redevelopment area.

Crystal River is the other incorporated city in Citrus County, about 18 miles east of Inverness. Inverness, Crystal River, and Citrus County have populations of 7,269, 3,217, and 141,157 respectively according to the 2011 Census estimates. These population statistics indicate that more than 90% of Citrus County residents live in unincorporated areas.

According to the State of Florida unemployment data from the Bureau of Labor Statistics, between October 2012 and September 2013, Citrus County hosted an average labor force of 57,012 individuals, of which, 52,180 were supported by employment. Unemployed individuals averaged 4,832 in the same time period and the unemployment rate of the county as of September 2013 was 7.6%, an improvement over the prior year when the unemployment rate was 9.8%.

There are four schools in the area including Inverness Primary School, Inverness Middle School, Citrus High School, and Withlacoochee Area Vocational-Technical Center. There are also several daycare centers within the proposed CRA boundary. The Citrus Memorial Hospital Board, currently a non-profit institution, is in serious negotiations for the sale to a for-profit healthcare provider. The significance of the sale relates to change in tax status and the resulting addition to the city, county, and school district ad valorem tax base.

In pursuit of addressing the compounding issues associated with the Central Business District, the City of Inverness has indicated an interest in expanding the Community Redevelopment Area boundary to provide a broader focus to the rehabilitation of the area. The continuation of the Community Redevelopment Agency governing the redevelopment efforts within the expanded area will provide opportunities to encourage new capital investments in the areas of residential, commercial, recreational, and tourism development. The key focus would be to encourage job-generating investments as part of the redevelopment initiative. For the purposes of this report, the area under examination will be referred to as the proposed redevelopment area, as well as the Study Area.

Community Redevelopment Act of 1969: Objectives and Purpose

Overall, the purpose of the Redevelopment Act of 1969 is to provide a legal process for local governments to establish community redevelopment agencies to combat deteriorating conditions specific to an area and rehabilitate the physical, social, and economic environment through financing and regulatory tools provided in the statutes. Each area is different and requires a specific analytical approach to determine the deteriorating conditions. The referenced Florida Statutes address the definition of slum and blight conditions, the effects such conditions impose on communities, and the creation of CRA as an implementing force through which to maintain economic stability.

Section 163.335(1), F.S.....*Slum and blighted areas constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall*

not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

Section 163.335(2), F.S. ...*certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.*

Section 163.335(2), F.S. ...*certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.*

Section 163.335(3), F.S. ... *powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.*

Section 163.335(5), F.S. ...*the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefore and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.*

Section 163.335(6), F.S. ...*there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.*

According to Chapter 163.356 of the Redevelopment Act, a FON analysis focuses on a determination of blight and/or slum conditions in an area which may “*constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state,*” and negatively burden a community’s traffic system, utilities, ad valorem revenues, property values, and social fabric which would otherwise contribute positively to the economic stability of the community. As a simultaneous operation in conjunction with the finding of such a blighted area, the need for a CRA is established.

The CRA will possess the authority to govern the course of action concerning the redevelopment and rehabilitation of the Study Area, and further, in the corporate limits of the City of Inverness in the case that the governing body of the City has acceded in the community redevelopment plan set forth by the City.

Declarations and Process

The initial step in pursuing the expansion of an existing CRA is documenting the existing conditions. This analysis of the Inverness Study Area summarizes the extent and effects of blight which lead to the deterioration of economic, social, and physical components of the Study Area. This analysis documenting the extent of blight, represented through the physical conditions, economic instability, and conclusionary analysis in support of that documentation is referred to herein as the “Report.” Real Estate Research Consultants staff, along with Inverness staff, has analyzed government maintained statistics and reports and the physical condition of the area, resulting in the documentation and analysis of the blighting conditions of the Study Area contained within this Report.

Findings of Necessity

This Finding of Necessity (FON) report is intended to be adopted by the Inverness City Council to support the need for updating of a CRA plan as well as designating the expanded Study Area’s proposed boundary. The FON, as set forth in Section 163.355 of the Florida Statutes, is a tool for assessing an area on the blighting influences and how these conditions affect the area’s economic viability relative to the City of Inverness and Citrus County as a whole. Two explicit pathways exist for verifying the existence of blight under Chapter 163, sufficient to warrant the full application of redevelopment powers conveyed by such a designation.

- “Alternative One” involves the layering of two tests. As the legislation follows, test one must be satisfied before the criteria for test two can be analyzed. The first test is broadly conditional and requires a study area to contain a “substantial number of deteriorated or deteriorating structures, in which conditions indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property.” Structures as stated includes infrastructure, which the term itself encompasses “the system of public works of a country, state, or region; the resources (as personnel, buildings, or equipment) required for an activity (Merriam-Webster, 2012).

Upon satisfying the first test, the applicant may proceed to fulfill the second test, which is criteria specific. The second test states the area must be one in “which two or more of the following factors are present.”

- a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
 - b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
 - c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
 - d) Unsanitary or unsafe conditions
 - e) Deterioration of site or other improvements;
 - f) Inadequate and outdated building density patterns;
 - g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
 - h) Tax or special assessment delinquency exceeding the fair value of the land;
 - i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
 - j) Incidence of crime in the area higher than in the remainder of the county or municipality;
 - k) Fire and emergency medical service calls to the area proportionally higher than in the remainder of the county or municipality;
 - l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
 - m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
 - n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- “Alternative Two” involves a specific agreement among parties subject to a prospective trust fund agreement. If an agreement exists, the jurisdiction seeking to designate a redevelopment area need pass a less rigorous test. This test relates to specific criteria, similar to the first alternative, and must conclude affirmatively. Under the Redevelopment Act, a blighted area may be “any area in which at least one of the factors identified in paragraphs (a) through (n) of Section 163.40(8), F.S. are present and all taxing authorities (as such term is defined in the Redevelopment Act) subject to Section 163.387 (2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted.

The focus of this report remains within the requirements of the alternative one, including the first and second tests. The documentation of Study Area conditions within this report execute the first test and second test of alternative one in that order, following the process set forth within Chapter 163 of the Florida Statutes.

Existing Land Use Characteristics

This section of the report details the land composition and characteristics associated with parcels within the proposed Redevelopment Area.

Area Composition

As currently drawn, the Inverness Proposed Redevelopment Area depicted in the figure on page 2 encompasses about 542 parcels, and over 1,203 acres of property in the city. Of these 1,203 acres, only about 616 acres are platted and identified as parcels by the Citrus County Property

Appraiser. Acres excluded from the tax roll data may be water bodies or rights of way, for example. Approximately 293 acres are included in the state-owned Whispering Pines Park which is not taxable and not included on the following table. In terms of number of acreage, the other current land use distribution is approximately 7.7 percent improved residential and 3.5 percent vacant residential. All residential uses including mobile homes and multi-family uses account for 16.8 percent of total land use in the study area. Government property including schools and public hospitals accounts for about 28.3 percent of the study area land use. Shopping centers and stores make up 13.8 percent of the land use. Office or professional buildings in the study area make up 8.0 percent of the land use. **Table 2** includes all other uses and the corresponding percentage of acreage distribution in the Study Area. Any uses not listed in **Table 1 and 2** are not seen within the boundaries of the proposed CRA.

There is not a single predominant use in the study area. The 83 improved residential parcels, or approximately 7.7 percent of all land uses, comprise about 47 acres. The 2012 tax roll reported these residential parcels contributed \$3,539,503 in taxable value non-school district. There are 17 residential properties consisting of 10 units or less. The vacant residential parcels in the area account for about 21 acres, or about 3 percent of total parcels, and represent a total taxable value non-school district of \$438,194.

There are a total of 68 vacant parcels (residential, commercial, institutional), or about 13.0 percent, which encompass slightly under 47 acres or 7.5% of land area. The 2012 Tax Roll reported these vacant parcels to represent \$2,898,504 in taxable value. The majority of the taxable contributing values in the Study Area stem primarily from commercial structures, while residential units are the next greatest contributors. Refer to **Table 1** for detailed land use distribution.

Table 1: Study Area Land Use Distribution by Parcel, Acreage, and Total Tax Value, 2012

Property Code	Description	# Parcels	Acreage	Total Assessed Value School District	Total Taxable Value Non-School District
0	Vacant Residential	17	21.26	\$439,197	\$438,984
1	Improved Residential	83	47.17	\$5,232,490	\$3,539,503
2	Improved Mobile Home	4	1.32	\$113,860	\$88,860
3	Multi-Family 10 or More Units	1	5.30	\$975,765	\$975,765
6	Retirement Home	1	0.70	\$1,361,514	\$1,361,514
8	Multi-Family less than 10 units	17	27.72	\$2,402,216	\$2,107,574
10	Vacant Commercial	33	11.49	\$2,236,272	\$2,054,511
11	One Story Store	34	23.74	\$15,668,836	\$13,983,252
12	Mixed Use	40	11.22	\$3,705,882	\$3,067,154
13	Department Store	1	5.43	\$2,975,632	\$2,975,632
14	Supermarket	1	4.32	\$2,051,343	\$2,051,343
16	Community Shopping Center	12	40.43	\$19,206,166	\$19,206,166
17	Office, Non-Professional	44	22.41	\$10,307,249	\$9,934,452
18	Office, Multi-Story	5	1.73	\$2,221,884	\$2,221,884
19	Professional Building	49	25.22	\$18,046,313	\$17,377,754
21	Restaurant	15	11.39	\$6,467,446	\$6,452,024
22	Restaurant, Fast Food	7	5.02	\$3,240,063	\$3,240,063
23	Bank/Financial	10	10.78	\$9,102,009	\$9,102,009
25	Service and Repair/Non-Vehicle	2	1.68	\$204,712	\$204,712
26	Service Station (Gas)	2	0.99	\$517,508	\$517,508
27	Vehicle Sales and Repair	7	5.30	\$1,707,770	\$1,707,770
28	Parking	2	8.42	\$1,265,582	\$1,217,583
33	Nightclub/Bar/Liquor Service	2	0.71	\$584,870	\$584,870
34	Bowling Alley	1	6.16	\$860,672	\$860,672
39	Hotel/Motel	2	1.47	\$384,348	\$384,348
40	Vacant Industrial	18	13.87	\$405,009	\$405,009
41	Light Manufacturing	2	2.52	\$646,132	\$646,132
43	Lumber Yard/Sawmill	1	3.09	\$550,000	\$550,000
48	Warehouse/Distribution	8	4.94	\$1,495,853	\$1,495,853
50	Rural Building Site	1	1.50	\$31,470	\$31,470
55	Timber	2	0.44	\$251	\$251
66	Juice (Agriculture)	4	24.03	\$13,917	\$13,917
71	Improved-Church	5	27.56	\$8,072,300	\$0
72	School/Private	4	1.92	\$908,001	\$750,671
73	Hospital/Private	1	0.41	\$212,071	\$212,071
74	Nursing Home	3	7.04	\$8,314,019	\$3,998,210
75	Charitable Services	1	0.44	\$210,900	\$0
76	Death Services	1	1.22	\$998,980	\$998,980
77	Club/Lodge/Union Hall	1	0.79	\$325,186	\$0
80	Government Off Highway	40	27.84	\$5,102,226	\$0
83	School/County/Not Classified	3	103.45	\$33,393,164	\$0
85	Hospital/County/Non-Taxable	7	22.64	\$59,189,865	\$0
86	County Property	7	8.98	\$23,152,154	\$0
88	Federal/Not Classified	1	2.83	\$1,149,949	\$0
89	Municipal Property	11	8.74	\$5,599,260	\$0
91	Utilities	2	1.58	\$634,546	\$634,546
92	Mining	2	38.50	\$366,204	\$366,204
94	Right-of-Way	8	10.14	\$174,905	\$340
Total		525	615.85	\$262,225,961	\$115,759,561

Citrus County Property Appraiser 2012 Final Real Property Tax Roll; Real Estate Research Consultants, Inc.

Table 2: Land Use Summary in Inverness Study Area by Percentage of Totals, 2012

Property Code	Description	# Parcels	Acreage	Total Taxable Value Non-School District
0	Vacant Residential	3.2%	3.5%	0.4%
1	Improved Residential	15.8%	7.7%	3.1%
2	Improved Mobile Home	0.8%	0.2%	0.1%
3	Multi-Family 10 or More Units	0.2%	0.9%	0.8%
6	Retirement Home	0.2%	0.1%	1.2%
8	Multi-Family less than 10 units	3.2%	4.5%	1.8%
10	Vacant Commercial	6.3%	1.9%	1.8%
11	One Story Store	6.5%	3.9%	12.1%
12	Mixed Use	7.6%	1.8%	2.6%
13	Department Store	0.2%	0.9%	2.6%
14	Supermarket	0.2%	0.7%	1.8%
16	Community Shopping Center	2.3%	6.6%	16.6%
17	Office, Non-Professional	8.4%	3.6%	8.6%
18	Office, Multi-Story	1.0%	0.3%	1.9%
19	Professional Building	9.3%	4.1%	15.0%
21	Restaurant	2.9%	1.8%	5.6%
22	Restaurant, Fast Food	1.3%	0.8%	2.8%
23	Bank/Financial	1.9%	1.8%	7.9%
25	Service and Repair/Non-Vehicle	0.4%	0.3%	0.2%
26	Service Station (Gas)	0.4%	0.2%	0.4%
27	Vehicle Sales and Repair	1.3%	0.9%	1.5%
28	Parking	0.4%	1.4%	1.1%
33	Nightclub/Bar/Liquor Service	0.4%	0.1%	0.5%
34	Bowling Alley	0.2%	1.0%	0.7%
39	Hotel/Motel	0.4%	0.2%	0.3%
40	Vacant Industrial	3.4%	2.3%	0.3%
41	Light Manufacturing	0.4%	0.4%	0.6%
43	Lumber Yard/Sawmill	0.2%	0.5%	0.5%
48	Warehouse/Distribution	1.5%	0.8%	1.3%
50	Rural Building Site	0.2%	0.2%	0.0%
55	Timber	0.4%	0.1%	0.0%
66	Juice (Agriculture)	0.8%	3.9%	0.0%
71	Improved-Church	1.0%	4.5%	0.0%
72	School/Private	0.8%	0.3%	0.6%
73	Hospital/Private	0.2%	0.1%	0.2%
74	Nursing Home	0.6%	1.1%	3.5%
75	Charitable Services	0.2%	0.1%	0.0%
76	Death Services	0.2%	0.2%	0.9%
77	Club/Lodge/Union Hall	0.2%	0.1%	0.0%
80	Government Off Highway	7.6%	4.5%	0.0%
83	School/County	0.6%	16.8%	0.0%
85	Hospital/County	1.3%	3.7%	0.0%
86	County Property	1.3%	1.5%	0.0%
88	Federal/Not Classified	0.2%	0.5%	0.0%
89	Municipal Property	2.1%	1.4%	0.0%
91	Utilities	0.4%	0.3%	0.5%
92	Mining	0.4%	6.3%	0.3%
94	Right-of-Way	1.5%	1.6%	0.0%
Total		100%	100%	100%

Citrus County Property Appraiser 2012 Final Real Property Tax Roll; RERC, Inc.

Visual Character, Existing Building, and Site Conditions Analysis

This section of the report provides an assessment of characteristics of the land and built properties within the Study Area. This section documents conditions through location specific photographs verifying a “substantial number of deteriorated or deteriorating structures.” With reference to blight criteria, it addresses the following:

- Building Conditions and Photographic Documentation
- Transportation, Road, and Traffic Conditions
- Reported Investment and Disinvestment Activity
- Stormwater and Utility Infrastructure
- Additional Indicators of Deterioration and Blight

Building Conditions and Structure Documentation

For the purposes of this Report, a *dilapidated* structure is defined as one which is not safe for occupation. Dilapidated structures exhibit roof holes and leaks; more than half of the windows boarded up; structural damage; exterior paint has eroded away showing stucco and cracks; rotted wood; fallen fences and property abandonment. A *deteriorated* property is defined as one which has been neglected by property owners and is in need of maintenance to prevent hazardous conditions. These properties exhibit the following: worn roofs; missing tiles or shingles; several roof patches; boarded up or broken windows; littered properties; overgrown grass; faded paint; a lack of swale maintenance; cracked sidewalks and walkways, and broken fences.

Dilapidated and deteriorated residential structures were identified through a site inspection of the Study Area conducted on December 3, 2013. The parameters of the survey were based on the definition of a “blighted area” pursuant to Chapter 163.340, F.S. Through windshield survey, residential areas were viewed for structural deficiencies, landscaping and upkeep of property.

Factors of residential deterioration evident include trash in yards, cracked roads and sidewalks, poor housing conditions, broken/boarded up windows, vacancies, and neglect of landscape. Condition of the buildings and landscape maintenance were two of the main factors considered when examining residential properties. A common attribute of many of the residential, industrial, and commercial properties is unkempt landscape on properties and rights-of-way. A visual analysis of the Study Area indicated a significant number of residential properties can be classified as dilapidated or deteriorated.

A number of commercial structures did exhibit qualities of dilapidation including more than half of the windows boarded up, eroding exterior paint, and property abandonment. In addition, the commercial structures documented can be classified as deteriorated properties due to the general neglect from property owners and exhibiting a need of maintenance to prevent hazardous conditions.

The following field photographs taken by RERC staff on December 3, 2013, contribute to the significant number of deteriorated structures in the Study Area:

The photos below are of a single family home, one of the few in downtown Inverness. The house is likely vacant because it shows signs of deterioration due to lack of maintenance. The

windows appear shuttered from the inside, there is vegetation growing from the chimney, and there is mildew and vegetation creeping up the side of the house. The lawn, though not completely out of control, does need to be mowed and some attention needs to be paid to the condition of the grass. The roof appears to be in bad condition, with the roof of the porch taking a concave shape. The zoning for this single family home use does not follow the land use pattern for the downtown. In fact, there is only one single family home in the *existing* CRA boundary.



The following houses are definitely occupied and still show signs of deterioration or code violations. The house on the left has a property use code of Stores, Office, Resident Combo and is less than two blocks from City Hall. Built in 1949, the house shows many signs of aging including mildew and has junk displayed throughout the front porch area. The house on the right has installed some sort of overhang on their driveway and proceeded to place at least 10 lawn chairs, 3 tables, and 2 coolers underneath. It can be assumed that such temporary items assembled in the front of a house are a violation of code.



The residential property pictured below is located on the south side of Main Street/FL 44/US 41 behind Citrus Memorial Hospital near the cemetery. Though it may be difficult to tell from the photographs, these pictures are taken of the same lot. The picture on the left shows a dirt path that is being used as a driveway and an RV parked in the yard which is against county code. In the middle of the picture there is what looks to be the remnants of a tent. The fabric part has

been ripped to the point that the tent is highly unusable, yet the frame remains creating an eyesore and an unsafe structure. The picture also shows a shed in questionable condition and unkempt overgrowth. The picture on the right shows the actual house on the lot. The house has multiple items stored outside including brooms, a table, chairs, tarp, bicycle, children's ride-in car, and trash cans. There is also an empty cardboard box in the front lawn that is rubbish. This lot is just one example of many houses with similar conditions that are seen in the area.



The capture on the left below from Google Maps shows a disorganized mobile home park within the proposed CRA boundary. With no designated lot lines or plots, the property is an indicator of blight. The random placement of the homes could cause health issues, especially since so many are extremely close to one another. The streets within the property do not have a drainage mechanism to prevent flooding and standing water. The photo on the right shows the view from US 41/FL 45. The dirt lawn, random collection of lawn chairs, and general run down condition contribute to the Study Area's negative appearance.



The commercial structures also indicate deteriorating conditions. Below shows a rundown retail space that is no longer operational. The location is at the intersection of US 41 and Montgomery Avenue which is a highly travelled stretch near the Inverness Regional Shopping Center. This could be a prime location for a commercial business but currently sits unoccupied and in need of maintenance, creating blight in the area.

City of Inverness
Inverness Finding of Necessity for Expanded CRA Boundary



There was a grocery store in the Inverness Regional Shopping Center but it is now closed and sits vacant as shown in the picture below. As indicated by the sign for the center, it has become a mix of discount stores, low end services, and local restaurants. The shopping center is set back a great deal from the road by poorly landscaped asphalt parking lot. This urban form is not conducive to pedestrian activity and the majority of the parking lot sits empty and unused almost every day of the year, as a result of the significant vacancies.



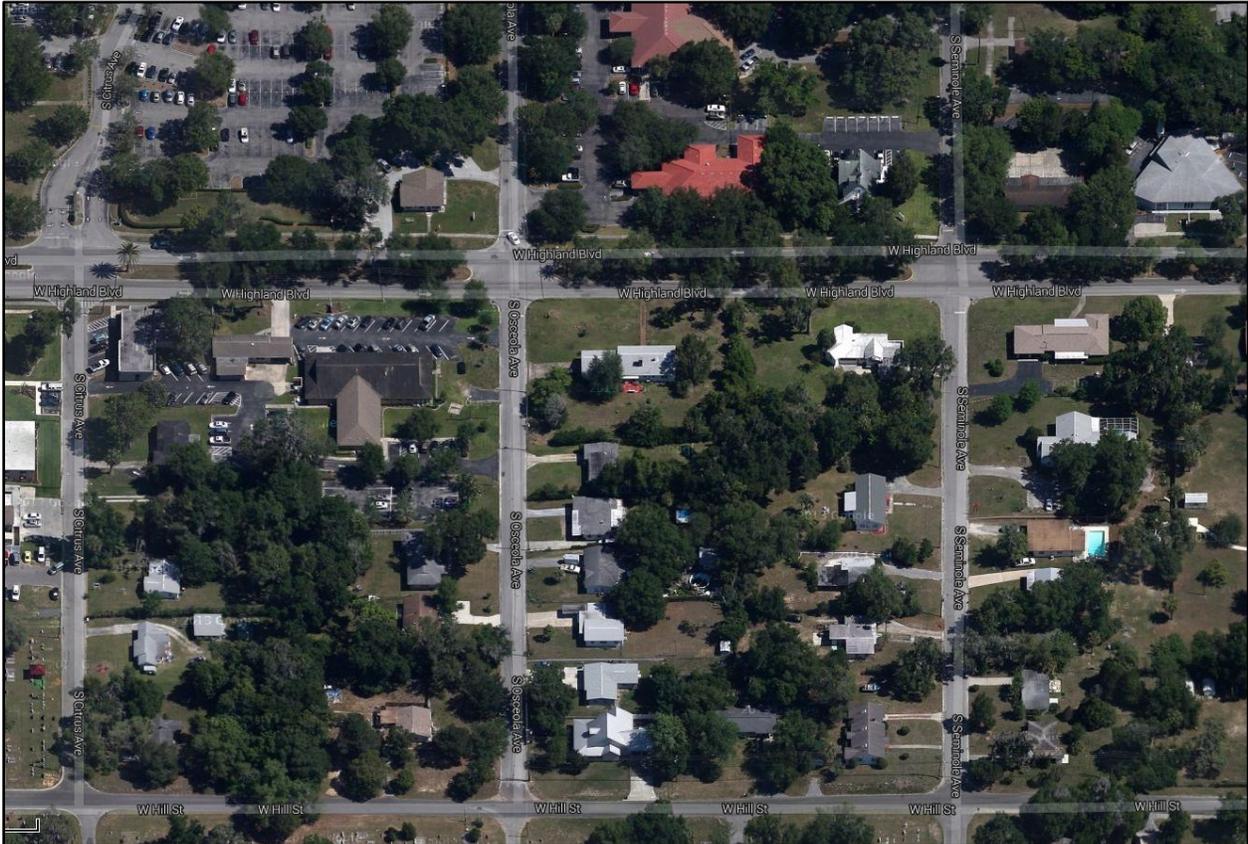
The proposed expanded CRA boundary would include the White Lake Drive industrial area which is just off US 41 within the City of Inverness northern boundary. The photographs below are representative of the area. The upper left picture shows insulation hanging from the roof of the portico, as well as random objects scattered around the site. The upper right picture is of a closed business which has clear signs of deterioration. The site is overgrown and the building, particularly the roof, is in poor condition. The bottom left photo has an assortment of litter and rubbish, as well as an extreme overgrowth problem. The picture on the bottom right is of some sort of greenhouse facility with pallets and concrete blocks stored throughout the property. There is litter on the ground and the property is overgrown, displaying signs of blight. This area is in desperate need of resources to help it become a successful, thriving industrial park. General trash clean up, resurfacing roads, new signage, and landscaping are just a few items that would benefit the area. The overall appearance of this area reflects a lack of maintenance in the basic quality level of properties, thus limiting the marketability for future industrial investment and potential job generating businesses.



Transportation, Road, and Traffic Conditions

With the exception of a few limited areas, curbs, gutters, sidewalks, and bike lanes are generally absent throughout the Study Area. With the absence of sidewalks, pedestrian crossings, and bike lanes, the environment is not conducive for walking, jogging, or bicycling. Furthermore, other improvements, such as street light fixtures, pavement markings, and pedestrian signs generally are missing or are in need of repairs/upgrading. The absence of pedestrian transportation infrastructure is evidence of an inadequate transportation system in the Study Area. The figure below illustrates the lack of pedestrian sidewalks in the residential section of the proposed CRA, very near to Citrus Memorial Hospital. These homes are near some commercial/medical uses but there is not an integrated pedestrian network for the residents to utilize.

W Highland Blvd from S Citrus Ave to S Seminole Ave



Google Maps, Real Estate Research Consultants, Inc.

Examination of the residential neighborhoods reveals the deteriorating conditions of many driveways in front of residential units. Paved driveways exhibit broken and cracked pavement, while others are either unpaved or covered in gravel and vegetation. The overall transportation conditions outlined in this report contribute to the disinvestment of properties along the roads in residential areas and are in need of repair or replacement to prevent hazardous conditions.

The following series of photographs demonstrate the roadway and pavement conditions which contribute to the predominance of defective parking facilities and roadways in and around the Citrus Memorial Hospital. Upgrading the infrastructure for this area would significantly improve the investment opportunity for healthcare related services. The following are indications of blighting influences:

The photographs below exhibit deteriorating infrastructure/pavement. These photographs were taken in the residential part of the Study Area near the hospital and surrounding facilities. The photos on the left show that the road has been patched in several places, as evidenced by the two colors of asphalt, but even the patches continue to crack and break. The picture on the right shows a large pothole in front of a doctor's office. There is also an unsightly dumpster in the photo that appears to be stored in the middle of an open grass patch in plain view of the road. The photo in the bottom right is from the industrial area which has unpaved roads. Dirt

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roads could discourage some businesses from locating in the industrial park, especially if they have heavy trucks that may get stuck in the dirt on a rainy day.



The photographs below show an unpaved parking lot near the hospital. This lot is currently underutilized and has no aesthetic value. The lot should be paved, landscaped, and lit to allow for safe and easy parking.



The following pictures show elements of the drainage system for the Study Area. The left picture shows the system for the industrial area. The system consists of exposed pipe and concrete, creating eyesores and potential hazards. The picture on the right is an example of residential streets which, in general lack curb and gutter for stormwater control. The streets in the downtown core have stormwater infrastructure and should serve as a model for other streets in the Study Area. A curb and gutter system is not only more aesthetically pleasing, but it is also better equipped to handle storms with large amounts of rain.



The infrastructure upon which the long-term social and economic well being depends is generally deficient, absent, or deteriorated beyond a level which justifies repair or maintenance. The *overall* conditions in the Study Area are such that they combine to create a context of functional and physical deterioration which is conducive to economic, physical, and social distress. The conditions and circumstances are leading to economic distress which, in their current condition, is certainly capable of endangering life and property if not substantially modified, retrofitted, repaired, rebuilt, or redeveloped entirely.

There is evidence of “a substantial number of deteriorated, or deteriorating structures, in which condition are leading to economic distress or endanger life or property.” The first test of alternative one has been satisfied and permits a transition to a discussion of the second test. Test two of alternative one is to prove two or more of the factors delineated in Section 163.340(8) paragraphs (a) through (n) of the Florida Statutes exists within the Study Area. The following sections address test two of alternative one.

Reported Investment and Disinvestment Activity

Approximately 529 properties comprised the Study Area (improved and unimproved) in 2013. This count varies slightly from the earlier tables because it includes a few parcels that are governmentally owned lakes or detention ponds. The total tax base in the Study Area as of the 2013 certified tax roll was about \$266,598,254.

The City of Inverness, like Citrus County, experienced depreciation in values over the past five years. The Study Area exhibited the greatest negative percent annual change from 2010 to 2011, -5.68 percent, while during the same time period, countywide taxable values saw a change of -4.36 percent. The aggregate taxable values of the City of Inverness saw an overall depreciation over a period of five years beginning in 2009 of \$71,161,430, or an aggregate

decrease of approximately 11.12 percent. The Study Area shows a depreciation of aggregate taxable value from the 2009 value to that of 2013 equaling \$17,465,005, and at an aggregate decrease of 6.15 percent. Aggregate taxable value data is available in the table below. These “conditions, as indicated by government maintained statistics, are leading to economic distress” which hinders recovery from present levels of economic and social well being.

Aggregate Taxable Values, 2009 to 2013

Year	Inverness Study Area			City of Inverness		
	Total Tax Value	% Annual Change	Total # Parcels	Total Tax Value	% Annual Change	Total # Parcels
2013	\$266,598,254	0.47%	529	\$568,692,479	-0.03%	6,244
2012	\$265,338,423	-1.19%	533	\$568,835,285	-3.59%	6,251
2011	\$268,545,422	-5.68%	536	\$589,991,486	-4.36%	6,255
2010	\$284,703,089	0.23%	541	\$616,863,590	-3.59%	6,269
2009	\$284,063,259	-	523	\$639,853,909	-	6,256

Citrus County Property Appraiser, Real Estate Research Consultants, Inc.

There were a total of 17 vacant residential parcels in the Study Area with an aggregate taxable value of approximately \$439,197 in 2012. Vacant commercial land accounts for 33 parcels, which represent an aggregate taxable value of \$2,236,272. There are 18 vacant industrial properties in the Study Area with an aggregate taxable value of \$405,009. Combined, vacant residential, commercial, and industrial properties equate to approximately 12.9 percent of all the properties within the Study Area and only 1.3 percent of the taxable value.

In determining whether the Study Area should be designated as a CRA, the following points should be considered:

- Aggregate assessed values of real property in the area for ad valorem purposes have failed to show any appreciable increase over the five years prior to the finding of such conditions in this report. In 2009 the aggregate taxable value of Study Area properties was \$284,063,259 and in 2013 it was \$266,598,254, a decrease of \$17,465,005, or -6.15 percent, in taxable value over a period of five years.

Stormwater and Utility Infrastructure

The core downtown portion of the Study Area has updated stormwater infrastructure thanks to a Small Cities Community Development Block Grant (CDBG), the City of Inverness, and TIF monies from the existing CRA. This project was completed in 2010 and replaced deteriorating sidewalks, upgraded waterlines, repaved roads, and provided stormwater drainage enhancements on West Dampier Street from N Apopka Avenue to Wallace Brooks Park.

Despite these 2010 improvements, an adequate stormwater system in the Study Area is lacking. Main arterial roads are the only roads with stormwater infrastructure, generally consisting of curb inlets which feed the larger collection system. Collector roads, especially in residential areas, did not exhibit curbs, gutters, or inlet systems to prevent flooding in the event of heavy precipitation. Water is forced to flow through front yards and along the sides of road pavement, which erodes the pavement causing premature cracks and issues of ponding.

These photos represent the conditions found within various parts of the study area. There is an inlet to collect stormwater, but no curbs or gutters to enhance the system.



The cumulative effect of septic disposal of wastewater is considered undesirable under current standards. It is estimated by the Environmental Protection Agency (EPA) that 10 to 20 percent of systems malfunction each year, causing pollution to the environment and creating a risk to public health. As a matter of practicality, individual septic systems, while undesirable for single family homes, are especially unsuitable for servicing commercial properties. Efforts to attract commercial development to the area are impeded by septic and well systems.

Like central wastewater systems, central water systems are preferred in areas with major development because of the implied health risks. Controlled water supplies are a major concern in the development of public policy, and the use of wells as a source of potable water is discouraged because of the implied health hazards. When treated water is accessible from a public utility, it is encouraged to be used. As with septic systems, the current regulations would not permit the widespread use of wells as a means of providing water. Given the current number of residential units and the relatively small number of commercial structures, wells have not yet been a source of problems.

The past experience with these types of water supplies, however, should not be confused with a heightened interest in removing the area's dependence on well water. The prospect of numerous wells located near numerous septic systems, considering the interest in redevelopment, is a major potential health concern. Organic nitrates come from wastewater from septic tanks and municipal wastewater application sites, which can penetrate the drinking water sources and cause purification costs to increase, affecting utility prices.

Additional Indicators of Deterioration and Blight

These photographs document additional indicators of deterioration and blight that have to do with commercial or industrial structures. The structures are in disrepair in need of maintenance, showing peeling paint, cracked or overgrown roads or sidewalks, and/or an unpleasant face on the street. These examples are all in or near downtown Inverness and do not project a positive image for the community.



Conclusions/Summary

This FON Report assesses conditions of blight in the Inverness Study Area to determine if the expansion of a CRA area is justified to protect the public health, safety, morals, and welfare.

Providing the basis for the expansion of a CRA, in accordance with Chapter 163.355, Florida Statutes require a detailed examination of existing land use characteristics and other indicators. Working with City of Inverness staff, RERC prepared this report, conducted field surveys, and analyzed the data, in a manner consistent with Florida Statutes, and **finds the Inverness Study Area does meet the requirements necessary to support creation, and in this case expansion, of a CRA. In the context of assessing substantial deterioration under the Redevelopment Act, we believe the term “structure” reasonably includes not only the buildings in the designated area but the infrastructure built or constructed previously and now incapable of supporting any substantial development.**

Assessment of “Substantial Deterioration”

The Redevelopment Act provides little specific criteria or guidance in Section 163.340(8), F.S. regarding the definition or attributes of deteriorating structures other than that implied. Florida Statutes focus on a series of indicators which in the aggregate are assumed to lead to economic, physical, or social distress. The representative examples of residential and

commercial structures speak to the context of the Study Area and are functionally deteriorated and rendered functionally and physically obsolete in their current condition.

The infrastructure upon which the long-term economic stability of the Study Area depends is generally deficient, absent, or deteriorated beyond a level which justifies repair or maintenance. The *overall* conditions in the Study Area are such that they combine to create a context of functional and physical deterioration which is conducive to economic, physical and social distress. The conditions and circumstances documented in this report and readily observable in the Study Area evidence a “substantial number of deteriorated, or deteriorating structures” leading to economic distress which, in their current condition, are certainly capable of endangering life and property if not substantially modified, retrofitted, repaired, rebuilt, or redeveloped entirely.

Blight Factors Present in the Study Area

Of the fourteen conditions indicative of blight listed in the Redevelopment Act, this analysis indicates at least four such conditions exist in the Study Area. The conditions outlined in this report are hindering the immediate and longer term social, economic, and physical development of the Study Area. This finding is based upon a determination in which the following criteria of blight are met, applicable to the Study Area.

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (“blight”) (Section 163.340(8) a, F.S.)

- *With the exception of a few limited areas, curbs, gutters, sidewalks, and bike lanes are generally absent throughout the Study Area. With the absence of sidewalks, pedestrian crossings, and bike lanes, the environment is not conducive for walking, jogging, or bicycling. Furthermore, other improvements, such as street light fixtures, pavement markings, and pedestrian signs generally are missing or are in need of repairs/upgrading. The absence of pedestrian transportation infrastructure is evidence of an inadequate transportation system in the Study Area.*
- *There is at least one disorganized mobile home park within the proposed CRA boundary. With no designated lot lines or plots, the property is an indicator of blight. The random placement of the homes could cause health issues, especially since so many are extremely close to one another. The streets within the property do not have a drainage mechanism to prevent flooding and standing water.*

Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions (“blight”) (Section 163.340(8) b, F.S.)

- *Aggregate assessed values of real property in the area for ad valorem purposes have failed to show any appreciable increase over the five years prior to the finding of such conditions in this report. In 2009 the aggregate taxable value of Study Area properties was \$284,063,259 and in 2013 it was \$266,598,254, a decrease of \$17,465,005, or -6.15 percent, in taxable value over a period of five years.*

Deterioration of site or other improvements (“blight”) (Section 163.340(8) a, F.S.)

- *Many commercial and industrial structures are in disrepair in need of maintenance, showing peeling paint, cracked or overgrown roads or sidewalks, and/or an unpleasant face on the street.*
- *The White Lake industrial area includes properties in disrepair including overgrowth, roofs in need of replacement, litter and junk, poor drainage, and outdated signage. Most, if not all, of the buildings within the area show these and other signs of deterioration.*

Unsanitary or Unsafe Conditions (“blight”) (Section 163.340(8) d, F.S.)

- *An adequate stormwater system in the Study Area is lacking. Collector roads, especially in residential areas, do not exhibit curbs, gutters, or inlet systems to prevent flooding in the event of heavy precipitation.*
- *The cumulative effect of septic disposal of wastewater is considered undesirable under current standards. It is estimated by the Environmental Protection Agency (EPA) that 10 to 20 percent of systems malfunction each year, causing pollution to the environment and creating a risk to public health. As a matter of practicality, individual septic systems, while undesirable for single family homes, are especially unsuitable for servicing commercial properties.*

When compared to the City of Inverness, conditions of the proposed CRA expansion Study Area are indicative of blight as documented in this report. This review provides documentation of blight in the area, and through the Redevelopment Act, the area qualifies for assistance in redevelopment efforts and financing by expanding the boundary of the designated Community Redevelopment Area. Government maintained statistics coupled with staff field observation and documentation of the blighted conditions indicate the current conditions of the Study Area “are leading to economic distress or endanger life or property,” according to the Redevelopment Act. The current conditions of the area impede the immediate and long-term physical, economic, and social development.

The information summarized in this report justifies the City of Inverness in acknowledging the described conditions and adopting the requisite resolution declaring the need for the rehabilitation, redevelopment, and conservation of the Study Area in the interest of public health, safety, morals, and welfare.