



# ALACHUA CRA

COMMUNITY REDEVELOPMENT AGENCY

## Community Redevelopment Agency Advisory Board Meeting Agenda April 15, 2024

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Chair Rudy Rothseiden  
Vice Chair Kelly Harris  
Member Bryan Boukari  
Member Jovante Hayes  
Member Rick Robertson

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Executive Director Mike DaRoza

## Community Redevelopment Agency Advisory Board Meeting 3:00 PM

**Meeting Date:** April 15, 2024

**Meeting Location:** James A. Lewis Commission Chambers

**Notice given pursuant to Section 286.0105, Florida Statutes. In order to appeal any decision made at this meeting, you will need a verbatim record of the proceedings. It will be your responsibility to ensure such a record is made.**

### CRA ADVISORY BOARD MEETING

#### CALL TO ORDER

#### APPROVAL OF THE AGENDA

#### I. OLD BUSINESS

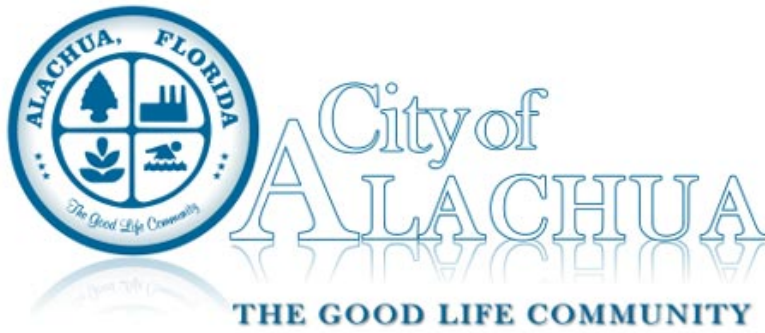
#### II. NEW BUSINESS

- A. Approval CRAAB Meeting Minutes- February 26, 2024
- B. Staff Updates

#### III. BOARD COMMENTS/DISCUSSION

#### **IV. CITIZENS COMMENTS**

**ADJOURN**



## Board/Committee Agenda Item

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**MEETING DATE:** 4/15/2024

**SUBJECT:** Approval CRAAB Meeting Minutes- February 26, 2024

**PREPARED BY:** Brenda Dean, Planning Assistant

**RECOMMENDED ACTION:**

Approve CRAAB Meeting Minutes- February 26, 2024

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### Summary

Approval CRAAB Meeting Minutes- February 26, 2024

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**ATTACHMENTS:**

Description

- ▢ CRAAB meeting Minutes 02.26.24



# ALACHUA CRA

COMMUNITY REDEVELOPMENT AGENCY

## Community Redevelopment Agency Advisory Board Meeting Minutes February 26, 2024

Chair Rudy Rothseiden  
Vice Chair Kelly Harris  
Member Bryan Boukari  
Member Jovante Hayes  
Member Rick Robertson

Executive Director Mike DaRoza

### Community Redevelopment Agency Advisory Board Meeting 3:00 PM

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### CRA ADVISORY BOARD MEETING

#### CALL TO ORDER

Rudy Rothseiden – Chair 3:07 p.m.

#### APPROVAL OF THE AGENDA

Vice Chair Kelly Harris moved to approve the agenda; seconded by Member Jovante Hayes.

Motion passed by unanimous consent.

#### I. OLD BUSINESS

#### II. NEW BUSINESS



- A. Approval of Special CRAAB Meeting Minutes- December 20,2023

**Member Bryan Boukari moved to approve the minutes from the December 20, 2023, special meeting; seconded by Member Hayes.**

**Motion passed by unanimous consent.**

- B. Staff Updates

Received and filed.

### **III. BOARD COMMENTS/DISCUSSION**

Member Rick Robertson expressed concerns about the parking lot that is North of Michelle Lee's building. He stated that it needs maintenance.

Member Boukari praised the efforts and accomplishments of Ms. King.

Member Boukari questioned the situation occurring in the parking lot behind his building.

Vice Chair Harris emphasized that more businesses are leaving downtown.

Chair Rothseiden reaffirmed the need to do more events downtown to draw citizens to the area.

### **IV. CITIZENS COMMENTS**

#### **ADJOURN**

**Member Boukari moved to adjourn; seconded by Vice Chair Harris.**

**Motion passed by unanimous consent.**

Chair Rothseiden adjourned the meeting. 4:31 p.m.

ATTEST:

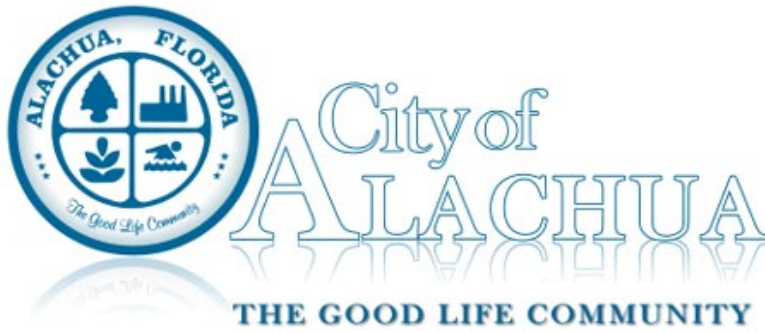
CRA ADVISORY BOARD  
OF ALACHUA, FLORIDA

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CRA Advisory Board Chair

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Staff Liaison



## Board/Committee Agenda Item

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**MEETING DATE:** 4/15/2024

**SUBJECT:** Staff Updates

**PREPARED BY:** Susan King - CRA Coordinator

**RECOMMENDED ACTION:**

Receive updates

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### Summary

#### Theatre Park Refresh Project Update

Staff is moving forward with refining the Theater Park Refresh project scope with Monarch Design Group, who will facilitate the inspection of the Theatre Park walls, including any restoration recommendations, and provide the overall design development. The project will be broken down into tasks, including the following: 1) structural inspection and restoration; 2) drainage mitigation; 3) pedestrian walkway enhancements; 4) stage and pergola for events and small performances; 5) wall aesthetics; 6) landscaping and lighting; 7) architectural features; and 8) pre-bid meeting presentation and bid review. The expected completion date for the project will be mid to late Fall 2024.

#### Wayfinding Signage Project Update

Staff solicited three quotes for the design, engineering, fabrication and installation of a Gateway monument sign. Staff is now working to secure land rights for the US-441/Main Street southeast corner.

#### Great American Cleanup – Towne Centre Beautification

The Towne Centre will be the focus of this year's CRA Beautification Project during the City of Alachua's Great American Cleanup on Saturday, May 4, 2024. Volunteers will help install hardy, low-maintenance, Florida-Friendly landscape plantings. Some

suggestions included: Coontie, Perennial Peanut ground cover, and Crape Myrtle. Landscapes Unlimited is donating the design services and assisting in the selection of plantings for five landscape beds.

### **Annual Report**

The annual report, highlighting the CRA activities and achievements from October 1, 2022 through September 30, 2023, was due March 31, 2024 to all taxing authorities that participate in the CRA. Staff submitted the 2023 Annual Report on March 29, 2024. Per Section 163.371 of the Florida Statutes, the Alachua CRA must also provide a complete audit report of the redevelopment trust fund. Staff expanded the 2023 annual report to include a table of performance data and CRA plan goals and objectives with a total number of projects started and completed with the estimated cost of each project. The 2023 Annual Report is provided as an attachment to the Agenda.

### **Downtown 5-Year Action Plan**

Staff received a draft of the Downtown 5-Year Action Plan from Downtown Strategies, a division of Retail Strategies, on March 28, 2024, the final deliverable of the Downtown Alachua strategic planning process. The project was funded by a Duke Energy Foundation Economic Development Grant awarded in Fiscal Year 2022-2023. The plan reflected the feedback from a Strategic Visioning Workshop, stakeholder input session, electronic community survey and an extensive market analysis. The 5-Year Action Plan included four focus areas: 1) policy and administration; 2) design; 3) tourism and promotion; and 4) economic vitality. The Downtown Strategies Market Analysis is provided as an attachment to the Agenda. David Wisener, the City of Alachua Economic Development Manager, will provide an overview of the proposed Downtown 5-Year Action Plan.

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#### **ATTACHMENTS:**

##### Description

- ☐ 2023 Annual Report
- ☐ Downtown Market Analysis





**ALACHUA** CRA  
COMMUNITY REDEVELOPMENT AGENCY



# ANNUAL REPORT

- Fiscal Year 2023 -

October 1, 2022 - September 30, 2023





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# About the Alachua CRA

Per Section 163.371 of the Florida Statutes, the Alachua CRA must provide an annual report along with a complete audit report of the redevelopment trust fund each fiscal year. This reporting allows for transparency and accountability to better serve the redevelopment area.

An Annual Report must include the following information in two separate documents:

- **Audit** - a stand-alone, independent audit as a separate document
- **Performance Data & Plan Goals & Objectives** - including: 1) total number of projects started and completed with the estimated cost of each project; 2) total expenditures from the redevelopment trust fund; 3) originally assessed real property within the CRA on the day the agency was created; 4) total assessed real property values of the property within the boundaries of the CRA as of January 1 of the reporting year; and 5) total amount expended for affordable housing for low-income and middle-income residents.

This Annual Report highlights the Alachua CRA's activities and achievements in the 2023 Fiscal Year, from October 1, 2022 through September 30, 2023.

## COMMUNITY REDEVELOPMENT DISTRICT

256 Acres, including public right-of-ways

466 Parcels; 18 Parcels owned by the City of Alachua

87 Commercial/Industrial Parcels

103 Businesses

286 Dwelling Units

153 Historic buildings (102 contributing & 51 noncontributing)

## ASSESSED VALUES - BASE YEAR & CURRENT YEAR

Base Year (1987)	Taxable Value - Taxable Properties	\$6,295,700.00
Current Year (2023)	Taxable Value - Taxable Properties	\$50,242,661.00
Current Year (2023)	Incremental Value - Taxable Properties	\$43,946,961.00
	Total Expenditures from the Redevelopment Trust Fund	\$885,533.73

## CRA PROJECTS - FY 2022 - 2023

Projects started	22
Projects Completed	14
Total Amount expended for affordable housing	0

# About the Alachua CRA

## INTRODUCTION

The state of Florida enacted legislation in 1969 (Chapter 163, Part III) that enabled local governments to create areas defined as community redevelopment districts for the purpose of carrying out redevelopment activities under the auspices and direction of a Community Redevelopment Agency (CRA).

## DEFINITIONS

- **Redevelopment** consists of any projects or activities within a community redevelopment district to eliminate or prevent blight and rehabilitate or conserve areas in a community.
- **Community Development District** includes areas within a city characterized by blight or insufficiencies, such as the presence of dilapidated structures, a shortage of affordable housing, substandard infrastructure, insufficient roadways and inadequate parking.
- **A Community Redevelopment Agency (CRA)** is a dependent special district in which any future increases in property values are set aside to support economic development and redevelopment projects within that district. A CRA board is created by the local government to direct the agency and administer any activities or projects within the community redevelopment district. Approximately 220 CRAs operate in the state of Florida at this time.
- **The Community Redevelopment Plan** serves as the framework for any redevelopment efforts undertaken by the CRA. The plan addresses the unique needs and insufficiencies in the district, outlines the overall goals, identifies the types of enhancement projects planned for the area, and implements strategies for revitalizing the area.
- **Funding** for redevelopment projects is provided via a mechanism called tax increment financing (TIF). Properties within a community redevelopment district are assessed on a fixed date, deemed “frozen value.” Any increase in property value when compared to the frozen value is additional tax revenue and is considered “increment.” Increment revenue is deposited into the CRA Trust Fund and dedicated to redevelopment efforts in the CRA district. Additional funding may come from redevelopment bonds and grants, land sales or leases, and loans. Increment revenue can be used immediately, saved for a particular project or can be bonded to maximize the funds available. Any funds received from a tax increment financing area must be used for specific redevelopment purposes within the targeted area and not for general government purposes.

# About the Alachua CRA

## HISTORY OF THE ALACHUA CRA

The Alachua Community Redevelopment Agency (CRA) was established in 1982 with the goal of reviving a neglected and blighted district encompassing 256 acres, including the historic downtown business district and surrounding area.

The original Alachua Community Redevelopment Plan was adopted in April 1982 by Ordinance 0-82-5. The City of Alachua adopted an amended Community Redevelopment Plan in May of 2000 through Ordinance 0-00-18. The plan was updated in 2013. The provisions of the Plan shall remain in effect and serve as a guide for future redevelopment activities in the Alachua CRA through 2043. The plan must maintain statutory compliance and be consistent with the local Comprehensive Plan.

Since its establishment, the CRA has undertaken or promoted redevelopment and improvement projects with the primary goal of creating a more vibrant, livable and healthy downtown area for all citizens. Examples of CRA projects include: roadway improvements, parking solutions, streetscapes and sidewalks, community parks and open spaces, street tree plantings, recreation areas, and historic restoration. The Alachua CRA created an incentive program in 2018 through matching business facade grants to encourage commercial building owners to make improvements to their own buildings.

## ORGANIZATION OF THE ALACHUA CRA

The Alachua City Commission serves as the governing board for the CRA. The Alachua CRA has two staff members - an Executive Director and a CRA Coordinator. A five-member CRA Advisory Board, comprised of key stakeholders such as residents and business owners within the redevelopment area, provides recommendations to the CRA.

### CRA Board

<b>Chair:</b>	<b>Gib Coerper</b>
<b>Vice Chair:</b>	<b>Jennifer Blalock</b>
<b>Member:</b>	<b>Shirley Green-Brown</b>
<b>Member:</b>	<b>Edward Potts</b>
<b>Member:</b>	<b>Dayna Miller</b>
<b>City Manager:</b>	<b>Mike DaRoza</b>
<b>Executive Director:</b>	<b>Mike DaRoza</b>
<b>City Attorney:</b>	<b>Marian B. Rush</b>

### CRA Advisory Board

<b>Chair:</b>	<b>Rudy Rothseiden</b>
<b>Vice Chair:</b>	<b>Kelly Harris</b>
<b>Member:</b>	<b>Bryan Boukari</b>
<b>Member:</b>	<b>Jovante Hayes</b>
<b>Member:</b>	<b>Rick Robertson</b>
<b>CRA Coordinator:</b>	<b>Susan King</b>
<b>CityofAlachua.com</b>	



# About the Alachua CRA

## AMENDED COMMUNITY REDEVELOPMENT PLAN

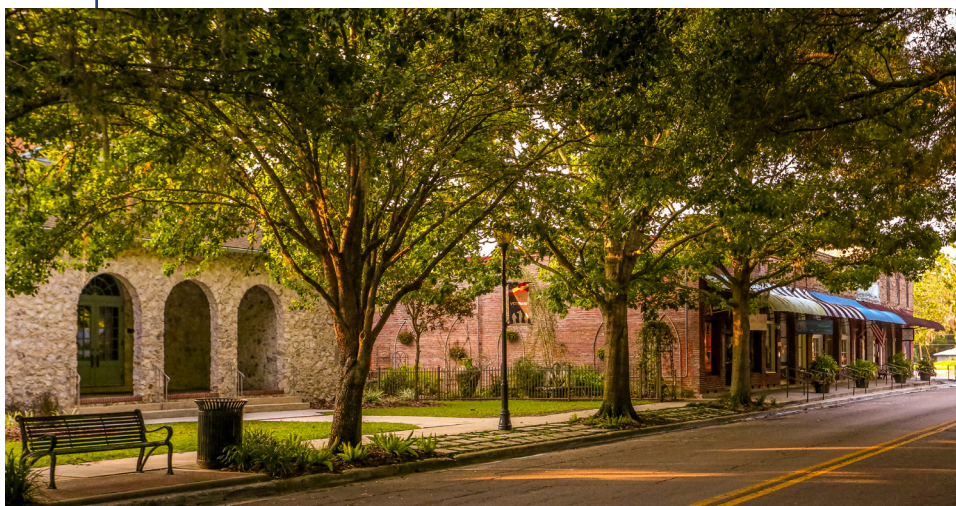
The Amended Community Redevelopment Plan serves as the guiding framework for any redevelopment efforts undertaken by the Alachua CRA. The document addresses the 10 following focus areas to accomplish the CRA mission to rehabilitate, conserve and redevelop areas within the geographical boundaries of the redevelopment area of Alachua.

- Economic Development
- Parks & Open Spaces
- Historic Preservation
- Infrastructure
- Parking
- Streetscapes
- Wayfinding Signage
- Housing
- Marketing
- Public Participation

Present and future redevelopment efforts will particularly concentrate on the following:

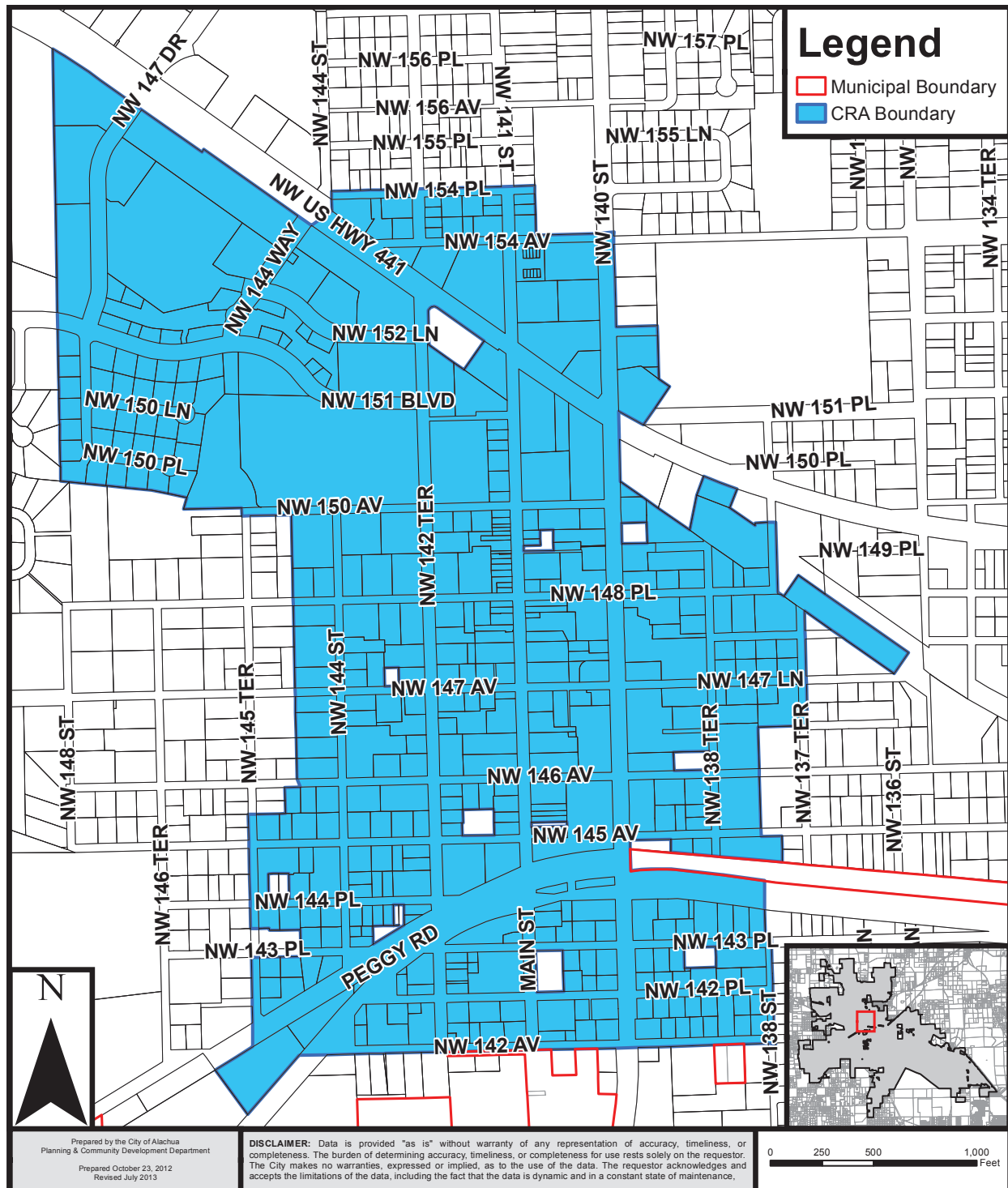
- create a thriving downtown district and attract an eclectic mix of restaurants and shops, and an anchor business, such as a brewery;
- foster the preservation and revitalization of unoccupied, underutilized and/or deteriorating historic buildings in the downtown district; and
- utilize the space to encourage outdoor activities and a sense of community for residents and visitors.

Redevelopment within the CRA district will not impact the residents of the area in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services,



school population, or any other factors affecting the physical and social quality of the neighborhood. The CRA supports the preservation of the existing historic neighborhoods while encouraging the development of affordable housing for senior citizens and low-income and medium-income households.

# City of Alachua Community Redevelopment Area



# Economic Development

## **COMMUNITY REDEVELOPMENT: PATHWAY TO ECONOMIC DEVELOPMENT**

Main Street Alachua is the heart and soul of the city, but the downtown area has faced many challenges in recent years like many communities throughout Florida and the nation.

The primary purpose of a community redevelopment plan is to:

- promote economic development and investment within the downtown area and redevelopment district;
- reduce slum and blight;
- support and promote business in the redevelopment district;
- encourage both public and private investment and highlight a variety of available economic opportunities; and
- increase the overall standard of living and quality of life within the community.

The Alachua CRA is focused on strengthening its public-private partnerships and collaborating with community organizations to accomplish the shared mission of revitalizing the downtown commercial corridor, encouraging a variety of events, programs and activities to strengthen downtown businesses, and rekindling Main Street as a hub for entertainment and community life.

### **Economic Development Grant**

The City of Alachua was awarded a \$25,000 Duke Energy Foundation Economic Development Grant in FY 2022-2023 to fund a Downtown Strategic Plan for Main Street Alachua and the CRA. The project, conducted by Downtown Strategies, a division of the consulting firm Retail Strategies, will include a “market-driven, asset-based and implementable” strategic plan for “growth, economic impact and progress.” Downtown Strategies will assess the design, tourism and promotion, policy, economic vitality, and market potential of the downtown district and CRA, then deliver a 5-year Downtown Strategic Plan based on data gathered from market research, demographic market analysis and Strategic Visioning Workshop. After the 5-year Downtown Strategic Plan is delivered in the Spring of 2024, the Alachua CRA will strive to utilize the various tools and strategies highlighted in the 5-year Downtown Strategic Plan to revitalize downtown and the redevelopment district.

### **Memberships**

The Alachua CRA maintains memberships in Main Street America and the Florida Redevelopment Association (FRA), both of which offer invaluable programs and resources to assist communities with older and historic downtowns, neighborhood commercial districts, and CRAs on economic development strategies and funding opportunities for redevelopment projects.



# Parks & Open Space

## PARKS AND OPEN SPACES

Natural amenities are valuable to the downtown community and complement the historic character of the district. Parks and open spaces offer gathering places and locations for festivals, provide spaces for visitors and residents to socialize, and encourage activity in the commercial corridor of downtown.

Three parks are located within the Alachua community redevelopment district:

- Skinner Field Park
- Feirmon E. Welch Park
- Alan Hitchcock Theatre Park

**Skinner Field**, located on NW 142 Terrace, is a large public park located in the heart of downtown Alachua. The complex includes a baseball field, basketball courts, tennis courts, playground, shelter, restrooms and parking lot.

**Feirmon E. Welch Park** is a small neighborhood park with basketball courts, a playground, covered pavilion and picnic tables.

**Alan Hitchcock Theatre Park**, formerly an old movie theatre that burned down, is a rustic pocket park that is considered one of the hidden gems on historic Main Street. The park offers a tranquil gathering space and has been used over the years for small outdoor performances, art exhibits, weddings or just as a “gentle place” for meditation, reflection and relaxation.

In FY 2022-2023, CRA staff proposed funding a Theatre Park improvement project with the goal of transforming a gradually deteriorating Theatre Park into an enchanting space within the historic downtown area, a viable and valued community amenity and a park with a purpose. The planned



improvements would include improving the landscaping, enhancing the hardscaping, adding additional park furniture and accent lighting, and possibly even constructing a covered stage area. The FY 2023-2024 budget will include funding to begin this multi-phased capital project.

# Historic Preservation & Restoration

## HISTORIC PRESERVATION

Main Street Alachua is the home to many historic buildings, which connect Alachua residents and visitors to the past and reveal the story of the Alachua downtown community. In 1999 the Downtown Redevelopment Trust Board (CRA) commissioned a study and survey of the architectural and historic resources in the community redevelopment area. The historic district was mapped and established and on July 14, 2000 the downtown district and surrounding area was listed on the National Register of Historic Places.



**Main Street - 1909**

The 153 historic structures in the redevelopment district are important to protect since they are directly linked with the preservation of the Alachua community's history, heritage and culture. A rich cultural heritage in the CRA district can serve as a source of pride for local residents and a draw for outside visitors, but it can also be important to attract business and tourism-related industries.

Cultural and heritage tourism is considered one of the fastest-growing segments of the tourism industry worldwide. Historical and cultural preservation can be a catalyst to economic development and new investment in the redevelopment district.

The Advisory Council on Historic Preservation (ACHP), in partnership with other federal agencies, has spearheaded an initiative to encourage the “use of historic assets for economic development and community revitalization, as well as enabling people to experience and appreciate local historic resources through heritage tourism and education programs.”

CRA staff is exploring available grants, programs and other options, along with eligibility requirements, that might help provide additional funding for the revitalization of the historic downtown commercial district. The Certified Local Government (CLG) Program, enacted as part of the 1980 State of Florida Historic Preservation Act Amendments, affords



**Enneis Motor Co. - 1910**

local government the opportunity to pursue historical preservation grants through the Florida Division of Natural Resources and U.S. Park Service's historic revitalization subgrant program.

# Historic Preservation & Restoration

## RESTORATION

### Alachua CRA Business Facade Grant Program

To promote economic development and downtown revitalization, the CRA has encouraged investment into privately-owned commercial properties in the downtown district. The Business Facade Grant Program was established by the CRA in 2019. The purpose of the Facade Grant was to provide assistance to rehabilitate the facades of commercial buildings within the Community Redevelopment district. Grant funds are awarded to projects that best facilitate and foster the goals and objectives of the CRA Amended Community Redevelopment Plan and the CRA Market Study and Economic Development Implementation Plan.

The Program offers a 50% matching grant between \$500 and \$12,500 to eligible businesses within the CRA to restore and/or renovate their building's facade. In 2022 the Alachua CRA board amended the Business Facade Grant Program Policies and Procedures and increased the maximum matching grant amount for facade improvement costs from \$5,000 to \$12,500 and included eligible signage as a reimbursable expense up to \$3,000 upon CRA board approval of the sign design.

CRA staff updated the Facade Grant Program Policies and Procedures on the website and produced new marketing materials to disseminate and promote the program to both new and existing small businesses owners within the CRA. Although no business facade grants were awarded in FY 22-23, CRA staff provided information and assistance to new and existing CRA business owners who were preparing Facade Grant applications to submit in FY 23-24.



**Current Condition**

**Two of the oldest stores on Main Street are located in this historic building dating back to 1898.**

### **PROPOSED FACADE IMPROVEMENT PROJECT**



**Proposed Improvements**



# Parking & Infrastructure



The Downtown Parking Lot Project also included the following:

- underground stormwater retention basin;
- underground utilities;
- landscaped beds and irrigation system;
- curbing and sidewalks; and
- sidewalk corridor connecting the new parking lot to Main Street

The Downtown Parking Lot, a project in the works for many years, was successfully completed and celebrated with a ribbon-cutting ceremony on March 23, 2023. Parking availability and accessibility has been a long-term issue for downtown Alachua. Convenient parking is essential for patrons, employees, residents and visitors. The addition of 40 new parking spaces behind Main Street helps support downtown businesses and accessibility to special events.



The City of Alachua Amended Community Redevelopment Plan has included parking as one of the crucial components of the downtown infrastructure and a key to a successful historic downtown district. Since downtown revitalization should prioritize pedestrians and walkability, parking availability and proximity can be a determining factor for private investment, increasing business activity and overall building a better downtown community.

The project was truly a public/private partnership. In addition to increment revenue, the Alachua CRA project received financial support from the City of Alachua's general fund, USDA Rural Business Development Grant Program (\$150,000) and donated land from neighboring landowners. The Downtown Parking Lot Project was the largest Alachua CRA infrastructure project since the reconstruction of NW 142nd Terrace and NW 150th Terrace near City Hall and the tennis courts.



# Streetscapes

## STREETSCAPING AND BEAUTIFICATION

Streetscaping and beautification are important components of the revitalization efforts for the redevelopment area, contributing to Main Street Alachua's small-town charm and unique community character and highlighting the cultural and historical assets that define our historic downtown district.



Streetscapes generally refer to the pedestrian realm of the road's right-of-way - sidewalks, street trees, crosswalks, benches and lighting. The Alachua CRA wants to promote pedestrian-friendly networks throughout the redevelopment area. Streetscapes are designed to provide a pleasant and safe environment through which pedestrians can move from place to place in a community. Streetscape improvements can also lead to better connectivity between various points of interest, such as the Main Street district, parks or recreational facilities.

Alachua's Main Street provides a model for other streets within the City to follow. Tree-lined sidewalks are aesthetically pleasing, complementing the surrounding historic buildings. Spaces around Main Street if visually appealing become places people want to be, further activating them. "Beauty is good for business."

The Alachua CRA has completed a number of streetscape improvements throughout the redevelopment district over the years. Additional streetscape improvements are proposed for the streets that connect Main Street with other points of interest to create a more enhanced pedestrian network. CRA staff regularly supervises the maintenance of the street trees, plantings, lighting, street lamp poles and sidewalks. A number of improvements, replacements and renovations were scheduled to be implemented in FY 22-23 and FY 23-24. These projects include: street lamp globe replacements in the CRA; damaged light pole replacements; light pole painting and touch up; sidewalk and curb repair; makeover of landscape beds; banner cleaning and replacement; and necessary tree removal and replacement on Main Street.

### **Main Street Refresh Project - The Keep America Beautiful® Great American Cleanup®**

The Great American Cleanup,® Alachua's largest annual volunteer community improvement project, involved a collaboration of city staff, public officials, business owners, volunteers, school children and civic organizations, and the generosity of many donors and sponsors. In May 2023 more than 150 shrubs and bushes were planted up and down Main Street as part of the Main Street Refresh Project, one of the City's 2023 Great American Cleanup® projects. These annual improvement projects promote community pride and stewardship among Alachua's citizens who contribute their time and talents to helping improve the aesthetics of the landscapes in Alachua's redevelopment area.



# Wayfinding & Signage

## WAYFINDING



Wayfinding is accomplished by using a system of signage, banners or other elements to help people orient themselves and navigate from place to place. A clear, consistent and attractive wayfinding system facilitates pleasant and efficient navigation for both vehicular and pedestrian users and helps direct visitors to key destinations within the redevelopment district and highlight available vehicular parking. Wayfinding also offers effective branding opportunities for the downtown district.

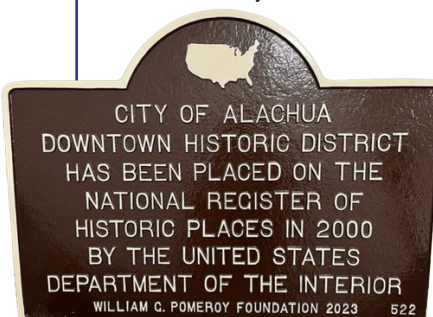


The Alachua CRA is in the planning stages of implementing a phased approach to a wayfinding signage system based on the City of Alachua Wayfinding Master Plan prepared by CHW Professional Consultants and delivered to the CRA in 2019. One gateway sign at or near the intersection of US-441 and Main Street and public parking lot signage were considered higher priorities for Phase 1. CRA staff compiled a list of possible locations and recommended a budget to fund Phase 1 of the wayfinding signage project in the upcoming fiscal year. The final sign design will be based on the original concept art generated by CHW.

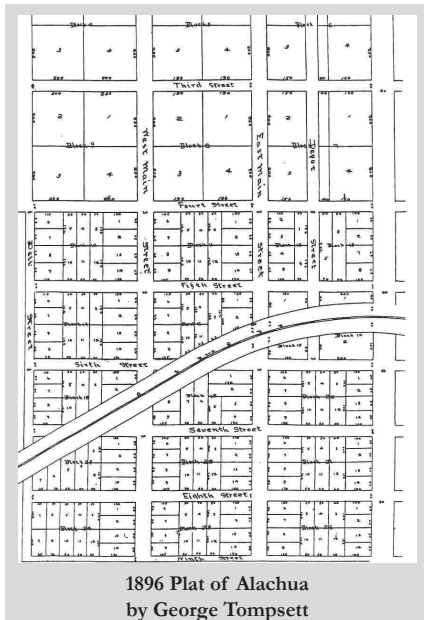
## National Register Marker Grant

The Alachua CRA was awarded a grant by the William G. Pomeroy Foundation to purchase and install a National Register Marker in the downtown historic district. The “City of Alachua Downtown Historic District” was officially listed in the National Register of Historic Places on July 14, 2000 by the U.S. National Park Service, Department of the Interior. The National Register of

Historic Places is an official, honorary listing of properties throughout the country. The purpose is to assist in the preservation of buildings, sites, structures and objects that are significant aspects of our cultural and historic heritage. The historical marker will be installed in the downtown historic district at the corner of NW 150th Avenue and Bob Hitchcock’s Main Street.



# Housing



## HOUSING AND ECONOMIC VITALITY

Housing throughout downtown and the neighborhoods of the redevelopment district provide a ready market for business and services located on Main Street and in the Alachua Towne Centre. Market research, according to the CRA Market Study and Economic Development Implementation Plan, shows that there is growing interest for “more diverse housing options in vibrant, walkable neighborhoods where residents do not need to drive everywhere.”

Town homes and garden apartments in the downtown area would provide additional support for Main Street businesses and allow residents easier access and the ability to walk to jobs, shops, restaurants and parks. This type of small-scale multifamily housing can be designed to blend in seamlessly with surrounding neighborhoods and is a viable strategy to preserve the historic character of the downtown district through adaptive reuse. In addition to

the additional tax revenue, the market study stated that new residential development will “infuse downtown with a much-needed population boost.”

Some recommendations from the CRA Market Study and the CRA Redevelopment Plan that would facilitate the new development of residential units downtown include:

- expedited review process;
- amendments to the current zoning regulations;
- assembly of parcels; and
- infill and increased density of housing, where appropriate, such as vacant, rundown or nonconforming lots.

The City of Alachua Planning and Community Development Department has begun research and development of amendments to the City’s Comprehensive Plan and Land Development Regulations that would encourage development of mixed use projects within commercial land use areas. This would particularly benefit the Central Business District and other commercial areas within the Alachua CRA district.

The proposed amendments would provide additional development options and opportunities, especially on small parcels such as those typically found in the historic downtown area and within the Alachua CRA district. The proposed new development standards relate to transitional areas, lot sizes, buffering, distance between homes, architectural variability and new housing types with the goal of increasing density in the downtown/urban core.

# Marketing & Events

## COMMUNICATION, PROMOTION AND COLLABORATION



Marketing and special events are necessary components of the CRA redevelopment program to successfully revitalize Main Street Alachua's Central Business District as well as the entire CRA district. Marketing campaigns to support downtown events, programs and activities help increase awareness of Main Street and the CRA district, its assets and local businesses.

Marketing efforts and special events bring people downtown, support economic growth and overall help enhance the business environment. Special events bring in first-time visitors, create repeat visits and possible future residents, and foster interaction between local residents. The Alachua CRA and the City of Alachua work closely with community organizations, such as the Alachua Chamber and the Alachua Business League, and local businesses to support the continued success of festivals and events and to inspire and facilitate new events and programs.

### Social, Online & Print Media

The Alachua CRA engages the public using various avenues of social, online and print media. The CRA has benefited from cross-promotion opportunities with regional and national media organizations, an effective marketing strategy to increase awareness and exposure while reducing advertising costs.

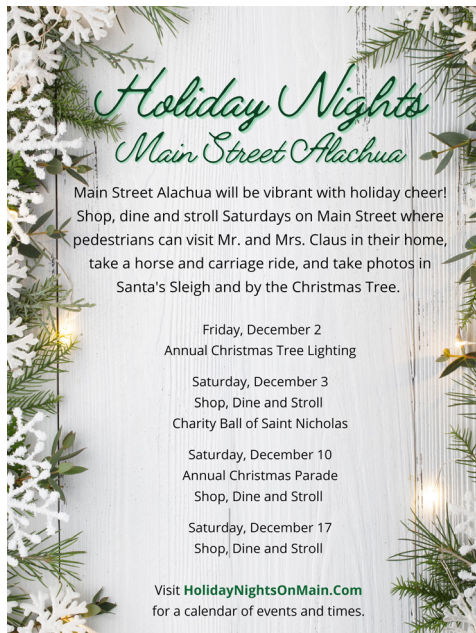
Several examples of cross-promotion partnerships that have recently benefited the Alachua CRA include Southern Living, Visit Gainesville and Visit Florida. Main Street Alachua and the CRA were prominently featured in the Southern Living online article on June 10, 2023 - "The 10 Best Things to Do in Alachua, Florida."

### Visit Florida

The City of Alachua qualified for a "city listing" on Visit Florida after more than 10 tourism-related businesses located in the downtown district signed up for their own Visit Florida web listing. In 2022, VisitFlorida.org, the state's official tourism marketing website, hosted around 22 million visits, providing a valuable resource for travel planning and inspiration to visit the Sunshine State. Preliminary figures show that in 2022 Florida received approximately 137.6 million visitors, the largest number in the state's history and a 12.9% increase from 2021.



# Marketing & Events



## Billboards

Billboard advertising is still an important component of a comprehensive marketing strategy and effective for building brand awareness and promoting the historic downtown area. The CRA leased two billboards on Interstate-75, both in the northbound direction within two miles of the Alachua 399 exit. CRA staff is planning to add one additional billboard in the southbound direction.

The goal of billboard advertising for the Alachua CRA is to feature imagery relevant to the historic downtown district and to highlight and promote seasonal festivals and downtown special events. The billboards' visual messages should invite and entice I-75 travelers to visit and explore Main Street Alachua - its historic downtown area, shopping district and recreational facilities - and attend its special events. The target audience is comprised of tourists, domestic and out-of-state visitors, and local and intercounty commuters.



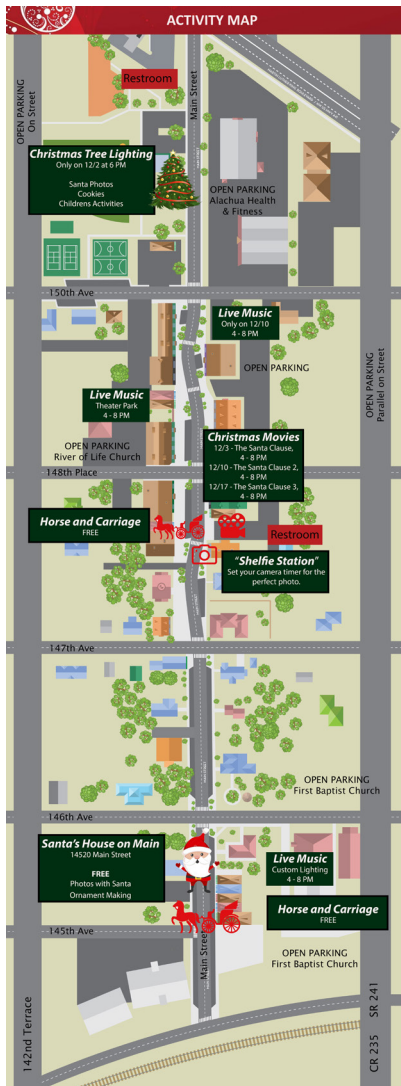
## Our Town Magazine

The Christmas holiday season showcases a variety of family-friendly events on Main Street in December, organized and/or supported by the CRA, City of Alachua, the Alachua Chamber of Commerce, and in collaboration with other community organizations and Main Street businesses. CRA promoted the Christmas season's special events on Main Street with a listing of holiday events and activities on a full page ad featured in the November-December 2022 issue of *Our Town Magazine*.

## Other Communication & Promotional Tools

Facebook • Alachua County Today • Window Flyers  
Regional Advertising • Handouts • Event Calendars  
Email marketing • Video/Photography

# Marketing & Events



## ANNUAL TREE LIGHTING & HOLIDAY NIGHTS

The Annual Tree Lighting, held on the first Friday in December, launched the official holiday season and Christmas celebration on Main Street Alachua. This event, which has served as the traditional kickoff for a month of holiday festivities, included: the lighting of the towering Christmas tree, Santa and Mrs. Claus arrival in a horse-drawn carriage; horse and carriage rides; visits and photo opportunities with Santa and holiday characters; live music; and children's activities.

Holiday Nights continued the festivities and activities for the following three Saturdays in December. This event, in its third year, has been a collaboration with local businesses on Main Street. These holiday events, including the Alachua Chamber's Annual Christmas Parade, bring thousands of people to Main Street Alachua and provide valuable revenue and marketing for the businesses located within the downtown district. Businesses reported increased patronage.

The Alachua CRA works with community organizations and local businesses to continue hosting events in the historic downtown district, as well as promoting the start up of new special events, programs and activities. Other recurring events include the Alachua Main Street Harvest Festival, A.L. Mebane High School Homecoming Parade, Trick or Treat on Main Street and the Charity Ball of St. Nicholas.





# Public Participation

## COMMUNITY COLLABORATION

Citizens can come together and contribute to the future of a community through community meetings, visioning sessions and workshops, as well as through volunteer community improvement projects. Public participation enables the community to be part of the visioning, growth and development in the redevelopment area.

Opinions of all stakeholders are relevant to the decision-making process and redevelopment plan. The Alachua CRA encourages public participation and discussion of ideas in all stages of the redevelopment process and provides a venue for citizens to ask questions at the regularly-scheduled bimonthly CRA board meetings and monthly CRA Advisory Board meetings. Public participation is also a vital part of annual and seasonal programs and events that occur in the redevelopment area.

A Strategic Visioning Workshop will be scheduled in the upcoming fiscal year as an essential part of the Downtown Revitalization Project, funded by the recently awarded Duke Energy Foundation Economic Development Grant and spearheaded by Downtown Strategies, a division of the consulting firm Retail Strategies. The purpose of the workshop will be collecting information and collaborating with stakeholders on the future of Main Street Alachua. The ideas, goals and concerns garnered from this workshop will be used to address the challenges on how to revitalize the historic downtown district and stimulate reinvestment into the area. Online community assessment surveys will also be used to solicit feedback from stakeholders.



## Summary: Performance Data - Plan Goals & Objectives

CRA ACTIVITIES	PROGRESS/STATUS	ESTIMATED EXPENDITURES FOR FY 22-23	PLAN GOALS & OBJECTIVES
Downtown Parking Lot	Completed	\$458,972.73	The new 40-space downtown parking lot will increase access to Alachua's historic downtown district and support the businesses and special events on Main Street and in the CRA. The total project cost was \$1,100,000.
Downtown Parking Lot Dedication/Ribbon Cutting	Completed	\$385.05	The Ribbon Cutting event, held on March 23, 2023, celebrated a milestone for Main Street with the completion of this major CRA infrastructure project.
Seasonal Decorations & Installation	Ongoing	\$22,940.40	Seasonal decorations help create a magical environment for residents and visitors coming to the historic downtown area and complement the annual events and festivals.
Christmas Tree Lighting Event	Annual program	\$3,905.00	The annual Tree Lighting Event brings thousands of people downtown to celebrate the holiday season. The event included carriage rides, Santa visits, live music, family photo opportunities and children's activities.
Holiday Nights Event	Annual program	\$3,305.00	Holiday Nights, a collaboration with Main Street businesses, continued the enjoyable holiday festivities for three Saturdays in December with carriage rides, Santa visits, photo opportunities, live music and children's activities.
Main Street Beautification	Annual project & ongoing	\$2,370.00	The Main Street Refresh Project is part of the annual Great American Cleanup. More than 150 plants and shrubs were planted on Main Street in FY 22-23 by a team of volunteers.
CRA Landscape Improvements	Ongoing	\$112,637.36	The priority of the Alachua CRA is to keep the redevelopment district aesthetically pleasing. Landscape improvements throughout the CRA is an important part of the ongoing streetscapes and beautification program.
Promotional Activities & Event Sponsorships	Ongoing	\$29,336.55	The Alachua CRA uses billboard and magazine advertising to promote Main Street Alachua and special events. The CRA and the City of Alachua co-sponsor special events to bring people into the historic downtown district and to boost patronage for local businesses.
Visit Florida - City Page	Completed	\$475.00 Annual Membership	More than 10 Main Street businesses signed up for web listings in FY 22-23, granting Alachua eligibility to be awarded an official "city page" on Visit Florida.

## Summary: Performance Data - Plan Goals & Objectives

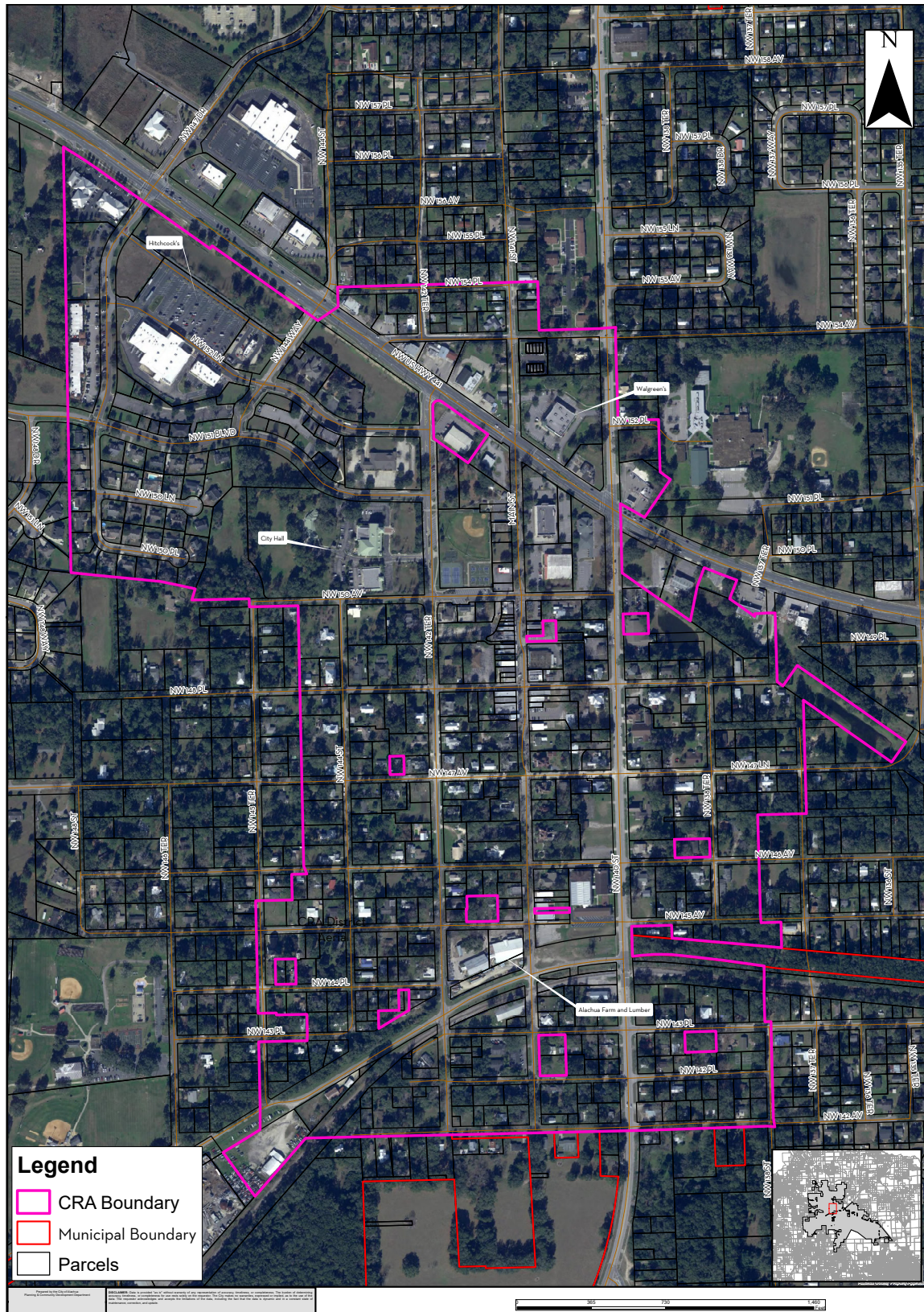
CRA ACTIVITIES	PROGRESS/STATUS	ESTIMATED EXPENDITURES FOR FY 22-23	PLAN GOALS & OBJECTIVES
Billboard Redesign to Promote Main Street Alachua	Completed	0	Staff worked with creatives to design new billboards to promote historic Main Street Alachua and highlight the “Shop, Dine & Stroll” theme.
Street Lamp Pole Painting Project	Planning phase	0	10 street lamp poles in the CRA are peeling and need restoration. The cost will be \$9,625. The job will be completed in FY 23-24.
Street Lamp Globe Replacement for the Downtown Area	Completed	\$7,984.80	60 replacement globes were installed on Main Street and side streets within the CRA.
5-Year Downtown Strategic Plan	Work in progress	\$25,000 (FY 22-23)	This Duke Energy Foundation grant-funded project will be implemented by Downtown Strategies with a completion date in Spring of FY 23-24. The deliverables will include a Strategic Visioning Workshop, online community input survey, full demographic market analysis and 5-Year Downtown Strategic Plan.
Replacement Street Lamp Poles	Planning phase	0	Damaged street lamp poles will be replaced. This project will be completed in FY 23-24.
Business Façade Grant Promotion	Ongoing	No façade grants awarded in FY 22-23	New promotional materials were created to promote the business façade grant program. No façade grants were awarded in FY 22-23, but several business owners are working with CRA staff on façade grant applications to be submitted for consideration and approval in FY 23-24.
Alan Hitchcock Theatre Park Refresh Project	Planning phase	0	Theatre Park, a hidden gem and valued community amenity, will undergo a long-awaited refurbishment to recreate this downtown pocket park into an enchanting destination along with enhancements to accommodate small musical and theatrical performances. The Theatre Park Refresh Project has been budgeted as a capital project in FY 23-24.
Downtown Walking Guide	Planning phase	0	The project will be an update of Walking Guide brochure and map designed and produced in 2019. Staff is also planning to create a walking tour guide app.



## Summary: Performance Data - Plan Goals & Objectives

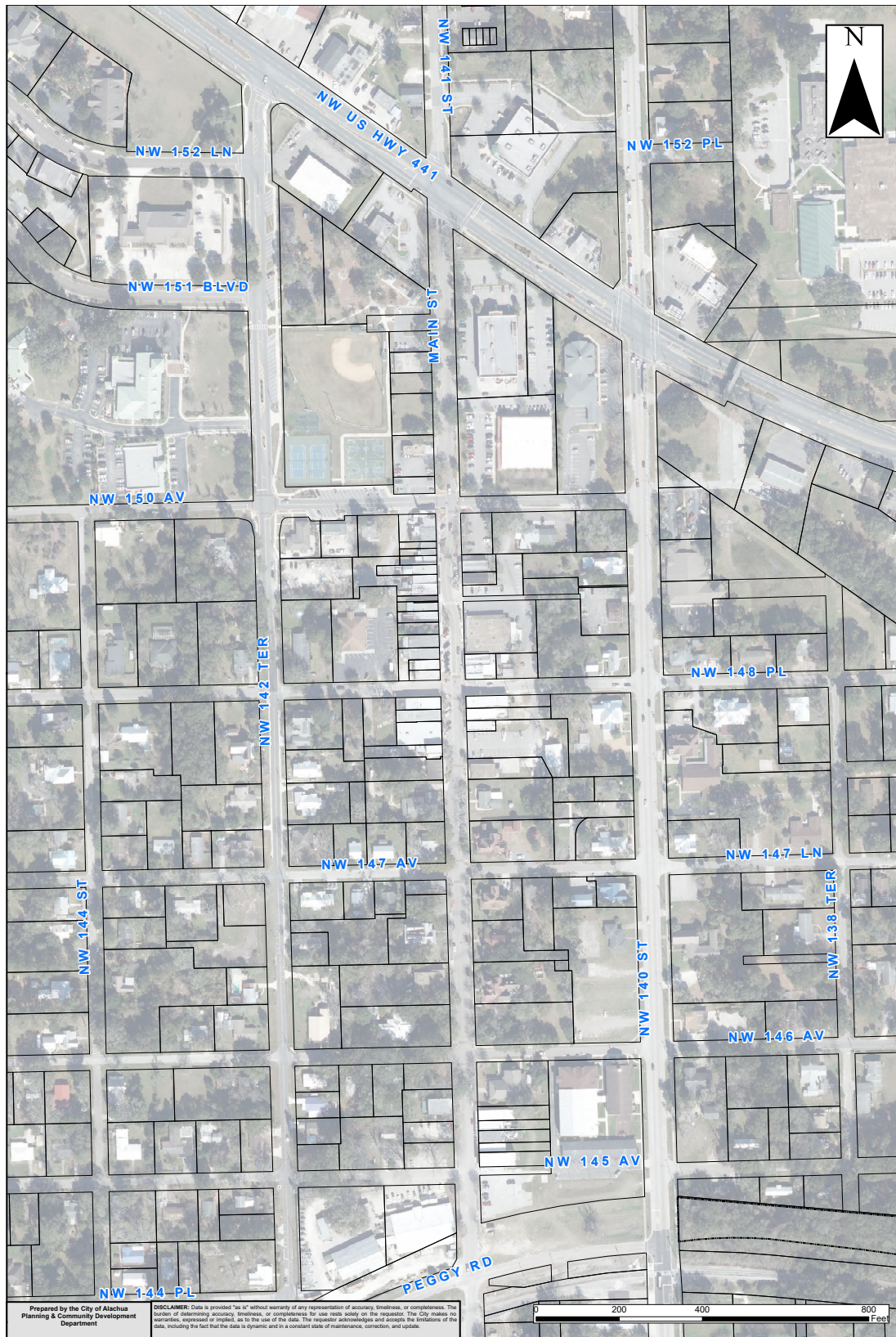
CRA ACTIVITIES	PROGRESS/STATUS	ESTIMATED EXPENDITURES FOR FY 22-23	PLAN GOALS & OBJECTIVES
Wayfinding Signage	Planning phase	0	The Alachua CRA is in the planning stages of implementing a phased approach to a wayfinding signage system. One gateway sign at the intersection of US-441 and Main Street and public parking lot signs are proposed for Phase 1. Wayfinding signage has been budgeted as a capital project in FY 23-24.
National Register Signage for the Downtown Historic District	Completed; pending installation	\$1,550.00	The historical marker was designed, ordered and delivered. The marker, funded by a William G. Pomeroy Foundation grant in FY 22-23, will be installed in the downtown historic district in FY 23-24.
Interpretive Kiosk (Theatre Park Refresh Project)	Planning phase	0	Interpretive signage will garner attention and foster appreciation of Main Street Alachua's unique history. CRA staff researched various companies that fabricate exhibit bases, frames and graphic panels and has consulted with a local designer who specializes in outdoor interpretive signage. The interpretive kiosk will be installed in Theatre Park.

# Alachua CRA Map with District Boundary

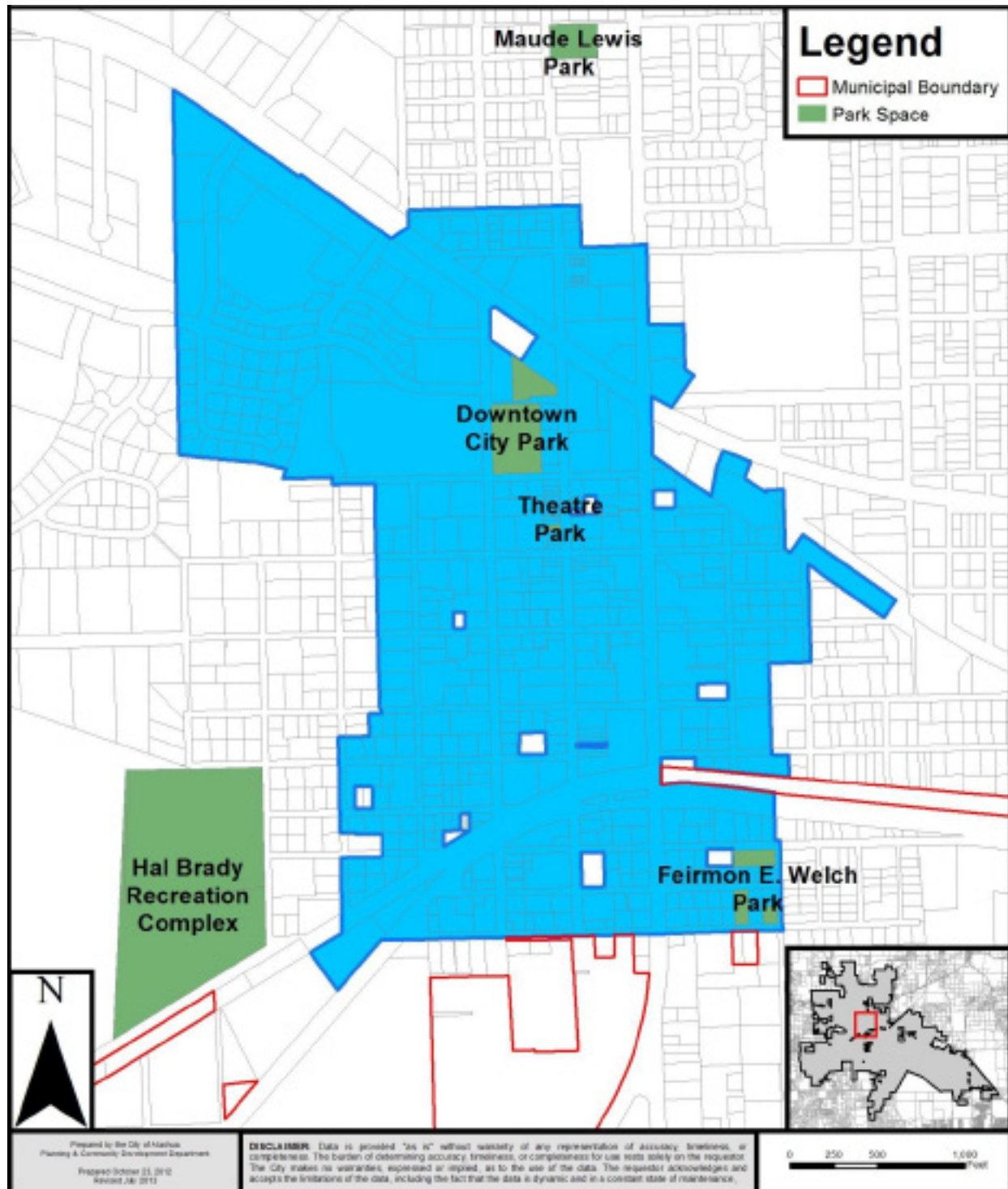




# Alachua CRA - Existing Street Layout

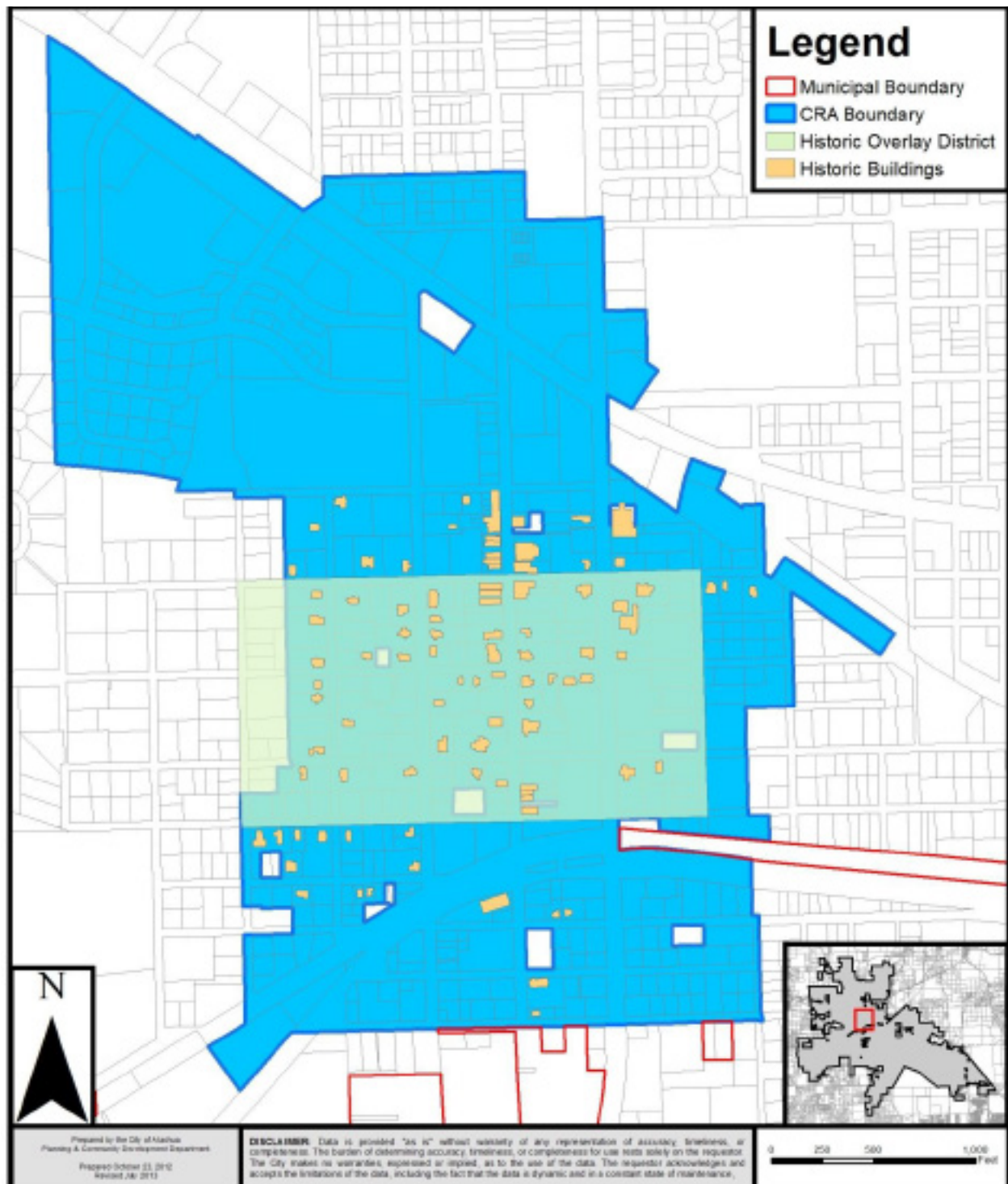


# Alachua CRA - Parks & Open Spaces





# Historic Overlay District & Historic Buildings



# 2023

Community Redevelopment Agency  
City of Alachua, Florida

Financial Statements and  
Independent Auditor's Report

September 30, 2023

**FINANCIAL STATEMENTS  
AND  
INDEPENDENT AUDITOR’S REPORT  
  
COMMUNITY REDEVELOPMENT AGENCY**

**CITY OF ALACHUA, FLORIDA**

**SEPTEMBER 30, 2023**

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## INDEPENDENT AUDITOR'S REPORT

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

### Report on the Financial Statements

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities and the major fund of the Community Redevelopment Agency (the CRA), a component unit of the City of Alachua, Florida, as of and for the year ended September 30, 2023, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the CRA, as of September 30, 2023, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the CRA, and to meet our ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

#### CERTIFIED PUBLIC ACCOUNTANTS

Gainesville | Ocala | Tallahassee | Sarasota | Orlando | Tampa

[purvisgray.com](http://purvisgray.com)

Members of American and Florida Institutes of Certified Public Accountants

An Independent Member of the BDO Alliance USA



To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

## INDEPENDENT AUDITOR'S REPORT

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

### INDEPENDENT AUDITOR'S REPORT

context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated March 28, 2024, on our consideration of the CRA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the CRA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the CRA's internal control over financial reporting and compliance.



March 28, 2024  
Gainesville, Florida

**ORGANIZATION CHART  
SEPTEMBER 30, 2023  
COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA**

**CRA Board:**

Gib Coerper - Chair

Dayna Miller - Vice Chair

Jennifer Blalock - Member

Shirley Green Brown - Member

Edward Potts - Member

Mike DaRoza - Executive Director

**CRA Advisory Board:**

Rudy Rothsieden - Chair

Kelly Harris - Vice Chair

Jovante Hayes - Member

Bryan Boukari - Member

Rick Robertson - Member

## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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The Management's Discussion and Analysis (MD&A) of the City of Alachua Community Redevelopment Agency (CRA) is intended to provide an overview of the CRA's financial position and results of operations for the fiscal year ended September 30, 2023.

Since the MD&A is designed to focus on the current year's activities, resulting changes, and currently known facts, it should be read in conjunction with the CRA's financial statements (beginning on page 13) including the accompanying notes, to enhance the understanding of the CRA's financial performance. Please note the CRA provides prior year comparative financial information as required by Governmental Accounting Standards Board (GASB) Statement No. 34.

***Financial Highlights***

- At September 30, 2023, the CRA had a restricted fund balance of \$432,884 resulting from unspent tax increment financing revenues and an additional non-spendable balance of \$5,898.
- The current year net decrease of \$149,739 in the CRA fund balance was the result of planned expenditures related, primarily, to capital projects that occurred during the fiscal year.

***Overview of the Financial Statements***

This MD&A is intended to serve as an introduction to the CRA's basic financial statements. The CRA's basic financial statements consist of the following components: (1) government-wide financial statements, (2) fund financial statements, (3) notes to the financial statements, and (4) required supplementary information. This report also contains other supplementary information in addition to the basic financial statements themselves.

- The CRA's total net position increased by \$733,901 over the prior reported period. Increased net position was achieved, primarily, as a result of increased capital assets and a decrease in liabilities that occurred during the fiscal year.
- The CRA's total long-term debt (due in more than one year) decreased by \$97,650 during the current fiscal year. This decrease is due to the normal payment of principal during 2023.
- Total net position of \$2.63 million is comprised of the following:
  1. The \$2.20 million net investment in capital assets includes property and equipment, net of accumulated depreciation.
  2. \$436.7 thousand of net position is restricted by externally imposed constraints such as debt covenants, grantors, laws, or regulations, or by enabling legislation.

***Government-wide Financial Statements***

The *government-wide financial statements* are designed to provide readers with a broad overview of the CRA's finances, in a manner similar to a private sector business, and consist of the following two statements:

- The *statement of net position* presents information on all of the CRA's assets, liabilities, deferred outflows of resources, and deferred inflows of resources, with the difference between these elements reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the CRA is strengthening or weakening.



**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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- The *statement of activities* presents information showing how the CRA's net position changed during the most recent fiscal year, focusing on both the gross and net costs that are supported by the CRA's general tax increment funding and other revenues, primarily ones intended to recover all or a significant portion of their cost through user fees and charges.

Both of these financial statements distinguish functions of the CRA and are principally supported by tax increment funding that is based on property valuation. The governmental activities of the CRA are intended to rehabilitate, conserve, and redevelop areas within the geographical boundaries of the district.

The government-wide financial statements can be found on pages 13-14 of this report.

#### **Fund Financial Statements**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The CRA, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. The CRA only reports as a governmental fund.

- As of September 30, 2023, the CRA's governmental fund reported an ending fund balance of \$438,782, a decrease of \$149,739, in comparison with the prior fiscal year. This was the result of planned expenditures related to capital projects that occurred during the fiscal year.
- The governmental fund revenues were \$735,795 or \$218,878 more than the previous fiscal year. The increase in revenues is related to higher property valuations and increased intergovernmental revenue.

#### **Governmental Funds**

Governmental funds essentially account for the same functions reported as governmental activities in government-wide financial statements. However, unlike government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of *spendable resources*, as well as on balances of *spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for the *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Because of the different measurement focus (current financial resources versus total economic resources), a reconciliation of the governmental fund Balance Sheet to the government-wide Statement of Net Position and a reconciliation of the governmental fund Statement of Revenues, Expenditures, and Changes in Fund Balances to the government-wide Statement of Activities is provided (see pages 16 and 18) to facilitate the comparison between governmental funds and governmental activities. The flow of current financial resources will reflect bond proceeds and inter-fund transfers as other financial sources as well as capital expenditures and bond principal payments as expenditures. The reconciliation will eliminate these transactions and incorporate the capital assets and long-term obligations (bonds and others) into the Governmental Activities column (in the Government-wide statements).

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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The CRA reports one (1) individual governmental fund. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the CRA general fund.

The CRA adopts an annual budget for its general fund. Budgetary comparison schedules have been provided as required supplementary information to demonstrate budgetary compliance. The basic governmental fund statements can be found on pages 15-18 of this report.

**Notes to the Financial Statements**

The notes provide additional information that is essential to fully understand the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 19-23 of this report.

**Other Information**

In addition to the financial statements and notes, budgetary comparisons can be found on pages 24-25 of this report.

***Government-wide Financial Analysis***

Net position may serve over time as a useful indicator of a government's financial position. In the case of the CRA, assets exceeded liabilities by \$2,635,563 at the close of the fiscal year ended September 30, 2023.

A portion of the CRA's net position, \$436,658, represents resources subjected to external restrictions on how they may be used.

The largest portion of the CRA's net position (\$2,198,905 or 83.43%) reflects its investment in capital assets (e.g., land, infrastructure, buildings, and equipment), less any related outstanding debt used to acquire those assets. The CRA uses these capital assets to provide services within the district; consequently, these assets are not available for future spending. Albeit the CRA has no outstanding debt at the end of the fiscal year, any of the CRA's investment in its capital assets would be reported net of any related debt since the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

Reported below is a condensed Statement of Net Position to demonstrate the changes from year to year. For more detailed information, see the Statement of Net Position on page 13.

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

**Community Redevelopment Agency  
of the City of Alachua  
Statement of Net Position  
As of September 30, 2023 and 2022**

	<b>Governmental Activities</b>		<b>Total % Change</b>
	<b>2023</b>	<b>2022</b>	<b>2022-2023</b>
Current Assets and Other Assets	\$ 463,353	\$ 676,415	-31.50%
Capital Assets	2,198,905	1,418,791	54.98%
<b>Total Assets</b>	<b>2,662,258</b>	<b>2,095,206</b>	<b>27.06%</b>
Long-Term Liabilities Outstanding	-	97,650	-100.00%
Other Liabilities	26,695	95,894	-72.16%
<b>Total Liabilities</b>	<b>26,695</b>	<b>193,544</b>	<b>-86.21%</b>
Net Position			
Net Investment in Capital Assets	2,198,905	1,321,141	66.44%
Restricted	436,658	580,521	-24.78%
<b>Total Net Position</b>	<b>\$ 2,635,563</b>	<b>\$ 1,901,662</b>	<b>38.59%</b>

**Normal Impacts**

There are six (6) basic (normal) transactions that will affect the comparability of the Statement of Net Position summary presentation.

- Net Results of Activities: will impact (increase/decrease) current assets and liabilities, and unrestricted net position.
- Borrowing of Capital: will increase current assets and long-term debt.
- Spending Borrowed Proceeds on New Capital: will reduce current assets and increase capital assets with a secondary impact being that an increase in invested capital assets, and an increase in related net debt will not change the net investment in capital assets.
- Spending of Non-Borrowed Current Assets on New Capital: will reduce current assets, increase capital assets, reduce unrestricted net position, and increase net investment in capital assets.
- Principal Payment on Debt: will reduce current assets and long-term debt, and increase net investment in capital assets.
- Reduction of Capital Assets through Depreciation: will reduce net investment in capital assets.

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

**Community Redevelopment Agency  
of the City of Alachua  
Changes in Net Position  
As of September 30, 2023 and 2022**

	<b>Governmental Activities</b>		<b>Totals % change</b>
	<b>2023</b>	<b>2022</b>	<b>2022-2023</b>
<u>Revenues:</u>			
General Revenues:			
Intergovernmental	\$ 1,089,542	\$ 490,008	122.35%
Other	36,529	26,909	35.75%
Total Revenues	<u>1,126,071</u>	<u>516,917</u>	117.84%
<u>Expenses:</u>			
Economic Environment	390,541	435,103	-10.24%
Interest on Long-Term Debt	1,629	3,761	-56.69%
Total Expenses	<u>392,170</u>	<u>438,864</u>	-10.64%
 Increase (Decrease) in Net Position	 733,901	 78,053	 840.26%
 Net Position - Beginning	 <u>1,901,662</u>	 <u>1,823,609</u>	 4.28%
 Net Position - Ending	 <u>\$ 2,635,563</u>	 <u>\$ 1,901,662</u>	 38.59%

**Government-wide Net Position**

The CRA's total net position at the end of fiscal year 2023 improved by \$733,901 resulting from increased revenue, and planned expenditures related to capital projects that were completed during the fiscal year.

**Governmental Activities**

The CRA's net position within governmental activities decreased by \$149,739 during fiscal year 2023 due to planned expenses related to capital projects that were completed during the fiscal year.

Major changes in revenues were caused by the following:

- For the fiscal year ending September 30, 2023, intergovernmental revenue increased by \$599,534, primarily as a \$150,000 grant, and an intergovernmental contribution to the district by the City of Alachua.

Major changes in expenditures were caused by the following:

- Expenditures for governmental activities experienced a decrease of \$46,694. This decrease was, primarily, the result of reductions in operating expenses related to the façade reimbursement program and overall district maintenance required.



**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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**Fund Financial Analysis**

The CRA uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental Funds**

The primary purpose of the CRA's *governmental fund* is to provide information on near-term inflows, outflows, and balances of *spendable resources*. Such information is useful in assessing the CRA's financing requirements. In particular, *assigned and unassigned fund balance* may serve as a useful measure of a government's net resources, available for spending, at the end of the fiscal year.

As of the end of fiscal year 2023, the CRA's governmental fund reported an ending fund balance of \$438,782, a decrease of \$149,739 in comparison to the prior year.

**CRA Budgetary Highlights with Variances**

The CRA Budget was adopted at \$1,228,878 for the fiscal year 2023. No budget amendments to this budget amount were made.

**General Fund Actual Results Highlights with Variances**

At September 30, 2023, the CRA's General Fund experienced a positive variance between its final operating revenue budget and actual operating revenue in the amount of \$168,228. This was due to an Economic Environment grant award for \$150,000 and increased miscellaneous revenues of \$18,229. The CRA's General Fund experienced a positive variance between its final operating expenditure budget and actual operating expenditures of \$343,344. This was primarily due to lower personal services and expected capital expenses.

**Capital Asset and Debt Administration**

The CRA's capital assets for its governmental activities as of September 30, 2023, totaled \$2.20 million (net of accumulated depreciation), and includes land, buildings, improvements other than buildings, equipment, infrastructure, and construction in progress.

**Community Redevelopment Agency  
of the City of Alachua  
Capital Assets  
As of September 30, 2023 and 2022**

	<b>Governmental Activities</b>		<b>Total % Change</b>
	<b>2023</b>	<b>2022</b>	<b>2022- 2023</b>
Land	\$ 108,981	\$ 108,981	0.0%
Buildings	40,658	40,658	0.0%
Improvements other than Buildings	2,548,989	1,427,470	78.6%
Furniture, Fixtures, and Equipment	5,958	5,958	0.0%
Construction in Progress	-	272,270	-100.0%
Less: Accumulated Depreciation	(505,681)	(436,546)	15.8%
<b>Total Assets</b>	<b>\$ 2,198,905</b>	<b>\$ 1,418,791</b>	<b>55.0%</b>

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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The CRA continues to focus on expanding the economic growth of the district by maintaining its current infrastructure capabilities.

Construction of a downtown parking lot was completed during fiscal year 2023. This project was completed with CRA funding and a City of Alachua general fund contribution. CRA capital expenditures for the fiscal year were \$458,973. This amount was \$179,611 less than the budgeted capital amount of \$638,584. The total project cost was \$1.1 million.

Additional information on the CRA's capital assets can be found in Note 3 starting on page 22 of this report.

**Long-term Debt**

At the end of fiscal year 2023, the CRA had no outstanding long-term debt. The CRA's debt that was retired during this fiscal year represented a note that was secured by tax increment revenue.

The CRA's outstanding principal debt decreased by \$97,650 during fiscal year 2023. Debt activity included normal principal/interest payments related to the Redevelopment Revenue Note, Series 2013.

The CRA, as a component unit of the City of Alachua, shares the same credit rating. During this fiscal year, the City of Alachua's credit rating was upgraded by Moody's Investor Service from A1 to Aa3.

**Community Redevelopment Agency  
of the City of Alachua  
Outstanding Debt  
As of September 30, 2023 and 2022**

	<b>Governmental Activities</b>		<b>Total % Change</b>
	<b>2023</b>	<b>2022</b>	<b>2022-2023</b>
Revenue Notes	\$ -	\$ 97,650	-100.0%
<b>Total Debt</b>	<u>\$ -</u>	<u>\$ 97,650</u>	-100.0%

Additional information on the CRA's debt can be found in Note 5 starting on page 22 of this report.

**Economic Factors and Next Year's Budgets and Rates**

- Fiscal year 2023 tax increment value based on 1987 overall district property valuation of \$6,295,700.
- Fiscal year 2023 increment revenue based on City of Alachua and Alachua County millage rates of 5.3900 and 7.7662 mills, respectively.
- The unemployment rate for the Gainesville MSA was 3.0%, which includes the City of Alachua. This is a 25% increase from the previous fiscal year's rate of 2.4%.
- The final certified overall value of property within the CRA increased to \$50.2 million, representing an increase of 11.15% from the prior year value of \$45.2 million.

**COMMUNITY REDEVELOPMENT AGENCY  
OF THE CITY OF ALACHUA, FLORIDA  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
SEPTEMBER 30, 2023**

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- During the current fiscal year, tax increment revenues totaled \$549,266, representing an increase of 12.09%.
- Next fiscal year increment revenue is based on City of Alachua and Alachua County millage rates of 5.9500 and 7.6414 mills, respectively.

**Requests for Information**

This financial report is designed to present users with a general overview of the CRA's finances and to demonstrate the CRA's accountability. If you have questions concerning any of the information provided in this report or need additional financial information, contact Finance and Administrative Services, P.O. Box 9, Alachua, Florida, 32616-0009. Additional information can be found on our website: [www.cityofalachua.com](http://www.cityofalachua.com).

## **FINANCIAL STATEMENTS**



**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
STATEMENT OF NET POSITION  
SEPTEMBER 30, 2023**

**Assets**

Cash and Cash Equivalents	\$ 457,455
Inventory	4,961
Prepaid Items	937
Capital Assets Not Being Depreciated:	
Land	108,981
Depreciable Capital Assets, Net	<u>2,089,924</u>

<b>Total Assets</b>	<b><u><u>2,662,258</u></u></b>
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**Liabilities**

Accounts Payable	13,905
Due to City	2,124
Unearned Revenue	1,550
Other Accrued Liabilities	<u>9,116</u>

<b>Total Liabilities</b>	<b><u>26,695</u></b>
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**Net Position**

Net Investment in Capital Assets	2,198,905
Restricted for Redevelopment Projects	<u>436,658</u>

<b>Total Net Position</b>	<b><u>\$ 2,635,563</u></b>
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See accompanying notes.

**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
STATEMENT OF ACTIVITIES  
YEAR ENDED SEPTEMBER 30, 2023**

	<u>Expenses</u>	<u>Net Revenue (Expense) and Changes in Net Position Total Governmental Activities</u>
<b>Functions</b>		
Governmental Activities:		
Economic Environment	\$ 390,541	\$ (390,541)
Interest on Long-Term Debt	1,629	(1,629)
Total Governmental Activities	<u>\$ 392,170</u>	<u>(392,170)</u>
General Revenues:		
Tax Increment Revenues		549,266
Intergovernmental Revenue		540,276
Investment and Other Income		<u>36,529</u>
Total General Revenues		<u>1,126,071</u>
<b>Change in Net Position</b>		733,901
<b>Net Position, Beginning of Year</b>		<u>1,901,662</u>
<b>Net Position, End of Year</b>		<u>\$ 2,635,563</u>

See accompanying notes.

**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
BALANCE SHEET  
SEPTEMBER 30, 2023**

<b>Assets</b>	<b>General Fund</b>
Cash and Cash Equivalents	\$ 457,455
Inventory	4,961
Prepaid Items	937
<b>Total Assets</b>	<b>463,353</b>
<b>Liabilities and Fund Balance</b>	
<b>Liabilities</b>	
Accounts Payable	13,905
Other Accrued Liabilities	9,116
Unearned Revenue	1,550
<b>Total Liabilities</b>	<b>24,571</b>
<b>Fund Balance</b>	
Non-Spendable:	
Prepays	937
Inventory	4,961
Restricted for:	
Economic Environment	432,884
<b>Total Fund Balance</b>	<b>438,782</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 463,353</b>

See accompanying notes.

**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF NET POSITION  
SEPTEMBER 30, 2023**

<b>Fund Balance - Total Governmental Funds</b>	<b>\$ 438,782</b>
Capital assets reported for governmental activities are not financial resources and, therefore, are not reported in the governmental funds:	
Cost of Assets	2,704,586
(Accumulated Depreciation)	(505,681)
Long-term liabilities are not due and payable in the current period and, accordingly, are not reported as fund liabilities. All liabilities, both current and long-term, are reported in the statement of net position. Long-term liabilities at year-end consist of:	
Due to City	<u>(2,124)</u>
<b>Net Position of Governmental Activities</b>	<b><u>\$ 2,635,563</u></b>

See accompanying notes.



**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE  
YEAR ENDED SEPTEMBER 30, 2023**

	<b>General Fund</b>
<b>Revenues</b>	
Tax Increment Revenues	\$ 549,266
Intergovernmental Revenue	150,000
Investment and Other Income	36,529
<b>Total Revenues</b>	<u>735,795</u>
<b>Expenditures</b>	
Economic Environment:	
Personal Services	60,931
Operating Expenses	266,351
Debt Service:	
Principal	97,650
Interest	1,629
Capital Outlay	458,973
<b>(Total Expenditures)</b>	<u>(885,534)</u>
<b>Net Change in Fund Balance</b>	(149,739)
<b>Fund Balance, Beginning of Year</b>	<u>588,521</u>
<b>Fund Balance, End of Year</b>	<u><u>\$ 438,782</u></u>

See accompanying notes.

**COMMUNITY REDEVELOPMENT AGENCY  
CITY OF ALACHUA, FLORIDA  
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES  
IN FUND BALANCE OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED SEPTEMBER 30, 2023**

<b>Net Change in Fund Balance - Total Governmental Funds</b>	\$	(149,739)
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**Amounts Reported for Governmental Activities in the Statement of  
Activities are Different Because:**

Governmental funds report capital outlays as expenditures.

However, in the statement of activities, the cost of those assets  
is depreciated over their estimated useful lives and reported as  
depreciation expense:

Expenditures for Capital Assets		458,973
Depreciation Expense		(69,135)

Donations of capital assets are not recorded in governmental funds.

However, in the statement of activities, the fair values of those  
assets are recorded as revenue.

390,276

Some expenses reported in the statement of activities do not  
require the use of current financial resources and, therefore,  
are not reported as expenditures in governmental funds.

Change in Due to City Liability		5,876
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Repayment of long-term liabilities are expenditures in the  
governmental funds but the repayment reduces long-term  
liabilities in the statement of net position.

97,650

**Change in Net Position of Governmental Activities**

	\$	<u><u>733,901</u></u>
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See accompanying notes.

## **NOTES TO FINANCIAL STATEMENTS**

**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

**Note 1 - Summary of Significant Accounting Policies**

**Financial Reporting Entity**

In 1982, the Community Redevelopment Agency (the CRA) was established by the City of Alachua, Florida (the City) pursuant to Ordinance 82-5 to carry out the community redevelopment purposes of Florida Statute, Chapter 163. Subsequent amendments were made to the CRA through Ordinances 98-4, 98-24, 99-03, and 13-07. The City Commission serves as the CRA Board and the City maintains operational responsibility for the CRA's activity. Although legally separate, the CRA is appropriately blended as a governmental fund type component unit into the primary government of the City.

The accounting policies of the CRA conform to accounting principles generally accepted in the United States of America (GAAP) applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the standard setting body for governmental accounting and financial reporting.

**Government-Wide and Fund Financial Statements**

The government-wide financial statements report information on all of the governmental activities of the CRA. The government-wide focus is more on the sustainability of the CRA as an entity and the change in aggregate financial position resulting from the activities of the fiscal period. The fund financial statements focus on short-term results of operations and financing decisions at a specific fund level. Governmental activities are normally supported by taxes and intergovernmental revenues.

The statement of activities demonstrates the degree to which the direct expenses of a given functional category are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific functional category. Program revenues include operating and capital grants and contributions.

**Measurement Focus, Basis of Accounting, and Financial Statement Presentation**

The basic financial statements consist of the government-wide financial statements and fund financial statements. The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Tax increment financing from property taxes are recognized as revenue in the year when levied for. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Only current assets and deferred outflows of resources and current liabilities and deferred inflows of resources are generally included on their balance sheet. Since the governmental fund statements are presented on a different measurement focus and basis of accounting than the government-wide governmental activities column, a reconciliation is sometimes necessary to explain the adjustments needed to reconcile the fund based financial statements to the governmental activities column of the government-wide presentation.

The CRA's operating statements present sources (revenue and financing sources) and uses (expenditures and other financing uses) of available spendable resources during the period. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they

**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the CRA considers revenues to be available if they are collected within 60 days of the end of the fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting, except for debt service expenditures, which are recognized when due.

Tax increment financing revenue and associated interest with the current fiscal period are both considered to be measurable and have been recognized as revenues of the current fiscal year, if available.

When both restricted and unrestricted resources are available for use, it is the CRA's policy to use restricted resources first, and then unrestricted resources as they are needed.

The CRA reports the general fund as a major governmental fund. The general fund is used to account for all financial resources received by the CRA. The general fund serves as the primary operating fund of the CRA. The CRA does not have any non-major funds.

**Assets, Liabilities, and Net Position**

*Deposits and Investments:* The CRA's cash and cash equivalents are considered to be cash on hand, demand deposits, and highly liquid instruments with original maturities of three months or less from the date of acquisition.

Florida Statutes require state and local governmental units to deposit monies with financial institutions classified as qualified public depositories, a multiple financial institution pool whereby groups of securities pledged by the various financial institutions provide common collateral for their deposits of public funds. This pool is provided as additional insurance to the federal depository insurance and allows for additional assessments against the member institutions providing full insurance for public deposits. The City had deposits only with qualifying institutions as of September 30, 2023.

*Capital Assets:* Capital assets include land, buildings, and building improvements titled within the designated redevelopment area.

Capital assets titled to the CRA are reported in governmental activities in the government-wide financial statements. The CRA utilizes the City's capitalization policy and capitalizes assets with a cost in excess of \$5,000 and an estimated life greater than one year. Buildings and building improvements are depreciated using the straight-line method over the asset's estimated useful life, which generally consist of a range between 10-50 years. Capital assets are recorded at historical cost or estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at acquisition value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized but are expensed as incurred.

*Nature and Purpose of Fund Balance:* In the fund financial statements, the governmental fund reports fund classifications that comprise a hierarchy based primarily on the extent to which the CRA is bound to honor constraints on the specific purposes for which amounts in the fund can be spent. Amounts that are restricted to specific purposes either by: a) constraints placed on the use of resources by creditors, grantors, contributors, or laws or regulations of other governments, or b) imposed by law through



**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

constitutional provisions or enabling legislation are classified as restricted fund balances. Amounts that can only be used for specific purposes pursuant to constraints imposed by the CRA Board through an ordinance or resolution are classified as committed fund balances. Amounts that are constrained by the CRA's intent to be used for specific purposes but are neither restricted nor committed are classified as assigned fund balances. Assignments are made by the CRA Board or the City Manager. Non-spendable fund balances include amounts that cannot be spent because they are either: a) not in spendable form, or b) legally or contractually required to be maintained intact. Unassigned fund balance represents fund balance that is not restricted, committed, or assigned to specific purposes within the general fund.

Unspent tax increment financing revenues are restricted for future redevelopment projects and are reported as restricted fund balance in the financial statements. Unassigned fund balance represents fund balance that has not been restricted, committed, or assigned to specific purposes within the general fund.

*Compensation Costs:* The CRA has no employees of its own. Instead, the CRA reimburses the City for the portion of salaries and benefits attributable to CRA activities based on the estimated time spent on those activities as projected during the annual budget process. Any long-term payroll and benefit liabilities, such as compensated absences, other postemployment benefits, or pension liabilities, are reported on the City's financial statements.

*Net Position:* The government-wide statements utilized a net position presentation. Net investment in capital assets is that portion of net position that relates to the CRA's capital assets reduced by accumulated depreciation. Restricted net position is unspent tax increment financing revenues that are restricted for future redevelopment projects. Unrestricted net position represents the net position of the CRA that is not restricted for any project or purpose.

*Use of Estimates:* The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

*Risk Management:* The CRA is adequately insured for general liability and directors and officers insurance through the purchase of a commercial insurance policy. The amount of settlements has not exceeded insurance coverage in any of the past three years.

**Note 2 - Cash, Cash Equivalents, and Investments**

**Deposits**

At September 30, 2023, the carrying amount of the CRA's cash deposits was \$457,455. All of the City's cash deposits are held in banks that qualify as a public depository under the *Florida Security for Public Deposits Act* (the Act) as required by Chapter 280, Florida Statutes. Under the Act, all qualified public depositories are required to pledge eligible collateral having a market value equal to or greater than the average daily or monthly balance of all public deposits, times the depository's collateral pledged level. The pledging level may range from 25% to 125% depending upon the depository's financial condition and

**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

establishment period. All collateral must be deposited with an approved financial institution. In event of default by a qualified public depository, all claims for public deposits would be satisfied by the State Treasurer from the proceeds of federal deposit insurance, pledged collateral of the public depository in default and, if necessary, a pro rata assessment to the other qualified public depositories in the collateral pool. Therefore, all cash and time deposits held by banks are fully insured and collateralized.

**Note 3 - Capital Assets**

Capital asset activity for the year ended September 30, 2023 follows:

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Deletions</b>	<b>Ending Balance</b>
Capital Assets Not Being Depreciated:				
Land	\$ 108,981	\$ -	\$ -	\$ 108,981
Construction in Progress	272,270	823,945	(1,096,215)	-
Total Capital Assets Not Being Depreciated	381,251	823,945	(1,096,215)	108,981
Capital Assets Being Depreciated:				
Building	40,658	-	-	40,658
Improvements Other Than Buildings	1,427,470	1,121,519	-	2,548,989
Equipment	5,958	-	-	5,958
Total Capital Assets Being Depreciated	1,474,086	1,121,519	-	2,595,605
Less Accumulated Depreciation:				
Building	(15,694)	(2,096)	-	(17,790)
Improvements Other Than Buildings	(416,510)	(66,204)	-	(482,714)
Equipment	(4,342)	(835)	-	(5,177)
Total Accumulated Depreciation	(436,546)	(69,135)	-	(505,681)
Total Capital Assets Being Depreciated	1,037,540	1,052,384	-	2,089,924
<b>Total Capital Assets, Net</b>	<b>\$ 1,418,791</b>	<b>\$ 1,876,329</b>	<b>\$ (1,096,215)</b>	<b>\$ 2,198,905</b>

Depreciation expense in the amount of \$69,135 was charged to the economic environment function in the statement of activities.

**Note 4 - Tax-Increment Financing Revenue**

The CRA is primarily funded through tax-increment financing revenue. This revenue is computed by applying the operating tax for Alachua County (the County) and the City multiplied by 95% of the increased value of property in the CRA over the base property value. The City and County are required to fund this amount annually without regard to tax collections or other obligations.

**Note 5 - Long-Term Liabilities**

The following schedule summarizes the changes in the CRA's governmental long-term liabilities during the year ended September 30, 2023:

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Reductions</b>	<b>Ending Balance</b>	<b>Due Within One Year</b>
2013 Redevelopment Note	\$ 97,650	\$ -	\$ (97,650)	\$ -	\$ -
<b>Total</b>	<b>\$ 97,650</b>	<b>\$ -</b>	<b>\$ (97,650)</b>	<b>\$ -</b>	<b>\$ -</b>

**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

■ **Redevelopment Revenue Note, Series 2013 – Direct Placement**

On May 23, 2013, the City executed a loan agreement with BB&T Governmental Finance for the purposes of funding or financing redevelopment activities within the CRA's redevelopment district. The City has met the requirement, together with the investment earnings thereon, to expend the funds within three years of the date of issuance and to pay the costs of the redevelopment project according to the City's Redevelopment Plan.

Payment of the note is secured by a pledge of the amounts derived from the increment revenues and covenant to budget and appropriate non-ad valorem revenues. Interest is payable semiannually for ten years on June 1 and December 1 at a fixed interest rate of 2.22%. Principal payments are also due semiannually on June 1 and December 1.

This loan agreement was paid off during fiscal year 2023.

**REQUIRED SUPPLEMENTARY INFORMATION  
(UNAUDITED)**

**REQUIRED SUPPLEMENTARY INFORMATION**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**SCHEDULE OF REVENUE, EXPENDITURES, AND CHANGES IN**  
**FUND BALANCES - BUDGET TO ACTUAL (BUDGETARY BASIS) - GENERAL FUND**  
**YEAR ENDED SEPTEMBER 30, 2023**  
**CITY OF ALACHUA**

	<b>Budgeted Amounts</b>		<b>Actual</b>	<b>Variance with</b>
	<b>Original</b>	<b>Final</b>	<b>Amounts</b>	<b>Final Budget</b>
<b>Revenues</b>				
Tax Increment Revenues	\$ 549,267	\$ 549,267	\$ 549,266	\$ (1)
Intergovernmental Revenue	-	-	150,000	150,000
Miscellaneous	18,300	18,300	36,529	18,229
<b>Total Revenues</b>	<b>567,567</b>	<b>567,567</b>	<b>735,795</b>	<b>168,228</b>
<b>Expenditures</b>				
Economic Environment:				
Personal Services	122,597	122,597	60,931	61,666
Operating Expenses	323,417	323,417	266,351	57,066
Grants and Aid	25,000	25,000	-	25,000
Total Economic Environment:	471,014	471,014	327,282	143,732
Debt Service:				
Principal	97,650	97,650	97,650	-
Interest	1,630	1,630	1,629	1
Total Debt Service	99,280	99,280	99,279	1
Capital Outlay	638,584	638,584	458,973	179,611
Reserve for Contingency	20,000	20,000	-	20,000
<b>(Total Expenditures)</b>	<b>(1,228,878)</b>	<b>(1,228,878)</b>	<b>(885,534)</b>	<b>343,344</b>
<b>Net Change in Fund Balance</b>	<b>(661,311)</b>	<b>(661,311)</b>	<b>(149,739)</b>	<b>511,572</b>
<b>Fund Balance, Beginning of Year</b>	<b>859,650</b>	<b>859,650</b>	<b>588,521</b>	<b>(271,129)</b>
<b>Fund Balance, End of Year</b>	<b>\$ 198,339</b>	<b>\$ 198,339</b>	<b>\$ 438,782</b>	<b>\$ 240,443</b>

See note to required supplementary information.



**NOTE TO REQUIRED SUPPLEMENTARY INFORMATION**  
**SEPTEMBER 30, 2023**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**CITY OF ALACHUA, FLORIDA**

**Note 1 - Budgetary Procedures and Budgetary Accounting**

The Community Redevelopment Agency (CRA) adheres to the following procedures in establishing the budgetary data reflected in the accompanying financial statements:

The CRA's budget is first adopted by the CRA's Board and is then presented to the City of Alachua, Florida (the City) Commission for ratification prior to September 30. The City Commission serves as the CRA and governing board. The CRA receives recommendations from an appointed five-member advisory board.

Budget oversight rests with the Planning and Community Development Department. There were no budget amendments affecting the CRA during the fiscal year.

## **OTHER REPORTS**

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the governmental activities and the major fund of the Community Redevelopment Agency (the CRA), a component unit of the City of Alachua, Florida (the City), as of and for the year ended September 30, 2023, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements, and have issued our report thereon dated March 28, 2024.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the CRA's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, we do not express an opinion on the effectiveness of the CRA's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the CRA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, non-compliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of non-compliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the CRA's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the CRA's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



March 28, 2024  
Gainesville, Florida

**INDEPENDENT ACCOUNTANT'S REPORT ON COMPLIANCE  
WITH SECTION 218.415, FLORIDA STATUTES – INVESTMENT OF PUBLIC FUNDS**

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

We have examined the Community Redevelopment Agency's (the CRA) compliance with Section 218.415, Florida Statutes, as of and for the year ended September 30, 2023, as required by Section 10.556 (10)(a), *Rules of the Auditor General*. Management is responsible for the CRA's compliance with those requirements. Our responsibility is to express an opinion on the CRA's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the CRA complied, in all material respects, with the requirements referenced above. An examination involves performing procedures to obtain evidence about whether the CRA complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material non-compliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion. We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination of the CRA's compliance with specified requirements.

In our opinion, the CRA complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2023.

This report is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, Federal and other granting agencies and pass-through entities, the CRA Board members, and applicable management, and is not intended to be, and should not be, used by anyone other than these specified parties.



March 28, 2024  
Gainesville, Florida

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## INDEPENDENT ACCOUNTANT'S REPORT ON COMPLIANCE WITH SECTION 163.387(6) AND (7), FLORIDA STATUTES

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

We have examined the Community Redevelopment Agency's (the CRA) compliance with Section 163.387(6) and (7), Florida Statutes, as of and for the year ended September 30, 2023, as required by Section 10.556(10)(a), *Rules of the Auditor General*. Management is responsible for the CRA's compliance with those requirements. Our responsibility is to express an opinion on the CRA's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the CRA complied, in all material respects, with the requirements referenced above. An examination involves performing procedures to obtain evidence about whether the CRA complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material non-compliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination of the CRA's compliance with specified requirements.

In our opinion, the CRA has complied with Section 163.387(6) and (7) applicable to the CRA, in all material respects, with the aforementioned requirements for the year ended September 30, 2023.

This report is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, federal and other granting agencies and pass-through entities, the CRA Board members, and applicable management, and is not intended to be, and should not be, used by anyone other than these specified parties.



March 28, 2024  
Gainesville, Florida

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## MANAGEMENT LETTER

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

### Report on the Financial Statements

We have audited the financial statements of the Community Redevelopment Agency (the CRA), a component unit of the City of Alachua, Florida (the City), as of and for the fiscal year ended September 30, 2023, and have issued our report thereon dated March 28, 2024.

### Auditor's Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and Chapter 10.550, *Rules of the Auditor General*.

### Other Reporting Requirements

We have issued our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards*; and Independent Accountant's Reports on an examination conducted in accordance with American Institute of Certified Public Accountants *Professional Standards*, AT-C Section 315, regarding compliance requirements in accordance with Chapter 10.550, *Rules of the Auditor General*. Disclosures in that report, which is dated March 28, 2024, should be considered in conjunction with this management letter.

### Prior Audit Findings

Section 10.554(1)(i)1., *Rules of the Auditor General*, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding financial audit report. Finding 2022-01 has been resolved in the current year. This item was also reported in the second preceding annual financial audit report.

### Official Title and Legal Authority

Section 10.554(1)(i)4., *Rules of the Auditor General*, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in this management letter, unless disclosed in the notes to the financial statements. This is disclosed in Note 1 of the financial statements.

### Financial Condition and Management

Sections 10.554(1)(i)5.a. and 10.556(7), *Rules of the Auditor General*, require us to apply appropriate procedures and communicate the results of our determination as to whether or not the CRA has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific condition(s) met. In connection with our audit, we determined that the CRA did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

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To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

## MANAGEMENT LETTER

Pursuant to Sections 10.554(1)(i)5.b. and 10.556(8), *Rules of the Auditor General*, we applied financial condition assessment procedures for the CRA. It is management's responsibility to monitor the CRA's financial condition, and our financial condition assessment was based in part on representations made by management and review of financial information provided by same.

Section 10.554(1)(i)2., *Rules of the Auditor General*, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

### Special District Component Unit

Section 10.554(1)(i)5.c., *Rules of the Auditor General*, requires, if appropriate, that we communicate the failure of a special agency that is a component unit of a county, municipality, or special district, to provide the financial information necessary for proper reporting of the component unit within the audited financial statements of the county, municipality, or special district in accordance with Section 218.39(3)(b), Florida Statutes. In connection with our audit, we did not note any special district component units that failed to provide the necessary information for proper reporting in accordance with Section 218.39(3)(b), Florida Statutes.

As required by Section 218.39(3)(c), Florida Statutes, and Section 10.554(1)(i)6, *Rules of the Auditor General*, the CRA reported:

- a. The total number of district employees compensated in the last pay period of the district's fiscal year as 0.
- b. The total number of independent contractors to whom non-employee compensation was paid in the last month of the district's fiscal year as 0.
- c. All compensation earned by or awarded to employees, whether paid or accrued, regardless of contingency as \$0.
- d. All compensation earned by or awarded to non-employee independent contractors, whether paid or accrued, regardless of contingency as \$0.
- e. Each construction project with a total cost of at least \$65,000 approved by the district that is scheduled to begin on or after October 1 of the fiscal year being reported, together with the total expenditures for such project as \$458,973.
- f. A budget variance based on the budget adopted under Section 189.016(4), Florida Statutes, before the beginning of the fiscal year being reported if the district amends a final adopted budget under Section 189.016(6), Florida Statutes, as \$0.

### Additional Matters

Section 10.554(1)(i)3., *Rules of the Auditor General*, requires that we communicate non-compliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not note any such findings.

To the Downtown Redevelopment Trust Board  
Community Redevelopment Agency  
City of Alachua, Florida

## **MANAGEMENT LETTER**

### **Purpose of this Letter**

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, and the Board of Directors and management of the CRA, and is not intended to be, and should not be, used by anyone other than these specified parties.



March 28, 2024  
Gainesville, Florida

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downtown strategies

DATA & ANALYTICS

# Market Analysis

Assessing your consumers from multiple geographies allows you to uncover and define the economic potential in your downtown

\$8.76

Avocado Toast	\$5.50
Coffee	\$2.50
Tax	\$0.76

# Research Partners

**LANDVISION™**  
Real Estate Mapping Software

**Restaurant News**

**RLT**  
RETAIL LEASE TRAC



**near**

**PlainVanillaShell**



**SiteSeer**

**SN**  
SUPERMARKET NEWS

**the CRITTENDEN REPORT**

**TETRAD** **sitewise** **STDB**

**SitesUSA**

**REGIS**  
online

**ChainXY**  
Location Matters.

**Memberships, Subscriptions &  
Customized Reports**

**Research Partners &  
Geographic Information Systems**

# Research Sources





# Market Research

You have at your disposal thousands of variables from population and household incomes to spending patterns by retail category.

The information covered in this document represents the key highlights for your community from a data and analytics perspective.

**Demographic  
Overview**

**Mobile Data Collections –  
Customized Trade Area Analysis**

**Tapestry Lifestyle  
Segmentation**

**Retail  
Gap Analysis**

**Walk Assessment &  
Commute Profile**

**Best Practices for Recruiting  
Retail and Filling Vacancies**

# Mobile Data Collection

Mobile data tracking uses **data collected from mobile phone users** who have agreed within their apps and phone settings to enable location information. This technology includes mobile phone data with **latitude and longitude points** that are accurate to approximately 20 feet. Data inputs are updated as quickly as every 24-hours.

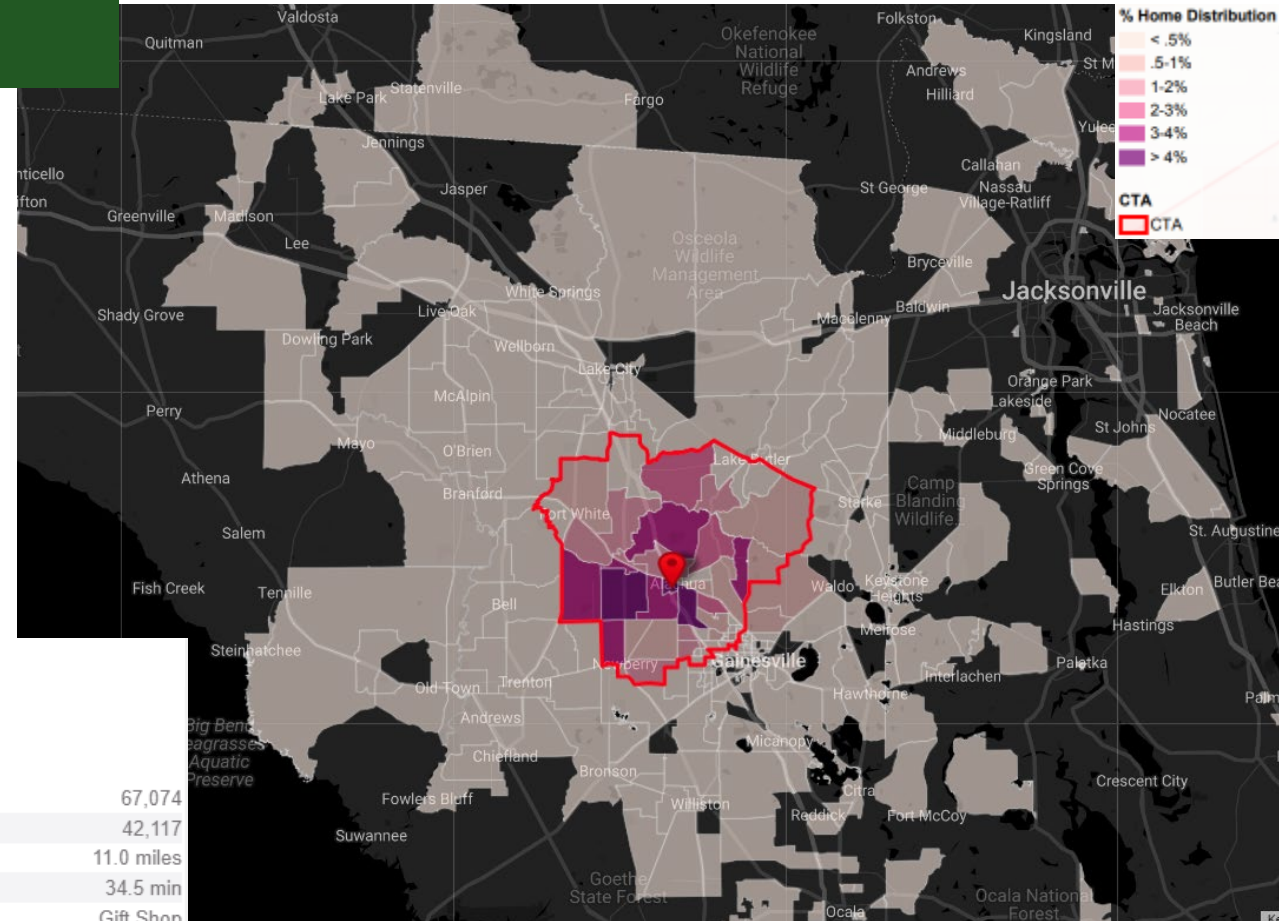
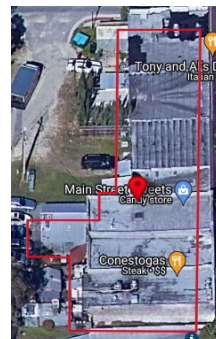
The data shown includes **shoppers who visited the defined location** during a 1-year time period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data. This information is used to optimize your trade area, analyze business locations, compare frequency of visitors, and more **accurately predict business success**. It is intended to support the trade area but does not solely define the trade area.

## CONESTOGAS (BLOCK)

14910, Main, St  
Alachua, FL, Florida 32615

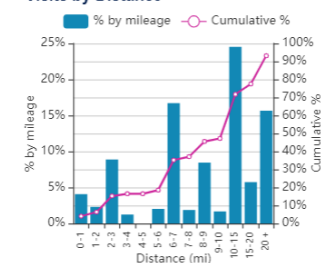
### Details

Estimated Annual Visits	67,074
Estimated Annual Visitors	42,117
Avg Distance from Home	11.0 miles
Average Dwell Time	34.5 min
Brand	Gift Shop

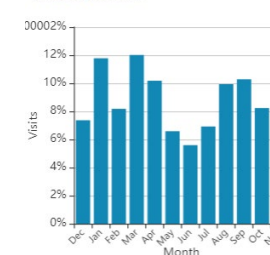


**Tracked Location:**  
**Conestoga's (BLOCK)-** Conestoga's Restaurant, Main Street  
Sweets, Lee's Hair Boutique

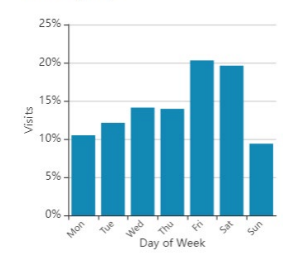
### Visits by Distance



### Visits By Month



### Visits by Day



# Custom Trade Area (CTA)

Each retailer has a specific set of site selection criteria they use to determine if they will have a profitable store. Municipal boundaries, radius rings, and drive time areas are a start.

A customized trade area is the next step to analyzing a market. A trade area defines a core customer base of consumers highly likely to shop and eat in the market at least once a month.

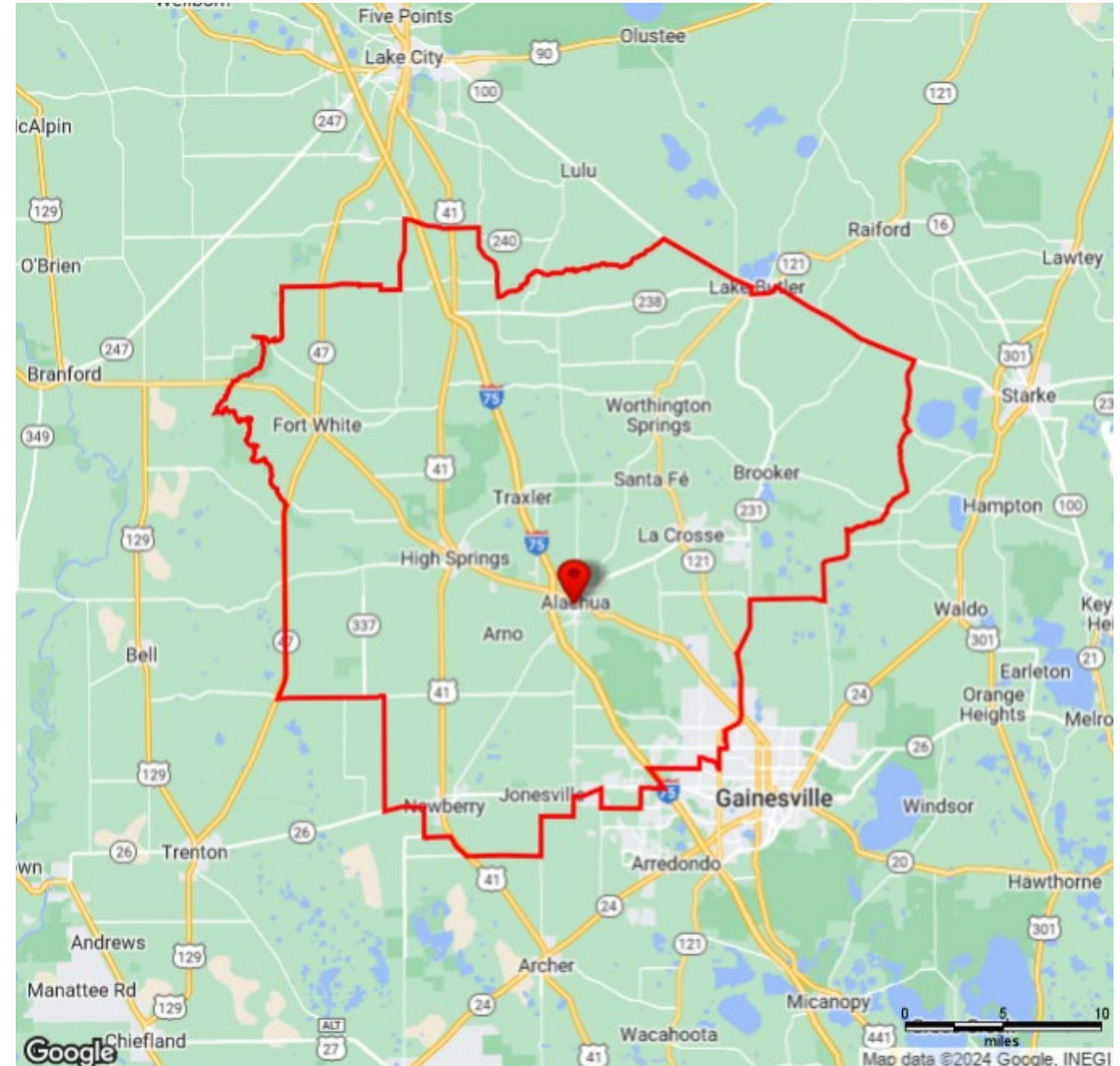
Your trade area has been created by combining a series of drive times, mobile data analysis, geographic boundaries, and proximity to neighboring shopping destinations.

Each retailer will analyze their own trade area based on their existing stores, their competition, and site selection criteria.

## Alachua, FL (CTA)\*

Population – 117,442

\*The following demographics reflect the Custom Trade Area (CTA) and not geographic community boundaries.





# Trade Area Demographics

125,708  
Projected 2028 population



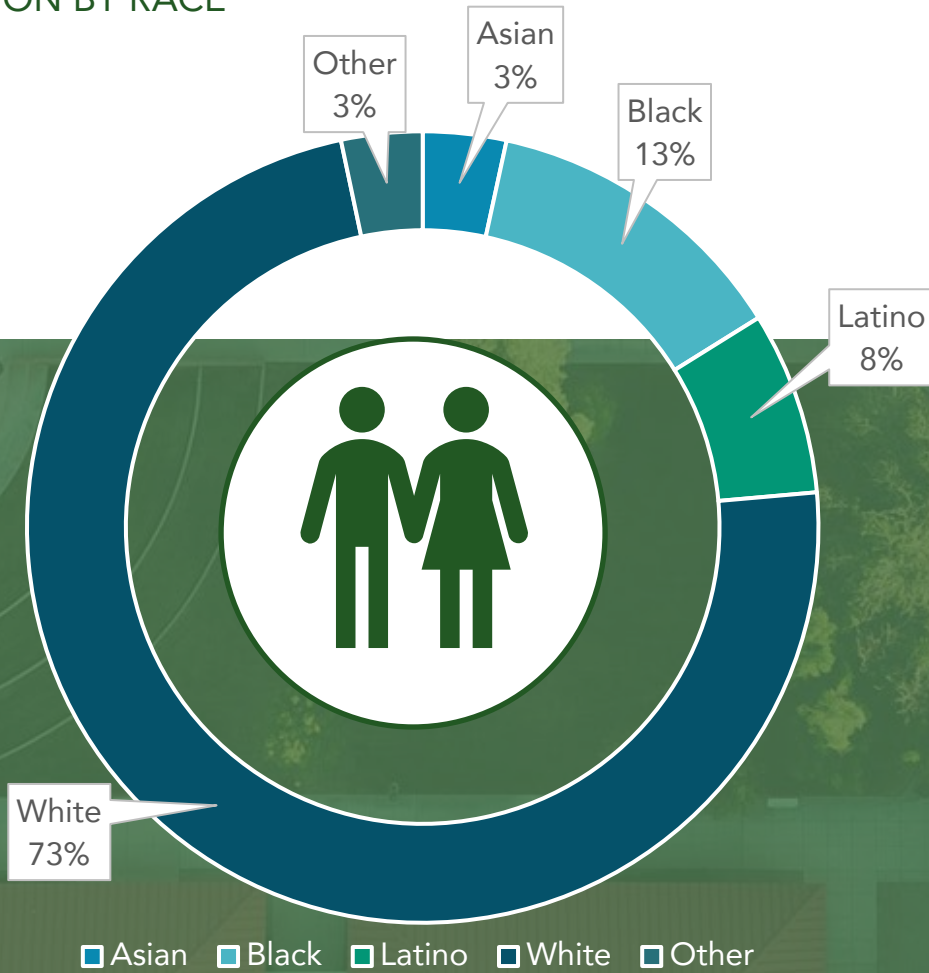
117,442  
Estimated CTA population

41  
male average age

43  
female average age

# Trade Area Demographics

CURRENT YEAR ESTIMATED POPULATION BY RACE



# Trade Area Demographics

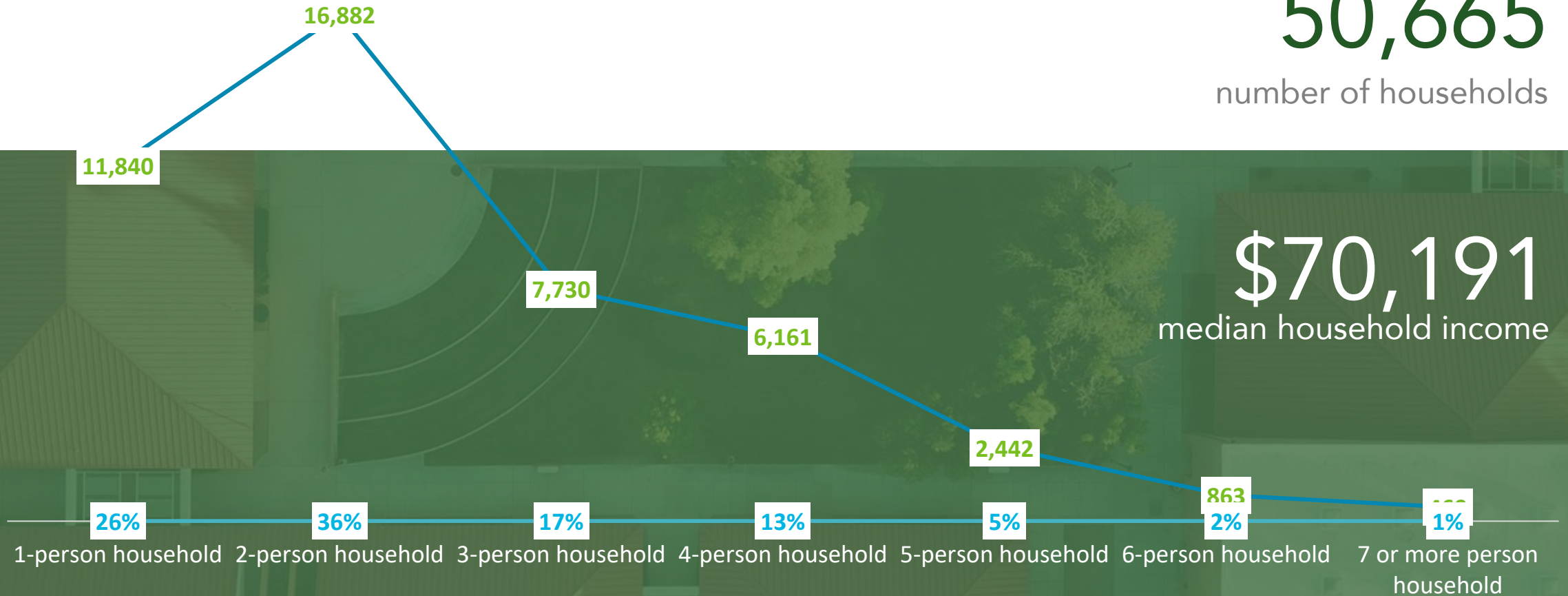
CURRENT YEAR ESTIMATED HOUSEHOLDS BY HOUSEHOLD SIZE

50,665

number of households

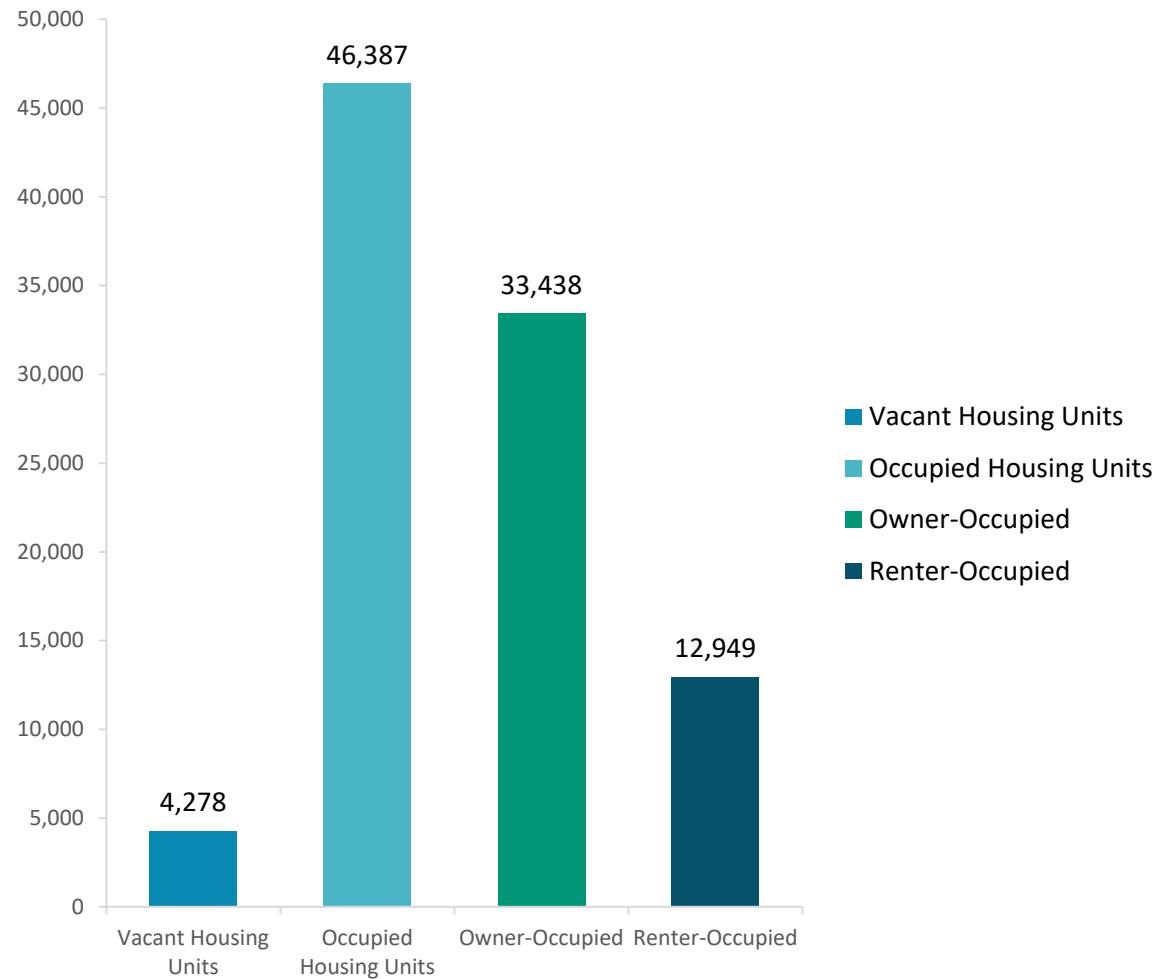
\$70,191

median household income



# Trade Area Demographics

CURRENT YEAR ESTIMATED HOUSING UNITS BY TENURE



2.47

Average people per household

\$441,682  
average housing unit value

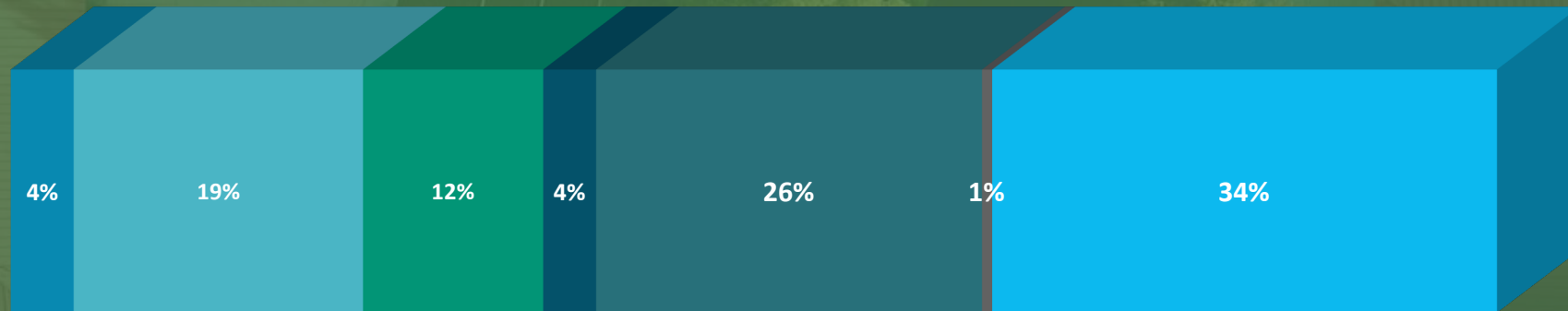


# Trade Area Demographics

CURRENT YEAR ESTIMATED DAYTIME POPULATION

## DAYTIME POPULATION

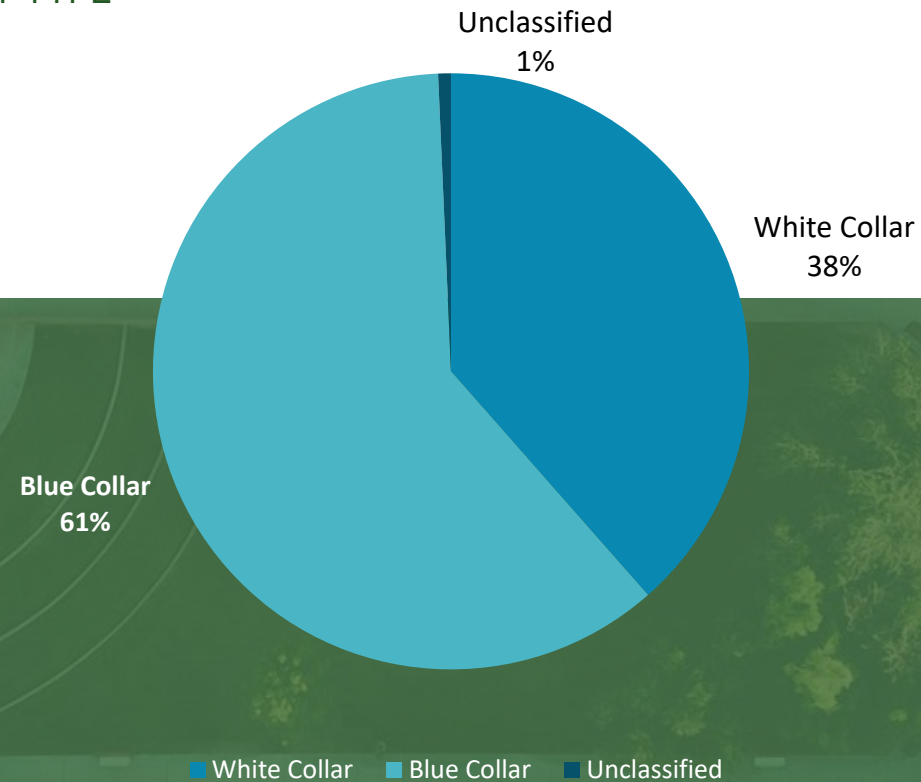
■ Children at home ■ Retired/Disable persons ■ Homemakers ■ Work at Home ■ Employed ■ Unemployed ■ Student Populations



118,440 daytime population

# Trade Area Demographics

CURRENT YEAR ESTIMATED EMPLOYMENT TYPE



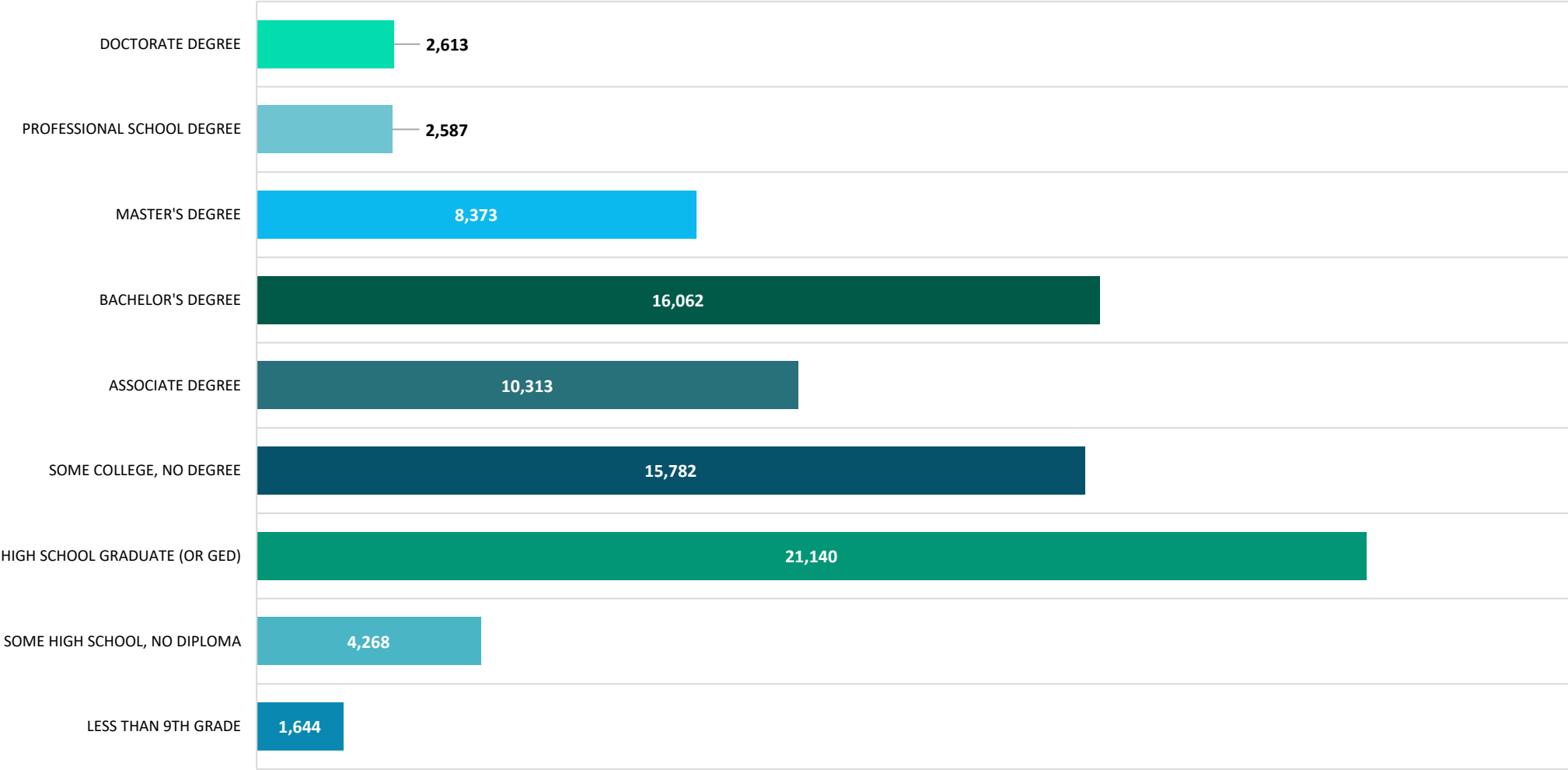
**\$52,377**  
average employee salary



# Trade Area Demographics

## CURRENT YEAR ESTIMATED EDUCATIONAL ATTAINMENT

Age 25+ by  
Educational Attainment



# Trade Area Gap Analysis

Retail Strategies uses STI:PopStats as our provider of the Consumer Demand and Supply by Establishment (or GAP) information. Several demographers provide the data in a variety of ways. Following are the sources and methodologies used by STI:PopStats and Retail Strategies to draw conclusions for you.

The market supply data is derived from annual retail sales and expenditures from the source data. The source for market supply is U.S. Census Bureau's monthly and annual Census of Retail Trade (CRT) Reports; U.S. Census Bureau's Economic Census. The source for the establishment is Bureau of Labor Statistics (BLS). The consumer demand data by establishment is derived from the BLS Consumer Expenditure Survey (CE).

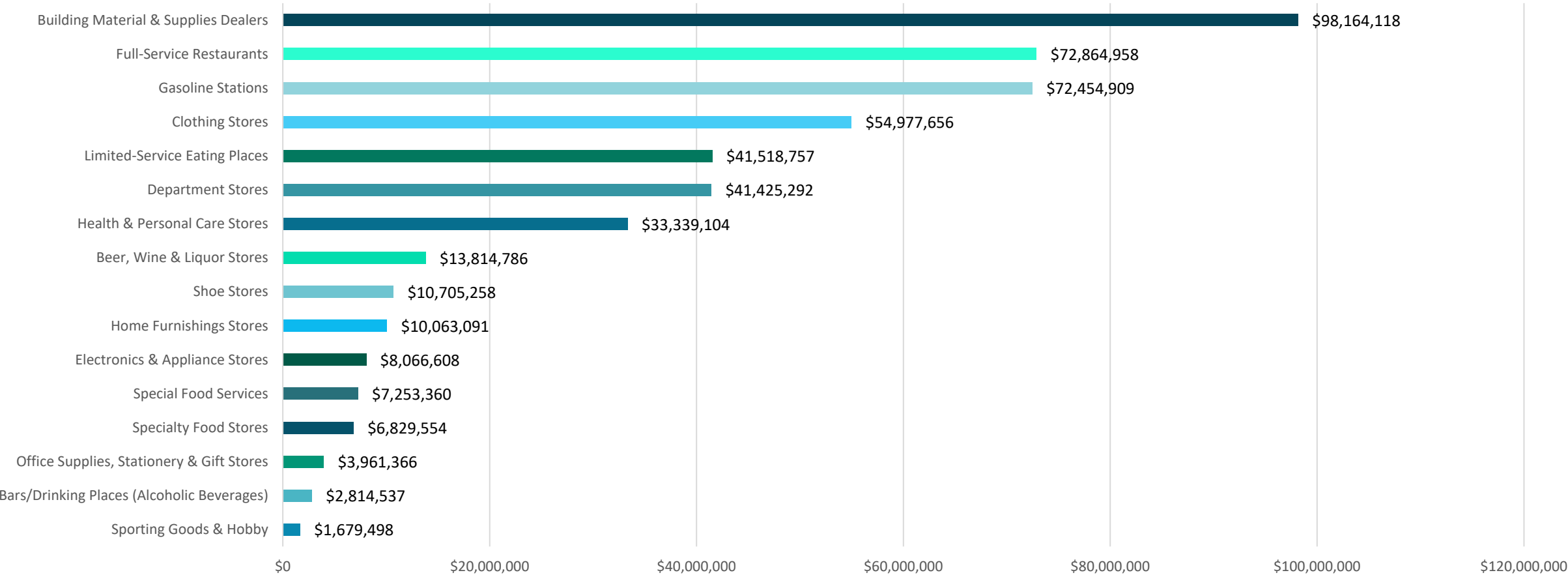
The difference between demand and supply represents the opportunity gap or surplus available for each merchandise line in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that merchandise line. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

The **GAP Analysis** helps us uncover the number of dollars being spent outside of the community on an annual basis from a categorical perspective.

Industries for the consumer expenditures survey are categorized and defined by the North American Industry Classification System (NAICS). Retail Strategies has narrowed down the categories to only those with real estate growth potential based on national trends.

Data is rarely perfect, but with proper analysis can get us a lot closer to the answer than we would be without it. This is one of several tools used to identify focus categories for recruitment. Our focus is more on the category than the actual dollar amounts.

# Trade Area Gap Analysis



The following are categories of businesses that show a propensity for success based on Market Analysis & Consumer Spending Patterns.

Formulate a team to focus on recruiting retailers and restaurants. If vacancies are at a minimum, focus on creating a prospect list to dispatch as soon as vacancies arise.



Beer, Wine & Liquor Stores



Full-Service Restaurants



Health & Personal Care



Clothing Stores



Limited-Service Eating Places

# Tapestry Segmentation

When asked to describe your community, often the leadership describes themselves rather than the dominate personality of the area. Understanding consumer shopping patterns based on personality allow Retail strategies to better align the retail prospects with the purchasing patterns.

Selection of the variables used to identify consumer markets begins with data that includes household characteristics such as single person or family, income, relationships (married or multigenerational), and tenure; personal traits such as age, sex, education, employment, and marital status; and housing characteristics like home value or rent, type of housing (single family, apartment, town house, or mobile home), seasonal status, and owner costs relative to income. In essence, any characteristic that is likely to differentiate consumer spending and preferences is assessed for use in identifying consumer markets.



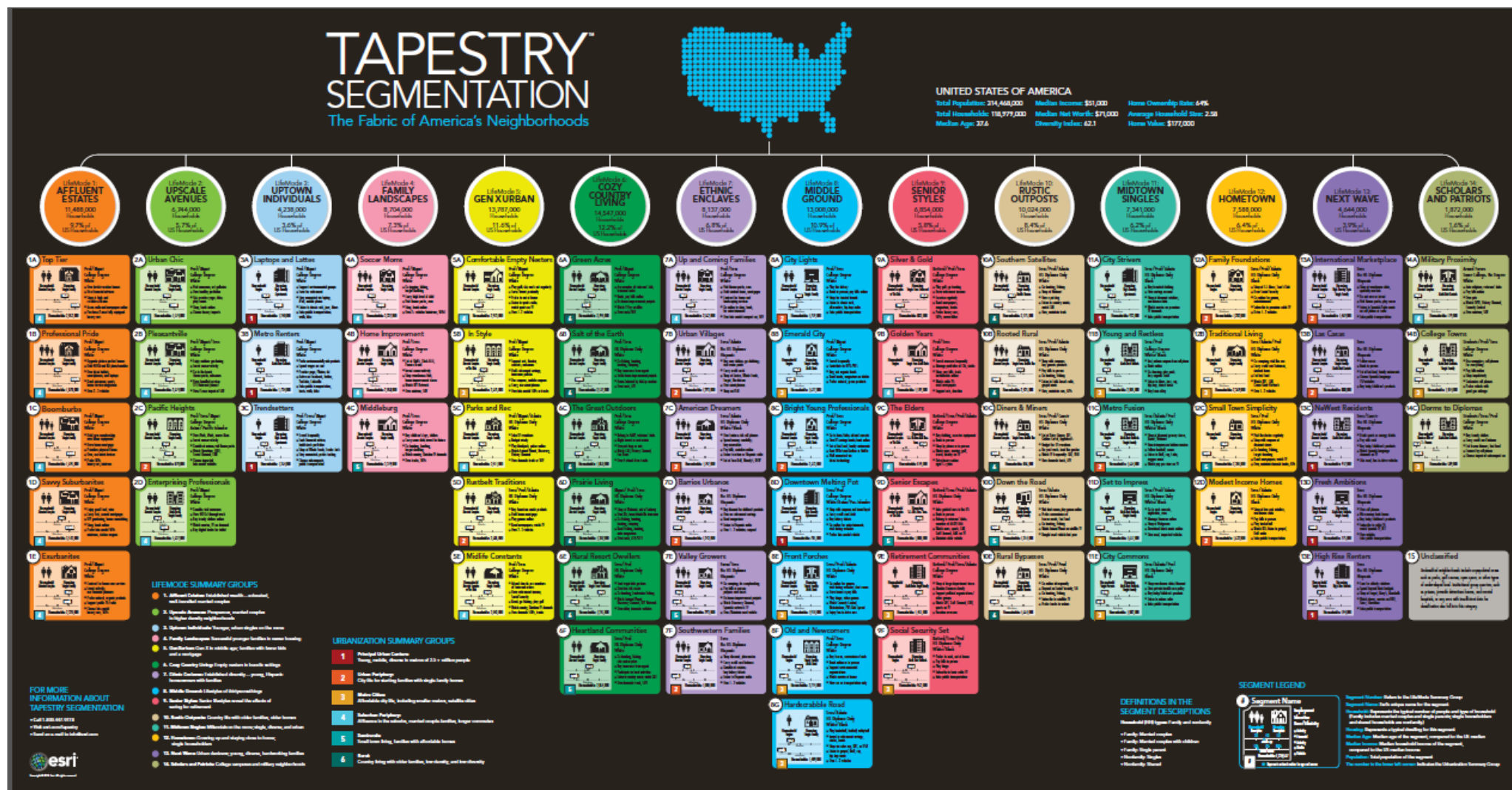
Lifestyle Reports allow BIG DATA to be summed up into a simple narrative on the personality of the majority of your households.

## **ESRI Tapestry Segmentation**

is a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods with divergent characteristics are separated. Internally homogenous, externally heterogeneous market segments depict consumers' lifestyles and life stages. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct, behavioral market segments.

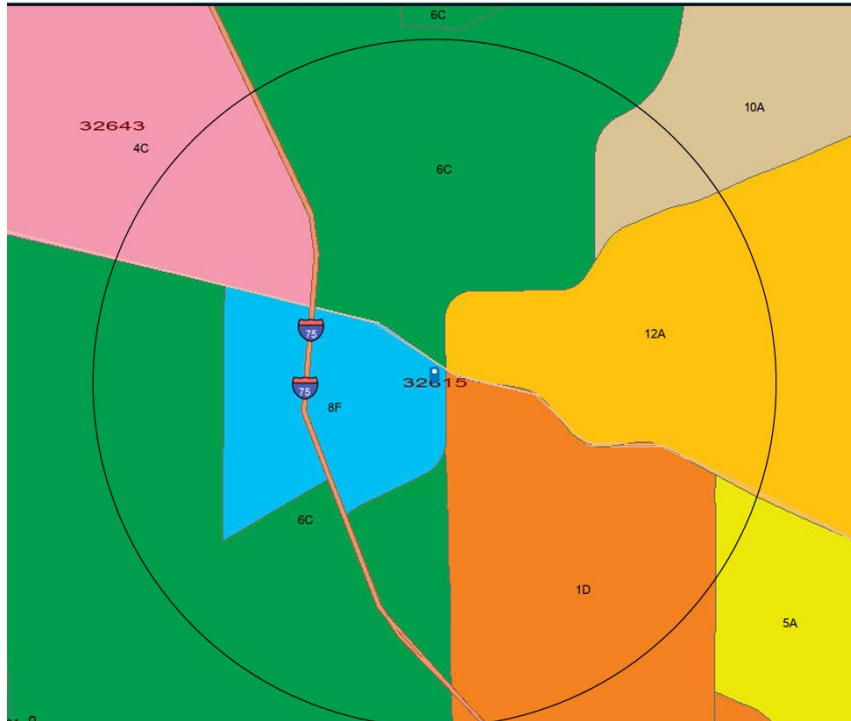


# Tapestry Segmentation



# Tapestry Profile

DOWNTOWN 3 MILE RADIUS



## Tapestry LifeMode

- L1: Affluent Estates
- L8: Middle Ground
- L2: Upscale Avenues
- L9: Senior Styles
- L3: Uptown Individuals
- L10: Rustic Outposts
- L4: Family Landscapes
- L11: Midtown Singles
- L5: GenXurban
- L12: Hometown
- L6: Cozy Country
- L13: Next Wave
- L7: Ethnic Enclaves
- L14: Scholars and Patriots

Rank	Tapestry Segment	2023 Households		2023 U.S. Households		
		Percent	Cumulative Percent	Percent	Cumulative Percent	Index
1	The Great Outdoors (6C)	33.9%	33.9%	1.6%	1.6%	2187
2	Old and Newcomers (8F)	23.8%	57.8%	2.3%	3.8%	1,043
3	Family Foundations (12A)	19.1%	76.9%	1.0%	4.9%	1,858
4	Savvy Suburbanites (1D)	13.7%	90.6%	3.0%	7.8%	463
5	Middleburg (4C)	9.4%	100.0%	3.1%	10.9%	303
Subtotal		99.9%		11.0%		



# Tapestry Profile



## LifeMode Group: Cozy Country Living The Great Outdoors

6C

**Households:** 1,908,600

**Average Household Size:** 2.44

**Median Age:** 47.4

**Median Household Income:** \$56,400

### WHO ARE WE?

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

### OUR NEIGHBORHOOD

- Over 55% of households are married-couple families; 36% are couples with no children living at home.
- Average household size is slightly smaller at 2.44.
- Typical of areas with rustic appeal, the housing inventory features single-family homes (77%) and mobile homes (15%); a significant inventory of seasonal housing is available (Index 397).
- Residents live in small towns and rural communities throughout the West, South, and Northeast regions of the country.
- More than half of all homes were constructed between 1970 and 2000.
- Most households have one or two vehicles; average travel time to work is slightly higher (28 minutes) despite a disproportionate number that work from home (Index 149).

### SOCIOECONOMIC TRAITS

- 60% have attended college or hold a degree.
- Labor force participation is low at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- They prefer domestic travel to trips abroad.



Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

# Tapestry Profile



LifeMode Group: Middle Ground

## Old and Newcomers

8F

Households: 2,859,200

Average Household Size: 2.12

Median Age: 39.4

Median Household Income: \$44,900

### WHO ARE WE?

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

### OUR NEIGHBORHOOD

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.12.
- 55% renter occupied; average rent is lower than the US (Index 85).
- 45% of housing units are single-family dwellings; 45% are multiunit buildings in older neighborhoods, built before 1980.
- Average vacancy rate at 11%.

### SOCIOECONOMIC TRAITS

- An average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 32% of households are currently receiving income from Social Security.
- 31% have a college degree (Index 99), 33% have some college education (Index 114), 9% are still enrolled in college (Index 121).
- Consumers are price aware and coupon clippers but open to impulse buys.
- They are attentive to environmental concerns.
- They are comfortable with the latest technology.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

# Tapestry Profile



LifeMode Group: Hometown

## Family Foundations

12A

**Households:** 1,299,600

**Average Household Size:** 2.71

**Median Age:** 39.6

**Median Household Income:** \$43,100

### WHO ARE WE?

Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods are stable: little household growth has occurred for more than a decade. Many residents work in the health-care industry or public administration across all levels of government. Style is important to these consumers, who spend on clothing for themselves and their children as well as on smartphones.

### OUR NEIGHBORHOOD

- *Family Foundations* residents are a mix of married couples, single parents, grandparents, and children, young and adult.
- Average household size is slightly higher at 2.71.
- Neighborhoods are found in principal cities of major metropolitan areas throughout the South and West.
- More than two-thirds are homeowners living in single-family houses built before 1970.
- Nearly three-fourths of all households have one or two vehicles at their disposal; average commute time is slightly higher.

### SOCIOECONOMIC TRAITS

- More than half have either attended college or obtained a degree; one-third have only finished high school.
- Labor force participation rate is slightly lower at 58% as workers begin to retire.
- Over one-third of households currently receive Social Security benefits; just under a quarter draw income from retirement accounts.
- A strong focus is on religion and character.
- Style and appearance are important.

# Tapestry Profile



LifeMode Group: Affluent Estates

## Savvy Suburbanites

1D

Households: 3,664,200

Average Household Size: 2.85

Median Age: 45.1

Median Household Income: \$108,700

### WHO ARE WE?

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

### OUR NEIGHBORHOOD

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- Married couples with no children or older children; average household size is 2.85.
- 91% owner occupied; 66% mortgaged (Index 160).
- Primarily single-family homes, with a median value of \$362,900 (Index 161).
- Low vacancy rate at 3.8%.

### SOCIOECONOMIC TRAITS

- Education: 50.6% college graduates; 77.6% with some college education.
- Higher labor force participation rate at 67.9% (Index 109) with proportionately more 2-worker households at 62.2% (Index 120).
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.

# Tapestry Profile



LifeMode Group: Family Landscapes

## Middleburg

4C

**Households:** 3,511,200

**Average Household Size:** 2.75

**Median Age:** 36.1

**Median Household Income:** \$59,800

### WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

### OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

### SOCIOECONOMIC TRAITS

- Education: 65% with a high school diploma or some college.
- Labor force participation typical of a younger population at 66.7% (Index 107).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology for convenience (online banking or saving money on landlines) and entertainment.

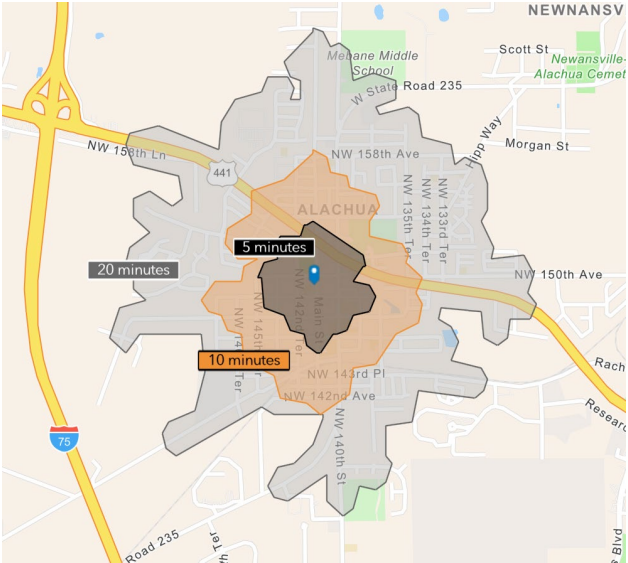
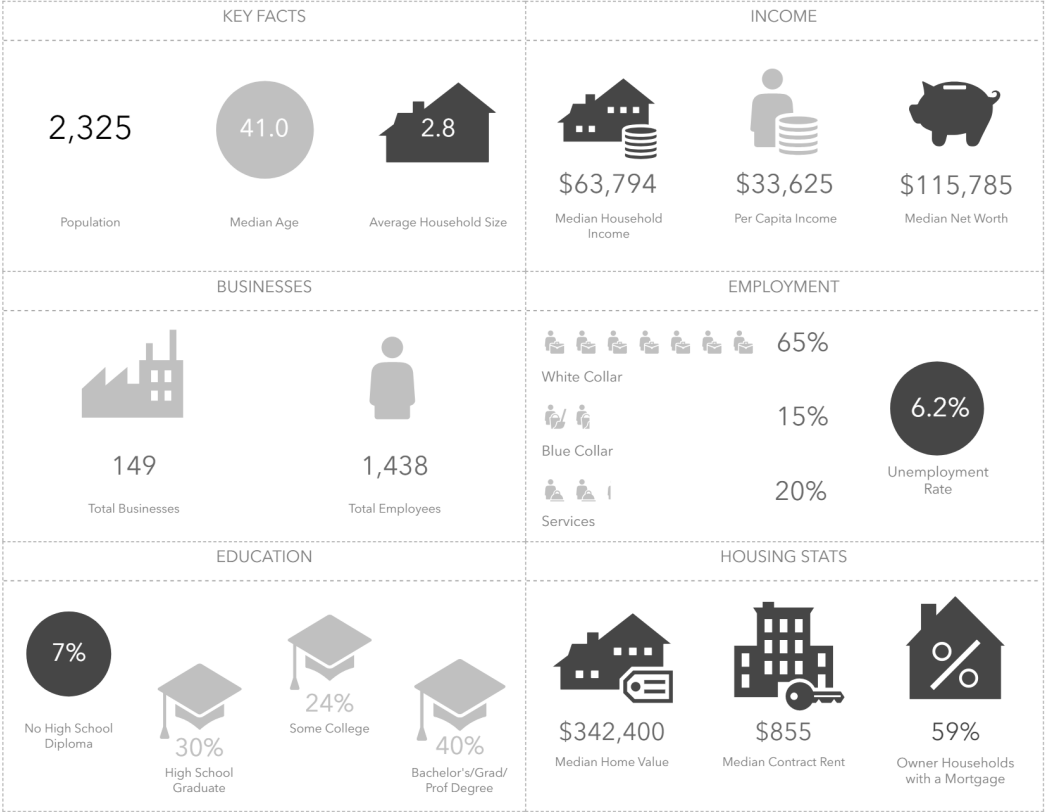


# Walkability Assessment

## What’s your Community’s Walk Score?

A walkable downtown is highly desirable by consumers, local businesses, and municipal leaders. But what makes a walkable downtown and how do you improve your community’s walkability?

A community’s walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life**.



90-100	<b>Walker's Paradise</b> Daily errands do not require a car
70-89	<b>Very Walkable</b> Most errands can be accomplished on foot
50-69	<b>Somewhat Walkable</b> Some errands can be accomplished on foot
25-49	<b>Car-Dependent</b> Most errands require a car
0-24	<b>Car-Dependent</b> Almost all errands require a car

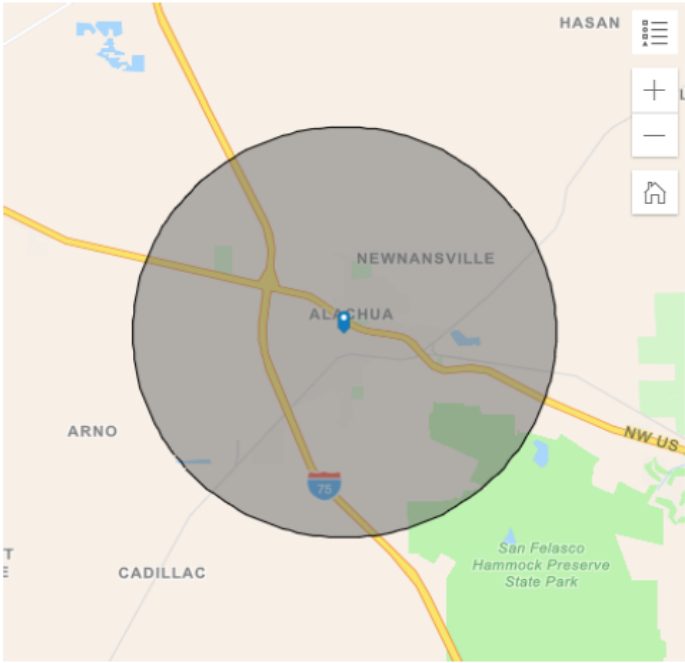
The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.

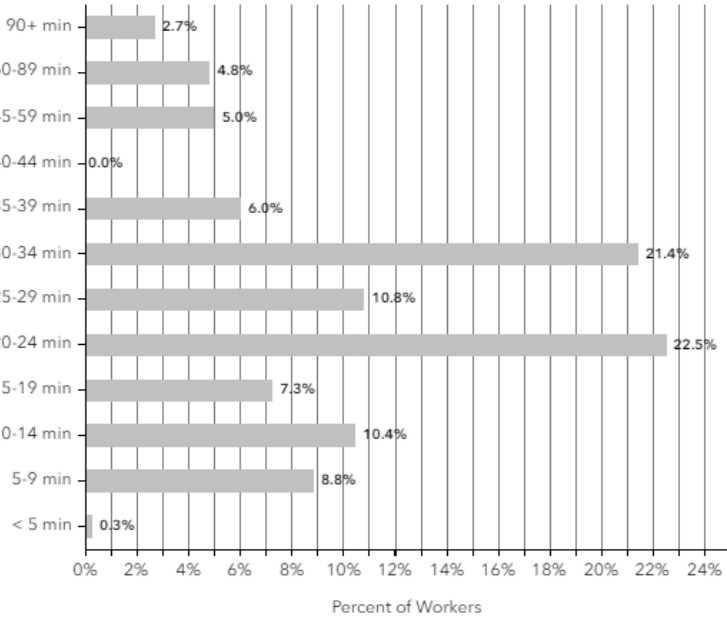


# Commute Patterns


DOWNTOWN 3 MILE RADIUS



TRAVEL TIME TO WORK



  
**0.0%**  
Took Public Transportation

  
**12.9%**  
Carpooled

  
**0.7%**  
Walked to Work

  
**0.0%**  
Bike to Work

  
**2,871**  
Workers Age 16+

  
**76%**  
Workers 16+ Drove Alone to Work

  
**9%**  
Workers 16+ Worked at Home

# Downtown Alachua Community Input Survey

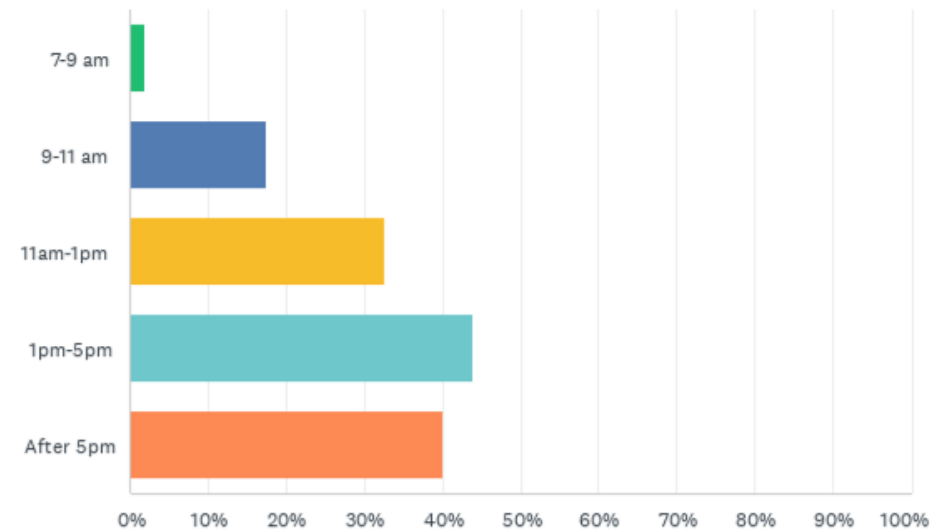
Q2 What three (3) words come to mind when you think about the downtown area? (Please limit to one-word answers)

lacking festive Historical storefronts slow expensive limited Sleepy friendly  
Tired dying Nothing Cute shopping Charming Conestoga small  
businesses Old vacant historic Needs Quaint pretty  
empty closed Beautiful Desolate potential Walkable  
Boring community parking Inviting quiet Clean Dead deserted  
outdated variety sad quiet peaceful town

Q3 What impacts how often you visit businesses and restaurants downtown?

Business hours retail day limited hours also types entertainment S Gainesville visit  
need something stores diversity food available Quality finances price  
look Time Hours open events selection parking something  
restaurants places businesses close  
variety Lack variety need choices Lack interesting shops  
Cleanliness open eat downtown convenience options things nothing  
want Hours operation much go specials offerings Whether good good food Cost  
schedule

Q5 What time of day do you typically shop downtown?



View The Full Survey Here: [https://www.surveymonkey.com/results/SM-DL\\_2BWGTd9PxTszu3336eOD4g\\_3D\\_3D/](https://www.surveymonkey.com/results/SM-DL_2BWGTd9PxTszu3336eOD4g_3D_3D/)