

# *East U.S. 192 CRA Community Redevelopment Plan Osceola County, Florida*



Prepared for  
East U.S. 192 Community Redevelopment Agency  
& Board of County Commissioners

Prepared by  
Osceola County Department of Community Development  
Adopted June 18, 2012

## **ACKNOWLEDGEMENTS**

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## EXECUTIVE SUMMARY

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This Community Redevelopment Plan is intended to guide future development/redevelopment activities along the East U.S. 192 corridor and neighboring properties delineated within the Community Redevelopment Area (CRA) boundary. The CRA was created as a means to ensure that the area would develop with a coherent community vision, and encourage reinvestment throughout the CRA. This Plan presents conceptual recommendations, potential policy amendments and capital improvements intended to meet the County's strategic goals.

- Grow and Diversify the County's Economy
- Upgrade County Infrastructure and Transportation Network: Prepared for Growth
- Create Great Neighborhoods for the Future: Safe and Livable

On January 9, 2012, the Board of County Commissioners acknowledged the findings of deteriorating conditions and on March 19, 2012 passed a resolution creating the East U.S. 192 Community Redevelopment Agency (Agency). The purpose of the Agency is to facilitate and implement redevelopment activities identified in the Plan within the Community Redevelopment Area through funds that are directed into the Redevelopment Trust Fund, set up solely for the purpose of redevelopment within the East U.S. 192 CRA.

This Redevelopment Plan was developed in accordance with, and consistent with the Goals, Objectives and Policies in the Osceola County Comprehensive Plan:

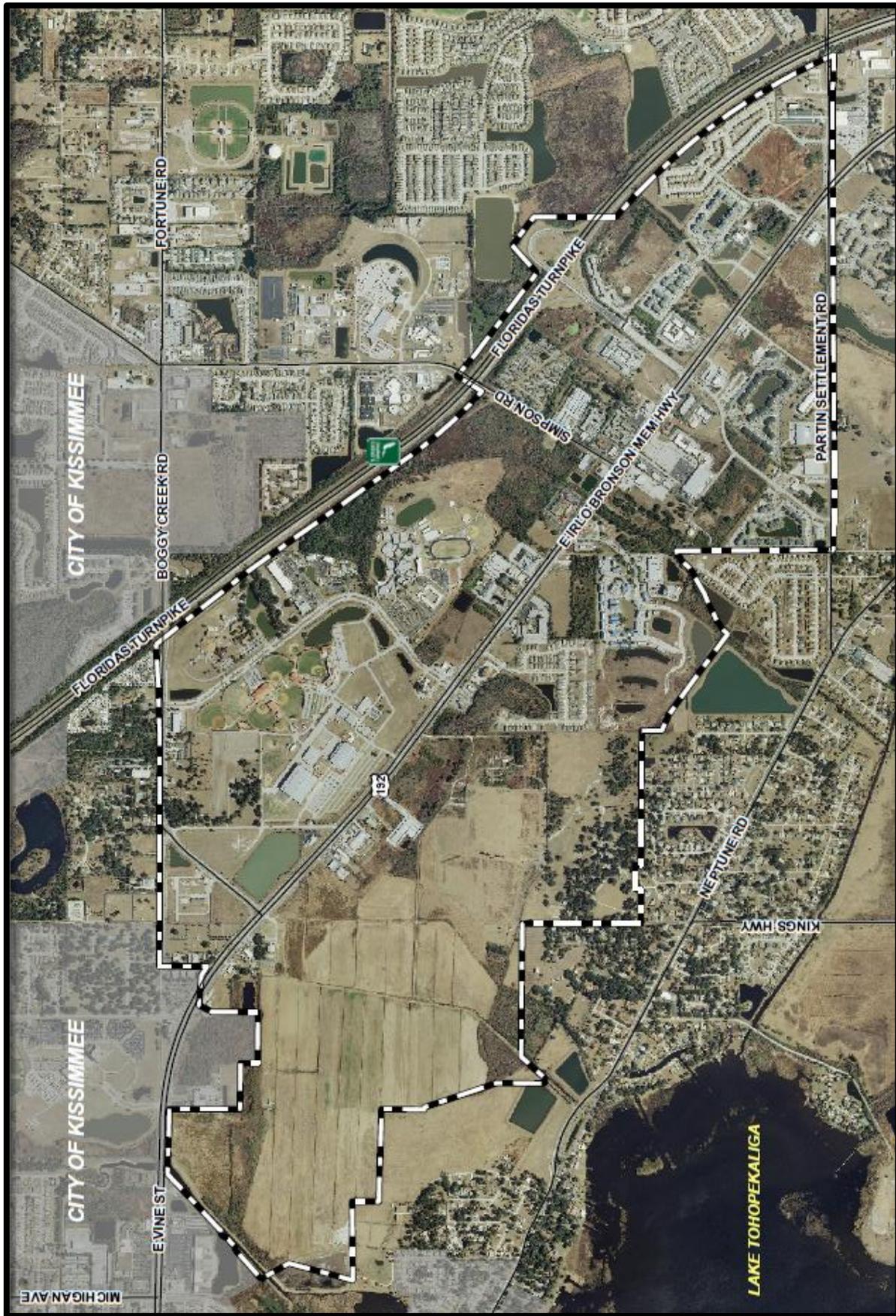
- Encourage Sustainable Development (*Future Land Use Element Objective 1.2*)
- Facilitate Redevelopment (*Future Land Use Element Objective 1.10*)
- Promote and Plan for Transit Oriented Development and Premium Transit (*Future Land Use Element Objective 5.2*)

This Plan provides a framework for future redevelopment programs and activities within the Community Redevelopment Area and offers a number of options to fund the implementation of the activities, including tax increment financing, public/private utility cost sharing, bonds, loans and grants.

Tax Increment Financing (TIF) redirects incremental future property tax revenues from Osceola County to a Redevelopment Trust Fund specifically intended for redevelopment activities within the CRA.

The Plan outlines goals and objectives that are signature to the needs of the area, as identified in the Finding of Necessity report. For each goal are numerous objectives to support redevelopment activities that will foster the growth, investment, redevelopment, and attract new businesses to the area.

- *Corridor Aesthetics*
- *Transportation Infrastructure*
- *Facilitate Redevelopment and New Business Opportunities*
- *Provision of Decent, Safe, and Attractive Housing, including Affordable Housing*
- *Development Ready Utility Infrastructure*
- *Stormwater Infrastructure*



# **I INTRODUCTION**

## **COMMUNITY REDEVELOPMENT ACT**

The Community Redevelopment Act of 1969 (Chapter 163, Part III, Florida Statutes) outlines a comprehensive program that provides the legal framework and financing mechanisms with which local governments can undertake the unique and complex task of overcoming the conditions that contribute to the causes of slum and blight in certain areas.

## **DEFINING THE AREA**

In the fall of 2010, an interdisciplinary team of County staff discussed areas of concern within unincorporated Osceola County that would qualify as a Community Redevelopment Area. Staff met to review the East 192 Enhancement Report to discuss an appropriate boundary for the CRA Finding of Necessity study area. The original boundary was slightly modified to include areas north to the Florida Turnpike. County staff carefully selected the CRA Finding of Necessity study area boundary by including areas that were not within a Development of Regional Impact or held limiting master planned entitlements. Properties within incorporated Cities of Kissimmee and St. Cloud were excluded from the study area. The team ultimately identified the eastern portion of U.S. 192, between the City of Kissimmee and the Ultimate City Limits of the City of St. Cloud, as being economically, environmentally and aesthetically distressed.

The study area boundary runs along U.S. 192, east of the City of Kissimmee, south of Florida's Turnpike, west of East Lake Tohopekaliga and north of Partin Settlement Road. The legal description of the CRA is provided in the Appendix D.

This area has been the main thoroughfare for travelers to Walt Disney World and tourist attractions in west Orange and Osceola Counties. Turnpike Exit #244 provides access to U.S. 192 which was constructed prior to the opening of Walt Disney World and provided a gateway to the international tourist destination. Since the development of Interstate 4 and International Drive (tourist thoroughfares with convenient access to Walt Disney World and other tourist attractions), U.S. 192 has been the lesser utilized passage to Disney. The Turnpike Exit #244 also provides convenient access to the Cities of Kissimmee and St. Cloud, Osceola Heritage Park, the Silver Spurs Arena, the County Administration Complex, Valencia College, Florida Christian College and the School District of Osceola County.

## **FINDING OF NECESSITY**

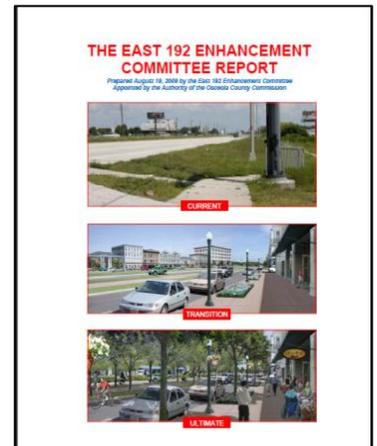
The Osceola County Board of County Commissioners, by adoption of Resolution #12-004 on January 9, 2012, found the East U.S. 192 Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of "blight", as defined in Section 163.340, Florida Statutes. The resolution accepted the Finding of Necessity report and authorized the preparation of a Community Redevelopment Plan (Redevelopment Plan). The Redevelopment Plan identifies and develops programs and activities to eliminate and prevent the spread of blight and to develop workable programs to aid in rehabilitation, conservation and redevelopment.

The Finding of Necessity report identified the existence of depreciating assessed property values, the predominance of defective or inadequate transportation facilities, faulty lot layout, unsafe and unsanitary conditions, deterioration of sites, inadequate and outdated building density patterns, an incidence of crime in the area higher than in the remainder of the County, and fire and emergency medical service calls to the area proportionately higher than in the remainder of the County.

### **EAST U.S. 192 ENHANCEMENT COMMITTEE**

The East 192 Enhancement Committee’s report provides recommended goals and objectives for the East U.S. 192 Community Redevelopment Area. These recommendations have been incorporated into the goals and objectives within this Redevelopment Plan.

- Recommend the County produce a policy plan to include the framework for development within the area (*this Plan*);
- Ensure beautification program for Turnpike interchange and the U.S. 192 frontage (*Goal 1*);
- Employ mixed-use planning principles to the greatest extent practical (*Goal 1*);
- Introduce mixed-use employment (office) center between St. Cloud and Kissimmee (*Goal 2*);
- Modify the Future Land Use Map to accommodate future development/redevelopment in the area (*Goal 2*);
- Plan for Valencia College expansion to include student housing and supporting mixed-used elements (*Goal 2*);
- Maximize Osceola Heritage Park and consolidate cultural and entertainment venues and provide supporting mixed-use elements (*Goal 2*);
- Provide strong nexus between Kissimmee and St. Cloud (*Goals 2, 3*);
- Plan for multimodal transit to interconnect Kissimmee and St. Cloud (*Goal 3*);
- Provide regional bicycle/pedestrian connectivity (*Goal 3*);
- Where practical, interlace roadways to improve connectivity with neighboring areas (*Goal 3*);
- Expand existing economic drivers and support with mixed-use elements (*Goal 3*);
- Grow existing economic catalysts and develop/redevelop with supporting uses (*Goal 3*);
- Capitalize the market for tourist recreation and provide supporting hospitality (*Goal 3*);
- Provide for gateway tourist lodging, tourist residential and workforce housing (*Goal 4*);
- Recommend that a regional stormwater facility be introduced (*Goal 6*); and
- Recommend that staff creates financial mechanisms to stimulate redevelopment (*Section VI*).



## PUBLIC INPUT

County staff met with numerous community groups and individual stakeholders to better understand the needs for the area. The County hosted two open houses in February and one in May of 2012 for property owners within the CRA and over thirty meetings with stakeholders. Stakeholders have comprised a wide variety of representation:

- County departments including, Osceola Energy Initiative, Code Enforcement, Parks and Recreation, Fire Rescue and EMS, Public Works, Transportation Planning, Human Services, Economic Development, and the Office of Management and Budget;
- Constitutional Offices including the Osceola County Sheriff, Tax Collector and Property Appraiser;
- Osceola County School Board, Florida Christian College, Osceola Heritage Park, and the Convention and Visitors Bureau;
- Cities of Kissimmee and St. Cloud, and their respective Planning Departments and CRAs;
- Osceola County Association of Realtors, Growth Management Task Force, and the Home Builders Association; and
- Kissimmee Utilities Authority (KUA), Orlando Utilities Commission (OUC), Toho Water Authority (TWA), St. Cloud Utilities, and Florida's Turnpike Enterprise.

Stakeholders were asked to complete a survey that would help the County better understand the needs for the area. A series of improvements were provided and each participant was asked to give each one a score from 1-10 (10 being most important). Based on survey responses, support for each of the improvements seemed to be consistent across the board in efforts to encourage redevelopment in the area.

<b>Improvements</b>	<b>Average Score</b>
<b>Roadway Improvements</b>	7
<b>Public Transportation &amp; Transit</b>	7
<b>Public Water &amp; Sewer Infrastructure Improvements</b>	7
<b>Entry Features at the Turnpike Interchange</b>	7
<b>Entry Features on U.S. 192 (including signage and landscaping)</b>	7
<b>Corridor Improvements (benches, trash cans, etc.)</b>	7
<b>Sidewalks</b>	8
<b>Bike Lanes</b>	7
<b>Street Lighting</b>	8
<b>Joint Use Recreation &amp; Parking Facilities</b>	7
<b>Demolition of Blighted Properties</b>	8
<b>Stronger Code Enforcement Presence</b>	7
<b>Affordable Housing Opportunities</b>	5
<b>Matching Grants/ Financial Incentives for Redevelopment</b>	9
<b>Stormwater Improvements</b>	7
<b>Pedestrian Bridge for U.S. 192</b>	7
<b>Public Safety</b>	7

## **OSCEOLA COUNTY COMPREHENSIVE PLAN**

The Osceola County Comprehensive Plan outlines goals, objectives and policies for the future growth and development of the County that enhance the quality of life for its citizens, promote economic vitality, and accommodate projected population growth and development in an environmentally acceptable manner. The following goals, objectives and policies best illustrate the vision of the CRA Redevelopment Plan:

### ***Future Land Use Element Objective 1.2: Sustainable Development.***

The County shall a development pattern that makes efficient use of the developable land; optimizes urban services and infrastructure, uses innovative mixed-use planning techniques; promotes a wide variety of transportation and housing options; absorbs and effectively serves projected population growth, protects the architectural and environmental character of the County through compatible, high quality, and environmentally sensitive development practices.

### ***Future Land Use Element Objective 1.10: Redevelopment.***

The County shall review its local development review process to encourage redevelopment where public facilities are available and adequately support infill projects.

### ***Future Land Use Element Objective 5.2: Transit Oriented Development.***

The County will promote sustainable land use practices by planning for Transit Oriented Development to support premium and fixed guideway transit systems that connect activity centers within Osceola County and the region.

## **CREATION OF AGENCY**

A Community Redevelopment Agency must be created to facilitate the implementation of the Redevelopment Plan. On April 9, 2012, Resolution #12-025R was adopted by the Board of County Commissioners that established the members of the Community Redevelopment Agency. Initially, the Board of County Commissioners will serve as the East U.S. 192 Community Redevelopment Agency.

## **REDEVELOPMENT PLAN**

According to Section 163.360, Florida Statutes, once the Agency and CRA are established, a redevelopment plan must be prepared to include the history, vision, and objectives of the community, as well as the policy used in creating the Plan. This document has been prepared under the direction of the Osceola County Board of County Commissioners, serving as the Community Redevelopment Agency. All redevelopment activities implemented within the CRA shall be consistent with the Osceola County Comprehensive Plan.

### **Section 163.360(2), F.S.** Community Redevelopment Plans must:

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

- b) Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area.

**Section 163.360(7), F.S.** Before approving the Redevelopment Plan, the Governing body must find that:

- a) A feasible method exists for the location of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
- b) The Redevelopment Plan conforms to the general plan of the county as a whole;
- c) The Redevelopment Plan gives due consideration to the utilization of the community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan;
- d) The Redevelopment Plan will afford maximum opportunity, consistent with the sound needs of the county as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise.

**Section 163.362, F.S.** Every community redevelopment plan shall:

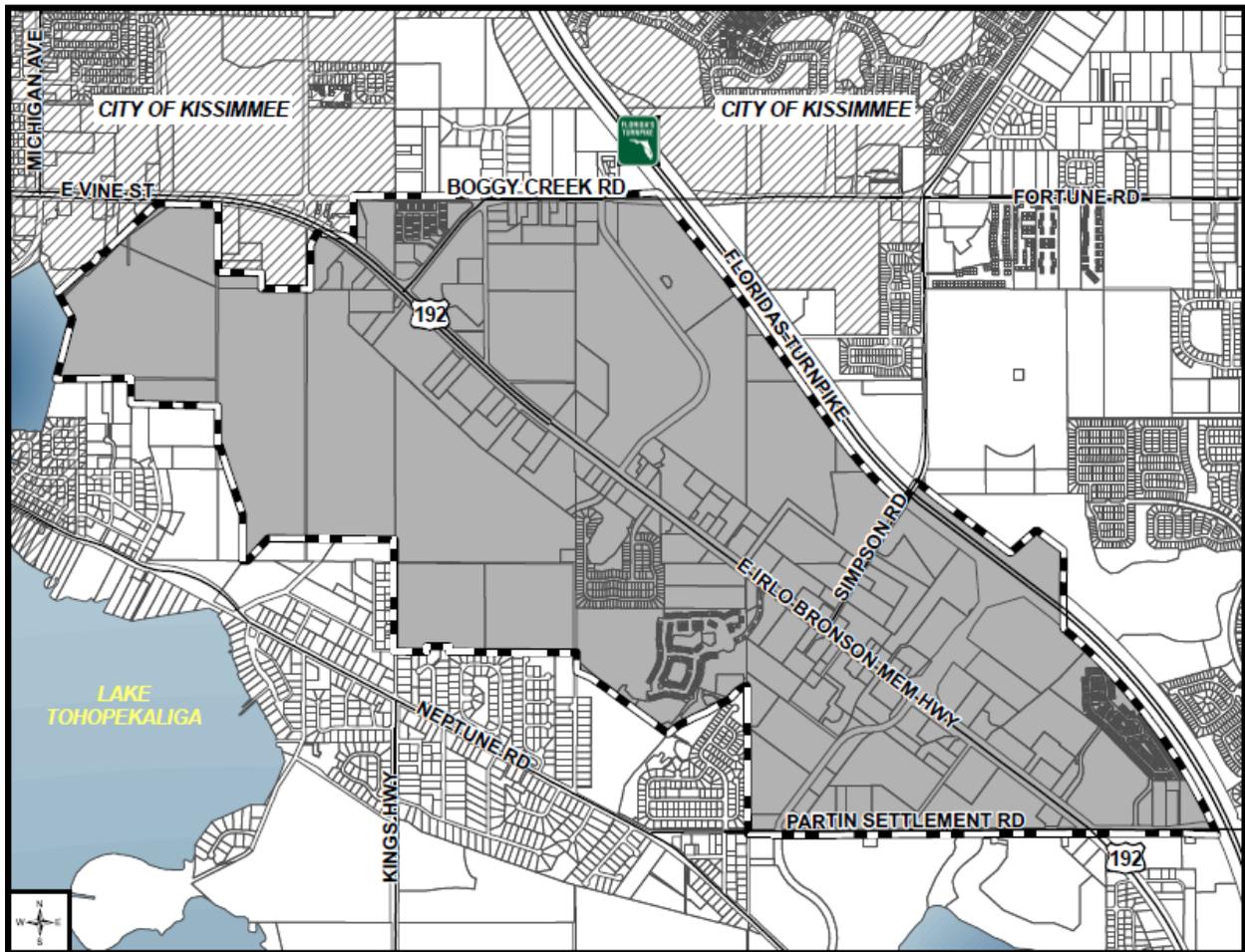
- 1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.
- 2) Show by diagram and in general terms:
  - a) The approximate amount of open space to be provided and the street layout.
  - b) Limitations on the type, size, height, number, and proposed use of buildings.
  - c) The approximate number of dwelling units.
  - d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.
- 3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.
- 4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.
- 5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.
- 6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.
- 7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.
- 8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefor.
- 9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.



## II DATA & ANALYSIS

### COMMUNITY REDEVELOPMENT AREA BOUNDARY

The Community Redevelopment Area boundary runs along U.S. 192, east of the City of Kissimmee, south of Florida's Turnpike, west of East Lake Toho and north of Partin Settlement Road. The legal description of the CRA is provided in Appendix D.



### DATA/INVENTORY

The area is dominated by East U.S. 192 that provides east/west access across the County. In the Community Redevelopment Area, several key destinations and community and regional amenities are the Osceola Heritage Park, including the Silver Spurs Arena, the Astros's Spring Training baseball stadium, the Convention and Visitor Bureau offices, the University of Florida Extension Services offices, Florida Christian College, the offices of the School District of Osceola County, and Gateway High School. Immediately adjacent to the CRA district are Valencia State College and the Technical Education Center Osceola (TECO) facility.

The existing structures within the CRA vary in age. Map 5 identifies the year built for each structure. The age of a structure is not a determinate of blighted conditions. If adequate investment and maintenance is made, older structures can remain viable and desirable in the real estate market, adding to the preserved history of the area. Older, poorly maintained and dilapidated structures create negative influences in the area: loss of economic status, lack of interest in new development, increased crime, and decreased revenues for businesses. Older structures are often more expensive to maintain. Combined with the potential for low market demand, the likelihood is increased that deterioration will occur in areas with a concentration of older buildings.

In 1987, the Florida Legislature enacted legislation that required local agencies to adopt a local building code. In addition the legislation required the construction of structures to be built in compliance with the local agency building code. Over 50 structures within the CRA were built prior to the 1987 legislation. The combination of an older building stock with deteriorating conditions can greatly affect the community with:

- Depressed property values, resulting in lower local tax revenues;
- Increase fire hazard potential;
- Increased code enforcement demands;
- Concentration of low-income groups and marginal businesses with decreased potential for investment to reverse the blighting conditions;
- Creation of an environment that is attractive to transients and conducive to criminal activity;
- Low potential for rents promotes the conversion of single-family homes to multi-family units, often as single room occupancy units, resulting in a decrease in long-term homeowners; and
- Creation of a poor market environment, where existing businesses relocate to other, more suitable areas, and new businesses do not replace them.

Depending on the condition of the older structures will determine whether they are a candidate for redevelopment or demolition.

## **SUB AREA ANALYSIS**

While the area is diverse in uses, there are clusters of similar uses in the area that take the shape of districts. These districts are identified as: 1) the Events District, 2) the Residential Preservation District, and 3) the Targeted Redevelopment District. These districts identify where existing activity occurs and where opportunities are encouraged for redevelopment. The sub areas are illustrated on Map 11 in Appendix E. The Sub Area Boundaries Map identifies where the location of Gateways within the CRA shall be established.

### **Events District**

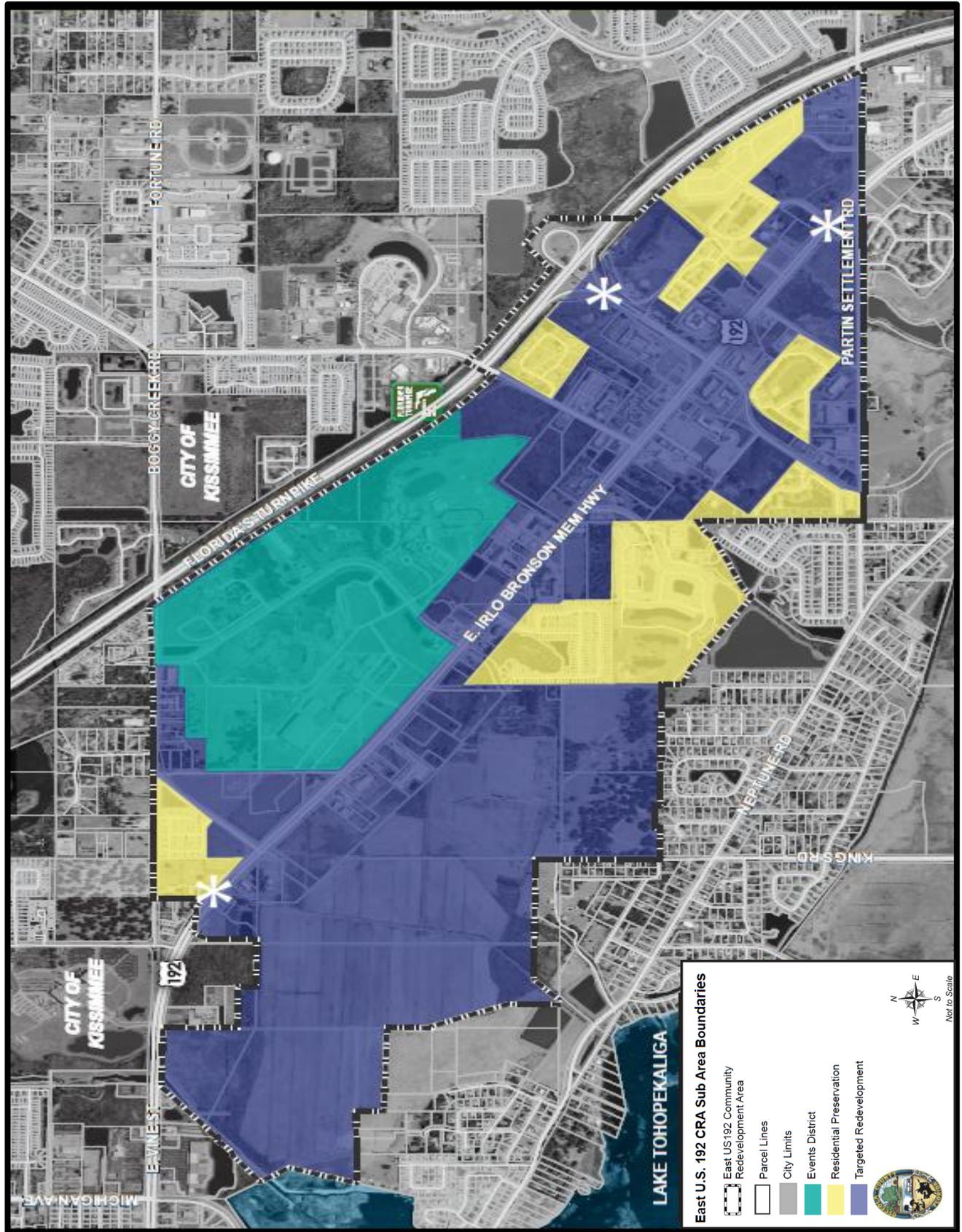
Educational institutions, such as Gateway High School, the Zenith School, and the School District of Osceola County, including civic and cultural facilities such as Osceola Heritage Park, are amenities within the CRA that should be preserved and fostered as development/redevelopment occurs within the area. These civic uses are located in close proximity to one another to create a campus environment. Redevelopment opportunities should be focused on expanding these existing facilities and catering to their users.

### **Residential Preservation**

The area contains 123 single family residential homes, 434 townhomes, and 1,069 apartments, a total of 1,626 residential units. Approximately 300 apartment units are income restricted to cater to low and moderate income residents. The Community Redevelopment Area contains a sufficient amount of varied and affordable housing types. The existing housing stock, at an average density of 11 dwelling units per acre, is relatively new and in excellent condition. Residential uses support retail and other uses when provided in close proximity. In order to maintain a strong mix of housing the Agency shall encourage the enhancement and preservation of the existing housing stock and support the buildout of already permitted residential communities or their conversion to higher density mixed use developments.

### **Targeted Redevelopment**

Properties not located within the Events or Residential Preservation Districts are encouraged to develop/redevelop to a higher intensity/density that promotes a mix of uses symbiotic to the existing amenities, and meet the needs of the community. Section III of this Redevelopment Plan includes goals and objectives to achieve higher intensity infill redevelopment.



### **III STRATEGIC GOALS & OBJECTIVES**

**GOAL 1 CORRIDOR AESTHETICS:** The Agency shall encourage attractive streetscapes with street trees and sidewalks, planting strips, benches, signage, and pedestrian-scale street lighting in appropriate locations in order to enhance the public realm.

**1.1 Quality Design and Construction:** The Agency shall encourage the following practices within the CRA and may recommend amendments to the Land Development Code that facilitates the following:

- Provide compact development, discouraging urban sprawl, and building a sense of place and community;
- Offer a mix of uses, providing a greater variety of uses closer to home and work;
- Create a multimodal pedestrian oriented environment, reducing reliance on the automobile;
- Promote redevelopment that compliments the public realm;
- Promote construction techniques, including energy efficient building materials that enhance long-term usability; and
- Provide sufficient open space that contributes to the public realm.

**1.2 Public Realm Enhancements:** Corridor aesthetics that encourage an active streetscape with street trees, sidewalks, landscape, lighting, signage, and other treatments shall be considered to enhance the public realm. The Agency shall provide design standards for new development within the area to maintain a cohesive character that is inviting and encourages investment.

**1.2.1 Landscape Design Standards:** The Agency shall implement design standards that provide a cohesive identity that will enhance the character of the area.

**1.2.1.1 Landscaped Medians:** Medians provide a separation between different intensity land uses and between heavy lanes of traffic. The Agency shall encourage a balance between the beautification of proposed medians along the corridor and visibility for motorists and pedestrians.

**1.2.2 Master Signage Plan:** Attractive and cohesive signage is a significant element in improving an area. Incorporating civic pole banners into an area can enhance identity and provide advertising of civic activities that increase the social culture of the community. A Master Signage Plan can also restrict signage that detracts from the cohesive look of the area. The Agency shall consider the implementation of a Master Signage Plan for the CRA.

**1.2.2.1 Wayfinding:** Wayfinding aids to motorists and pedestrians in determining their location, destination and developing a plan that will guide them to their destination. Effective elements of wayfinding include markers and signage that conveys clear directional information to travelers. Markers such as arches, monuments, building entrances, kiosks, banners, artwork and natural features provide mental landmarks and bring strong identity to the area.

**1.2.2.2 Revise Land Development Code:** The Land Development Code shall be amended to comply with the Master Signage Plan for the CRA.

**1.2.2.3 Overpass Identification Signage:** Where feasible (Simpson Road overpass at Florida's Turnpike), the Agency shall encourage the implementation of signage along the side of overpasses to identify the County to Florida's Turnpike motorists.

**1.2.2.4 Streetscape Furniture:** The Agency shall make sure that transit shelters, benches, and trash receptacles are provided in the CRA that add to the area's identity and blend with neighboring areas.



**1.2.3 Master Entry/Gateway Features:** The Florida Turnpike interchange at East U.S. 192 is the main gateway to the Cities of Kissimmee and St. Cloud, Osceola Heritage Park, and the Convention and Visitors Bureau. Each of these destinations should be considered important in welcoming both visitors and residents. The area should be well marked to signify arrival to these places. Gateway improvements shall be made within the rights-of-way and publicly owned land to include elements such as lighting, street trees, landscaping, hardscaping, and signage. The Agency shall consider the implementation of gateway/entryway features within the Community Redevelopment Area.

**1.2.4 Outdoor Advertising:** In order to reduce visual congestion and improve corridor aesthetics the Agency shall support the implementation of restricting outdoor advertising, such as billboards. Billboards and other similar advertisements capture the eye of passers-by with commercial advertising, detracting them from local commercial establishments and destinations. According to Map 12 provided in the Appendix E, there are approximately 26 billboards within the CRA and 7 of these can be seen by Turnpike users exiting onto East U.S. 192. The number of billboards within the CRA and spacing requirements for their viewshed limits the amount and height of landscape improvements.



**1.3 Building and Code Enforcement of Non-compliant Properties:** Existing properties that are currently not in compliance with the Florida Building Code or the Osceola Code of Ordinances are required to bring their properties into compliance.

**1.3.1 Strategy for Vacant Structures:** Depending on the condition of vacant structures within the CRA, the Agency shall promote the reuse, rehabilitation, redevelopment, or demolition of the structures.

**1.3.2 Increase Presence of Code Enforcement:** The Agency shall support proactive enforcement of the County's codes.

**1.3.3 Dilapidated and Unsafe Structures:** The Agency shall eliminate dilapidated and unsafe structures through demolition when it is deemed appropriate.

**1.4 Revise Land Development Code:** The Agency shall encourage revisions to the Osceola County Land Development Code in order to facilitate corridor aesthetics, public realm, and the review of new development applications for consistency with the Redevelopment Plan.

**1.5 Expedited Permitting:** In order to encourage redevelopment, the Agency shall support expedited review by County staff for permit applications related to redevelopment activities within the CRA.

**1.6 Coordinate Public Improvements Between Agencies:** The Agency shall coordinate with the Cities of Kissimmee and St. Cloud, the School District of Osceola County, MetroPlan Orlando, the Florida Department of Transportation and Florida's Turnpike Enterprise in the planning of improvements to the corridor and surrounding area.

**1.7 Municipal Coordination:** Coordinate with the Cities of Kissimmee and St. Cloud on transportation compatibility of corridor aesthetics.

**1.8 Other Agency Supported Projects:** The Agency may recommend other programs, projects, or activities that enhance the aesthetics of the corridor.

**GOAL 2 FACILITATE REDEVELOPMENT AND NEW BUSINESS OPPORTUNITIES:** Formulate economic development strategies that take full advantage of state and local economic incentives to create new opportunities for job growth and employment.

**2.1 Targeted Industries:** Osceola County offers Qualified Target Industries incentives to locate or expand their business. Businesses serving multi-state and/or international markets are targeted, and business must be able to locate in other states. The Agency shall encourage the location of Qualified Target Industries within the Community Redevelopment Area by providing a tailored incentive package. By targeting businesses identified in the County's Industry Cluster Study, or those identified by the State as qualified target industries, the County may develop a tailored package of tax credit, work force and financial incentives.

An example of successfully recruiting a qualified target industry into the redevelopment area is Colt, a well-known brand of firearms. Colt recently signed a deal to move into and retrofit an existing facility that was underutilized. This facility will allow Colt's Manufacturing Company to expand into new markets and business lines to parallel the company's existing factory in Connecticut.



**2.1.1 State Economic Incentive Programs for Target Industries:** Florida offers incentives of long-term profitability for target industries. The Agency shall explore state economic incentive programs for target industries.

**Qualified Target Industry Tax Refund:** An incentive available for companies that create high wage jobs in targeted high value-added industries.

**Capital Investment Tax Credit:** An annual credit, provided up to 20 years, against the corporate income tax used to attract and grow capital-intensive industries in Florida.

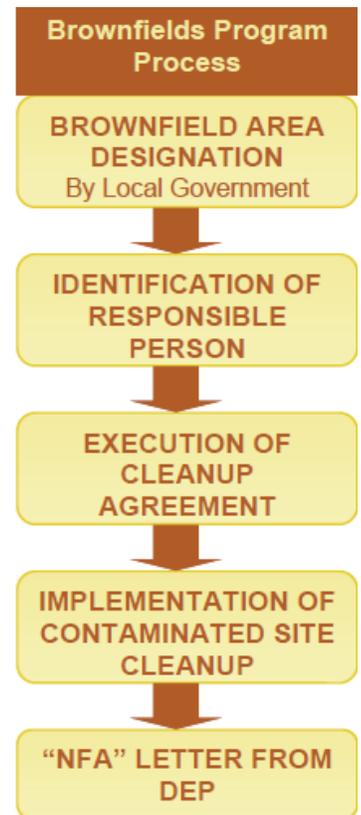
**High Impact Performance Incentive Program:** A negotiated grant used to attract and grow major high-impact facilities in Florida.

**2.2 Facilitate Higher Intensity/Density Land Use Designations:** By providing land use designations that are more suitable for future development/redevelopment, encourages new business opportunities and growth for the area. The Agency shall develop overlay regulations to encourage development/redevelopment by designating higher intensities/densities and permitted uses. Please refer to Section IV for example scenarios of buildout densities and intensities if changes in land use are made. In addition, the Agency may modify the Comprehensive Plan with policies and procedures that existing and new development within the CRA are exempt from the DRI process. The Agency may direct staff to complete the Land Development Code and Comprehensive Plan amendments as needed to facilitate and expedite redevelopment within the CRA, including facilitating a Station Area Plan for the CRA, consistent with the TOD policies in the Comprehensive Plan.

**2.3 Strategic Partnerships:** The Agency shall encourage public and private partnerships to develop the businesses and infrastructure needed for redevelopment. Continue to work closely with the Convention and Visitor’s Bureau, the Chamber of Commerce, the Economic Development Offices (for Osceola, Kissimmee, and St. Cloud), the School Board, Florida Christian College, and Valencia College to promote the corridor.

**2.4 Explore Brownfield Designations:** The Agency shall consider brownfield designations to develop additional incentives including sales tax rebates on building materials and job creation tax credits. Brownfield sites are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by actual or perceived environmental contamination. Some facilities with perceived contamination include agricultural properties, older buildings that could have lead or asbestos, or properties that had previous environmentally regulated businesses (i.e. petroleum stations, auto repair facilities and dry cleaners). Any redevelopment on a designated brownfield site is provided financial incentives, regulatory benefits, technical assistance, and liability protection.

**2.5 Support Grant Opportunities and Public/Private Partnerships:** Support grant opportunities and public/private partnerships, including projects that meet Florida’s six pillars of Florida’s future economy: talent supply and education, innovation and economic development, infrastructure and growth leadership, business and competitiveness, civic and governance systems, and quality of life and quality places. The Agency shall explore opportunities provided by the Florida Department of Economic Opportunity and the Osceola County



Economic Development Business Programs, including grants, loans, capital programs and tax credits.

**2.6 Support OHP Master Plan:** The Agency shall support Osceola Heritage Park in its efforts to develop and implement a master plan. The Agency shall encourage maximum development opportunities.

**2.7 Florida's Strategic Plan:** The Agency shall support and encourage new projects and redevelopment projects consistent with Florida's Six Pillars of Economic Development and the State's Five Year Statewide Strategic Plan, specifically those identified as state qualified target industries. This opens the doors to state and regional funding opportunities, including grants to support and attract new industry.

**2.8 Osceola County's Strategic Plan:** The Agency shall support projects and redevelopment that is consistent with the County's Strategic Plan.

**2.9 Osceola County's Capital Improvements Plan:** The Agency shall recommend and prioritize projects consistent with the Capital Improvement Element and this Plan for inclusion in the County's Capital Improvement Plan.

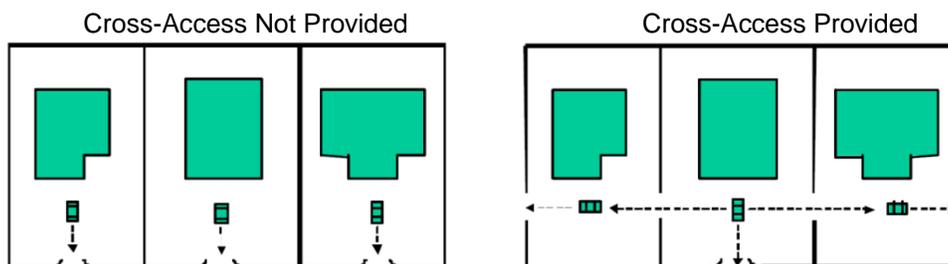
**2.10 Other Agency Supported Activities:** The Agency may recommend other programs, projects, or activities that facilitate redevelopment and new business opportunities.

**2.11 CRA Expansion:** The Agency may recommend expansion the CRA to include additional area in accordance with the requirements outlined in Chapter 163, Part III, Florida Statutes. A new Finding of Necessity report shall be prepared for the expansion area.

**GOAL 3 TRANSPORTATION INFRASTRUCTURE:** The Agency shall promote a multimodal corridor to provide a safe and comfortable, attractive, and energy-efficient transportation network for the East U.S. 192 corridor.

**3.1 Cross-Access between Developments:** Cross-access is when an access-way and/or easement is present between abutting properties. Cross-access provides internal connections between adjacent uses. A number of adjacent properties within the CRA do not have cross-access between them. Connections should be made to allow vehicles to move between properties without having to re-enter the public street. This creates safer pedestrian and vehicular environment by providing direct vehicular connections between abutting properties. All new development shall be required to facilitate cross-access between adjacent properties to increase pedestrian safety and reduce vehicle congestion on U.S. 192.

*Example of Cross-Access*



**3.2 Pedestrian and Bicycle Network:** In order to accommodate a pedestrian and transit friendly environment, the area should accommodate sufficient pedestrian and bicycle paths.

**3.2.1 Sidewalks and Paths:** While sidewalks run along much of the East U.S. 192 corridor, some segments are missing. The Agency shall encourage infill segments to be complete and take an active role in creating more pedestrian and bicycle friendly streets that provide access throughout the CRA and interconnected with areas outside of the CRA. Suggested widths of multi-use paths to accommodate foot and bicycle traffic are between 8-12 feet.

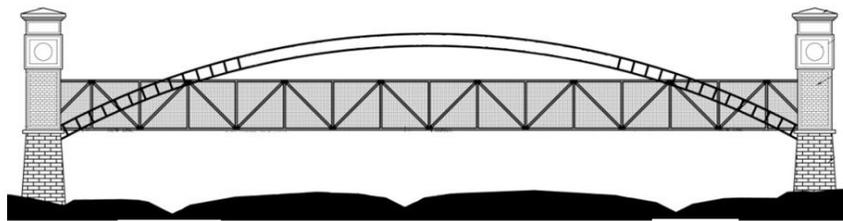
**3.2.2 Roadway Crossings:** The Agency shall encourage the establishment of well-marked roadway crossings within the CRA. The Agency shall also encourage the establishment of pedestrian refuge islands at roadway crossings to ensure safe, convenient and efficient travel for pedestrians and bicyclists. Pedestrian refuge islands provide a buffer for safe crossing activity for pedestrians and bicyclists.



***Pedestrian Refuge Island:** Raised islands placed in the center of the roadway to help protect crossing pedestrians and bicyclists from motor*



**3.2.3 Pedestrian Flyover:** Once redevelopment significantly intensifies on both sides of East U.S. 192, the Agency shall encourage the establishment of at least one pedestrian overhead or subterranean crossing to assist pedestrians safely across the multi-lane East U.S. 192 corridor.



*Example Pedestrian Flyover*

**3.2.4 Support Safe Routes to Schools and Other Grant Opportunities:** The Agency shall encourage the implementation of grant opportunities that promote the safety and efficiency of pedestrians and bicyclists within the CRA. The Florida Department of Transportation’s (FDOT) Safe Routes to Schools Program is one example of how communities can provide a safer and easier way for grade school children to get to school.

**3.3 Roadway Design:** The Agency shall encourage roadway designs that will contribute to reaching the transportation and land use goals of the area, and provide safe and efficient mobility for all users. FDOT is currently recommending a Suburban Cross Section design for the portion of East U.S. 192 between Aeronautical Drive and Budinger Avenue. An Urban Cross Section, as illustrated below, would better serve the Community Redevelopment Area. The Agency should support efforts by the County and MetroPlan to fund the multimodal urban cross section, or hybrid (as illustrated below), for the entire area between the City of Kissimmee and ultimate city limits of the City of St. Cloud.



*Example Multimodal Roadway Design (Urban Section)*

**3.4 Future Roadway Connections:** There is a lack of connectivity from U.S. 192 to Neptune Road. Providing roadway connections between major arterials alleviates traffic congestion and provides alternate routes for motorists. The Agency shall identify and encourage connections between Neptune Road and U.S. 192.

- North/South connection between Boggy Creek Rd and Bill Beck Blvd to Neptune Rd
- East/West connection between Bill Beck Blvd to Simpson Rd
- East/West connection between Oak Street to Bill Beck Blvd
- East/West connection between Simpson Rd and Shady Ln

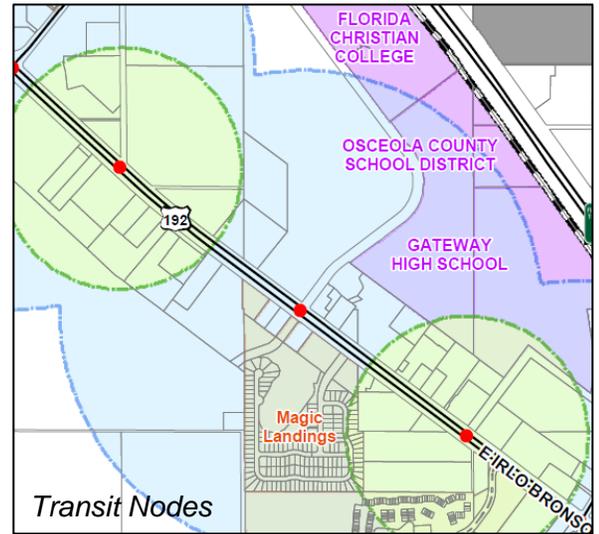
**3.5 Station Area Plan:** The Agency may establish a Station Area Plan for the multimodal transportation district in accordance with the Transit Oriented Development Standards outlined in the Osceola County Comprehensive Plan and the redevelopment objectives established in Goal 2 herein.

**3.6 Premium Transit:** East U.S. 192 is identified as a multimodal corridor that is planned to provide the expansion of local transit service and future premium transit service along the corridor. The Agency shall encourage the design of redevelopment activities that accommodate future transit for the area. The area is currently served by LYNX Bus Route 10. The LYNX 2030 VISION REPORT identified the East U.S. 192 corridor as being served by Bus Rapid Transit, Street Car or an Express Bus Line. Light Rail may also be a possible mode of transit to serve the area. LYNX is preparing an Alternatives Analysis, which will determine what mode of transit will best serve the East U.S. 192 Corridor. The recommended design for improving East U.S. 192 incorporates a dedicated lane for



premium transit in each direction. The Agency shall encourage the appropriate mode of transit to be incorporated into the roadway design and construction, as illustrated in Objective 3.3.

**3.7 Transit Nodes:** Local transit stops should be located a quarter mile distance apart to minimize pedestrian travel to a five minute walking distance. Premium transit stops should be located a half mile distance apart to minimize pedestrian travel to a ten minute walking distance. Map 15 illustrates the location and spacing of transit nodes within the CRA. The Agency shall promote the location of transit stops a comfortable walking distance to destinations within and around the CRA. In addition, the Agency shall encourage future development/redevelopment to be located within a comfortable walking distance from transit stops.



**3.8 Support Countywide Transportation Improvements:** The Agency shall support and contribute a proportionate share to transportation improvements within the Urban Growth Boundary designated ad valorem taxing district, if such is established.

**Schedule for Major Transportation Infrastructure Studies & Improvements**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2025	2030	2035
<b>East U.S. 192 (Suburban) <sup>(1)</sup></b>	PD&E/ Design			Construction								
<b>LYNX 192 Alt. Analysis <sup>(2)</sup></b>												
<b>Turnpike Improvements <sup>(3)</sup></b>				PD&E					Design	Construction		

*(1) Currently Funded for construction of Suburban Cross Section in 2012 (Source: FDOT Proposed Work Plan, May 2012)*

*(2) Status of Alternatives Analysis (Source: LYNX, VHB Project Schedule May 2012)*

*(3) Status of Turnpike Improvements (Source: Florida's Turnpike Enterprise, Master Plan Update, June 2011)*

**GOAL 4 PROVISION OF DECENT, SAFE, AND ATTRACTIVE HOUSING, INCLUDING AFFORDABLE HOUSING:**

Redevelopment activities positively impact communities by providing amenities and public facilities that are accessible to the public. The area consists of 123 single family residential homes, 434 townhomes, and 1,069 apartments, a total of 1,626 residential units. Approximately 300 apartment units are income restricted to cater to low and moderate income residents. The CRA contains a sufficient amount of varied housing types. The Agency shall ensure the preservation of appropriate housing stock and promote future housing to serve the area. The Agency shall ensure that the CRA provides a diversity of housing types to enable citizens from a wide range of economic levels and age groups to live within its boundaries. The agency shall ensure a reasonable balance between jobs and housing within the CRA.



**4.1 Adequate Housing:** The Agency shall encourage decent, safe, sanitary, accessible, affordable and available housing to residents.

**4.2 Maintain Supply of Quality Affordable Housing:** The Agency shall ensure that the CRA maintains an adequate supply of decent, safe, attractive and affordable housing within the area.

**4.3 Adequate Supply of Residential Housing Stock:** The Agency shall provide adequate land designated to allow for residential land uses, including a variety of housing types.

**4.4 Proximity to Services:** The Agency shall promote the location of residential uses in close proximity to schools, shopping, employment centers, child care providers and transit services.

**4.5 Relocation or Displacement:** This Redevelopment Plan does not stimulate the relocation or displacement of any persons residing in the CRA. In the event a resident is relocated upon improvements implemented by this Plan, the Agency shall provide replacement housing for the relocation of any persons temporarily or permanently displaced within the CRA (Section 163.362(7), F.S.).

**4.6 Other Agency Supported Activities:** The Agency may recommend other programs, projects, or activities that support decent, safe, attractive and affordable housing within the CRA.

**GOAL 5 DEVELOPMENT-READY UTILITY INFRASTRUCTURE:** Utility infrastructure should be in place to accommodate existing and future development/redevelopment.

**5.1 Water and Sewer:** Based on analysis of existing infrastructure, a section along the East U.S. 192 corridor between Denn John Lane and Bill Beck Boulevard does not have access to sewer and fire hydrants. This presents an economic development burden on any future plans for development/redevelopment in the area. The Agency shall coordinate with the appropriate agencies to ensure that water and sewer services are provided within the area to promote redevelopment.



**5.2 Street Lighting:** Decorative street lighting shall be incorporated into the infrastructure of the area that illuminates both the roadway and sidewalks. Orlando Utilities Commission is agreeable to providing “Dark Sky” decorative street lighting fixtures that serve both the roadway and sidewalk. The Agency shall coordinate with the Cities on consistency and compatible design for street lighting.



**5.3 Electric Utilities:** New development or redeveloped properties shall bury or shield utility lines to enhance the corridor’s aesthetics and hurricane preparedness. The Agency may also opt to strategically fast track that process by initiating the burial of existing lines. In order to “jumpstart” redevelopment, the Agency may work with the appropriate electric provider to ensure that sites are ready for high intensity development.

**5.4 Maximize Infrastructure Funding:** The Agency shall maximize infrastructure funding from the Florida Department of Transportation and Florida’s Turnpike Enterprise while considering long term maintenance obligations.

**5.5 Other Agency Supported Activities:** The Agency may recommend other programs, projects, or activities that encourage development-ready infrastructure.



*Overhead Power Lines vs. Underground Power Lines*

**GOAL 6 STORMWATER INFRASTRUCTURE:** Stormwater infrastructure shall be addressed to foster new development/redevelopment in the CRA.

**6.1 Land Acquisition:** The Agency shall pursue strategic land acquisition opportunities for additional storage, treatment and provisions of reclaimed water. Whenever possible, the Agency will partner with other agencies, including but not limited to, the South Florida Water Management District, St. Cloud Utilities, and Toho Water Authority.

**6.2 Master Stormwater System:** The Agency shall encourage the implementation of a master stormwater system for the area with a focus on developing a stormwater bank that private properties can buy into to mitigate stormwater impacts on their property.

**6.3 Other Agency Supported Activities:** The Agency may recommend other programs, projects, or activities that support stormwater improvements within the CRA.

## **IV** CONCEPTUAL PLAN

The Redevelopment Plan for East U.S. 192 seeks to transform an auto centric highway corridor into an urban-scale destination. The concept plan for the redevelopment area focuses on accomplishing the following:

- › **Establish a Sense of Place:** Through consistent and attractive corridor aesthetics being utilized throughout the CRA, residents and visitors will have a sense of place, knowing they are in Osceola County and specifically the East U.S. 192 Community Redevelopment Area.
- › **Gateways/Sense of Arrival:** Gateways enhance the sense of place by providing a formal visual icon that can be utilized at strategic entry points into the Community Redevelopment Area. Subordinate gateway features can be utilized at secondary entrances and key areas.
- › **Reinvigorate the Corridor:** Through new investment and reinvestment in the corridor the area will become desirable to new industries, which will reinvigorate existing development and draw new development. With improvements to the public realm, the area will have the opportunity to efficiently move people and vehicles while providing a comfortable and attractive place to visit.
- › **Establish Wayfinding:** Provide directional markers and signage to help guide visitors to and through the CRA, which will also afford opportunities for identification of strategic events and venues occurring within the CRA.
- › **Transit Oriented Development:** Provide walkable, mixed use development designed to maximize access to public transit, and other multi-modal forms of transportation, which will result in decreased vehicular congestion on roadways.
- › **Increase Connectivity:** Provide connections through the CRA and surrounding area for vehicles, bicycles and pedestrians.
- › **Promote Mixed Uses:** Integrate a more intense and complimentary mixture of uses in both horizontal and vertical development patterns in an effort to maximize use of existing and proposed infrastructure, while increasing the tax base in the area.
- › **More Efficient Land Uses:** Maximize developable land area through shared infrastructure and vertical intensification of land uses.
- › **Encourage Events:** Encourage and facilitate events that will increase volume of out-of-area visitors that will utilize the amenities in the area and patronize the business within the CRA.
- › **Preserve Cultural Heritage:** Implement programs, projects and activities that preserve the area's cultural history and offer new opportunities for recreational, athletic and adventure tourism.
- › **Support Educational Institutions:** Foster the existing educational institutions as partners in the redevelopment who attract daily visitors and new residents to the CRA.

Higher intensity and density land uses are encouraged to maximize redevelopment in the CRA. The tables below identify the existing land use densities currently within the CRA, the maximum density allowed with the current land use and maximum density scenarios if land uses were changed. The tables below identify each use as they are currently built and opportunities for higher density that can occur without a formal amendment to the County’s Future Land Use Map. The scenarios below illustrate potential higher densities for the CRA over the next 40-year period.

The tables below illustrate the density for the existing development, the density allowable within the existing Future Land Use designation, and assumptions forecasting future development/redevelopment to be built in accordance with the densities permitted within the Multimodal Transportation District and Employment Centers.

**Actual Density:** The existing density within the CRA was developed in accordance with the existing zoning designations and meets the minimum thresholds for the Future Land Use designations.

**Maximum Allowable Density:** If properties within the CRA develop according to the maximum allowable densities, then the area would benefit from a much more intense pattern of redevelopment. The maximum allowable densities are the maximum achievable densities that are currently allowed for properties within the CRA. Please refer to the Future Land Use Map provided in the Appendix.

	TOTAL ACRES	ACTUAL DENSITY	MAXIMUM ALLOWABLE DENSITY
<b>Commercial</b>	679	0.20 FAR	2.5 FAR
Square Footage		2,912,853 sf	73,913,697 sf
<b>Institutional</b>	335	0.09 FAR	2.0 FAR
Square Footage		904,104 sf	29,186,071 sf
<b>Low Density Residential</b>	593	3 du/acre	5 du/acre
Dwelling Units		123 du	2,963 du
<b>High Density Residential</b>	78	15 du/acre	18 du/acre
Dwelling Units		1,503 du	1,408 du

**MMTD Scenario:** This scenario illustrates Multimodal Transportation District (MMTD) land uses for those properties that are within a half mile of the East U.S. 192 corridor. The vacant properties on the south side of East U.S. 192 were excluded from the MMTD calculation as their future use is uncertain.

**Commercial:** 16,356,889 sf

**Institutional:** 10,362,924 sf

**Residential:** 4,300 dwelling units

**MMTD/Employment Center Scenario:** This scenario assumes the same density for the MMTD area with 80% commercial use and 20% residential use. If the vacant properties on the south side of East U.S. 192 across from OHP, totaling 471 acres, were developed as an Employment Center in accordance with an Urban Infill Activity Center then the densities would be calculated as: 65% commercial uses, 10% residential uses, and 25% civic uses.

**Commercial:** 29,686,249 sf

**Institutional:** 4,207,896 sf

**Residential:** 5,146 dwelling units

	TOTAL ACRES	MMTD Scenario	TOTAL ACRES	MMTD/Employment Center Scenario
<b>MMTD Commercial (80%)</b>	501	0.75 FAR	501	0.75 FAR
Square Footage		16,356,889 sf		16,356,889 sf
<b>MMTD Residential (20%)</b>	125	25 du/acre	125	25 du/acre
Dwelling Units		3,125 du		3,125 du
<b>Employment Center Commercial (65%)</b>			306	1.0 FAR
Square Footage				13,329,360 sf
<b>Employment Center Residential (10%)</b>			47	18 du/acre
Dwelling Units				846 du
<b>Institutional</b>	793	0.3 FAR	322	0.3 FAR
Square Footage		10,362,924 sf		4,207,896 sf
<b>Low Density Residential</b>	125	2.6 du/acre	125	2.6 du/acre
Dwelling Units		322 du		322 du
<b>High Density Residential</b>	77	11 du/acre	77	11 du/acre
Dwelling Units		853 du		853 du

\*Low and High Density Residential calculates only those units that are built to date outside of the MMTD area.

\*\*Employment Centers include 65% commercial, 10% residential, and 25% civic uses. Civic uses were left out of the density table above for the purposes of calculating densities only.

## V CAPITAL IMPROVEMENTS

In the pursuit of redevelopment of the East U.S. 192 corridor, the Community Redevelopment Agency, will work closely with the County and other partners to pursue multiple elements of the plan throughout the lifespan of the CRA. In accordance with Section 163.362(10) F.S., the projected costs of the redevelopment, including the amount expended on publicly funded capital improvements in the CRA and/or any indebtedness incurred, will occur within 40 years after the fiscal year in which the plan is approved.

The Agency shall recommend and prioritize programs, projects and activities consistent with the Capital Improvement Element of the Osceola County Comprehensive Plan and this Redevelopment Plan for inclusion in the County Capital Improvement Plan.

The goals and objectives presented in this plan translate into design and permitting, construction of capital improvements projects, as well as ongoing administrative and maintenance costs. This section of the plan seeks to categorize costs into three main categories:

**Short Term:** Activities that can be implemented and achieved within one to five years.

**Mid Term:** Activities that can be implemented and achieved within six to ten years.

**Long Term:** Activities that are not foreseen to be initiated in the first ten years, but will occur over a longer horizon.

The following are abbreviations of the revenue sources that may contribute to each line item. Revenue sources can be found in Section VI of this report.

<u>Revenue Source</u>	<u>Abbreviation</u>
Tax Increment Financing	TIF
Public/Private Partnership	PPP
Electric Power/ Street Lighting	KUA
Water/Sewer	TWA
Stormwater	SW
Transportation Ad Valorem District	DAT
Statewide Transportation Agencies	TA
Municipal Service Benefit Unit	MSBU
Tourist Development Council	TDC
Osceola Heritage Park	OHP
Kissimmee Convention & Visitors Bureau	CVB
Building Enterprise Fund	BEF

**SHORT TERM ACTIVITIES  
YEARS 1 – 5**

	<b>Project</b>	<b>Agency/Revenue Source</b>	<b>Cost</b>
<b>CAPITAL PROJECTS</b>	Street Lighting Maintenance	TIF/MSBU	\$280,000
	Turnpike Entry Feature & Landscape	TIF/TA	\$2,500,000
	CRA Identification, Events & Marketing Banners	TIF/OHP/PPP	\$48,000
	Demolition of Unsafe Structures	TIF/PPP/BEF	\$1,000,000
	Wayfinding Signage	TIF/TDC	\$75,000
	OHP Upgraded Landscape & Streetscape	TIF/OHP	\$500,000
<b>DESIGN</b>	Stormwater Master Plan	TIF/SW/DAT	\$50,000
	U.S. 192 Urban Cross Section	TIF/DAT/TA	\$3,000,000
	Utility Underground & Upgrades - System Design	TIF/KUA	\$100,000
	OHP Upgraded Landscaping and Streetscape	TIF/OHP	\$50,000
<b>O&amp;M</b>	Banner & Landscape Maintenance	TIF (annual cost)	\$25,000
	Staff	TIF (annual cost)	\$50,000
	Overhead	TIF (annual cost)	\$25,000
	Revisions to LDC and Comp Plan	TIF (annual cost)	\$25,000
	Debt Service Payments	TIF/TDC	\$500,000
<b>Admin</b>	Marketing	TIF/CVB	
	Economic Development Incentives	TIF/CVB	
	Billboard Sunset/Amortization/Relocation Policy	TIF	

**TOTAL \$8,228,000**

**MID TERM ACTIVITIES  
YEARS 6 – 10**

	<b>Project</b>	<b>Agency/Revenue Source</b>	<b>Cost</b>
<b>CAPITAL PROJECTS</b>	U.S. 192 Urban Cross Section	DAT/TA	\$42,000,000
	Public Realm Improvements along U.S. 192	TIF/DAT	\$45,000,000
	Underground Utilities	TIF/KUA/MSBU/TA	\$10,000,000
	Streetscape Collector Roadways	TIF/PPP/DAT/MSBU	\$40,000,000
	Demolition of Unsafe Structures	TIF/PPP/BEF	\$1,000,000
	Destination Athletic Complex	TIF	\$24,000,000
	Gateway Treatments	TIF/TA	\$300,000
	Stormwater Park/Mitigation Bank	TIF/PPP/SW	\$55,000,000
	Sewer Extensions (U.S. 192 between Denn John and Bill Beck)	TIF/TWA/PPP/MSBU	\$8,000,000
	Turnpike Overpass Features	TIF/DAT/TA	\$50,000
<b>DESIGN</b>	New Roadway Connectors (U.S. 192 to Neptune)	TIF/DAT	\$6,000,000
	Streetscape Collector Roadways	TIF/DAT	\$100,000
	Pedestrian Flyover or Underground passage	TIF/DAT	\$50,000
<b>O&amp;M</b>	Sunset/Amortization/Relocation Billboards	TIF (annual cost)	\$100,000
	Street Light Maintenance	TIF/MSBU	\$280,000
	Staff	TIF/MSBU (annual cost)	\$75,000
	Overhead	TIF (annual cost)	\$25,000
	Banner & Landscape Maintenance	TIF (annual cost)	\$25,000
	Debt Service Payments	TIF/TDC	\$300,000
<b>Admin</b>	Marketing	TIF/CVB	
	Economic Development Incentives	TIF/CVB	
	Billboard Sunset/Amortization/Relocation Policy	TIF	

**TOTAL \$232,305,000**

**LONG TERM ACTIVITIES  
YEARS 11 - 30**

	<b>Project</b>	<b>Agency/Revenue Source</b>	<b>Cost</b>
<b>CAPITAL PROJECTS</b>	Premium Transit	TIF/TA	TBD
	New Roadway Connectors (U.S. 192 to Neptune)	DAT	\$40,000,000
	Pedestrian Flyover or Underground passage	TIF/DAT	\$5,400,000
	Underground Utilities Phase II (if needed)	TIF/KUA	\$10,000,000
<b>O&amp;M</b>	Sunset/Amortization/Relocation Billboards	TIF (annual cost)	\$100,000
	Façade or other Improvement Grants	TIF/CDBG (annual cost)	\$200,000
	Street Light Maintenance	TIF/MSBU	\$1,120,000
	Staff	TIF (annual cost)	\$140,000
	Overhead	TIF (annual cost)	\$50,000
	Banners and Landscape Maintenance	TIF (annual cost)	\$25,000
<b>Admin</b>	Marketing	TIF/CVB	
	Economic Development Incentives	TIF/CVB	
	Billboard Sunset/Amortization/Relocation Policy	TIF	

**TOTAL \$57,035,000**

**Costs by Type**

Capital Projects	\$ 315,013,000
Design	\$ 9,350,000
Operations/ Maintenance	\$ 3,065,000
Administration	\$ 0

**Costs by Revenue Source**

Tax Increment Financing	\$ 26,623,000
Public/Private Partnership	\$ 0
Electric Power/ Street Lighting	\$ 20,100,000
Toho Water Authority	\$ 8,000,000
Stormwater	\$ 85,050,000
Transportation Ad Valorem District	\$ 139,600,000
Statewide Transportation Agencies	\$ 42,300,000
Municipal Service Benefit Unit	\$ 140,000
Tourist Development Council	\$ 0
Osceola Heritage Park	\$ 550,000
Convention & Visitors Bureau	\$ 0
Building Enterprise Fund	\$ 2,000,000

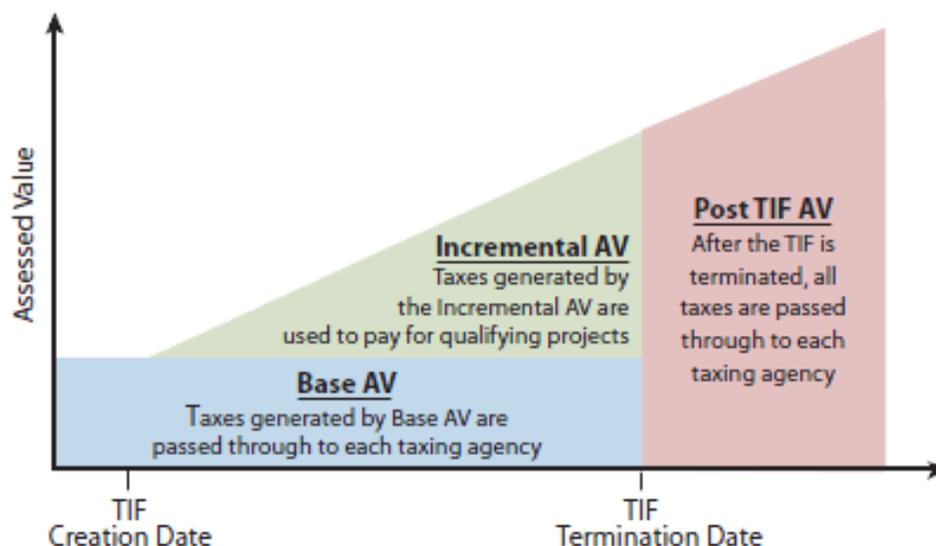
## VI REVENUE SOURCES

Redevelopment program funding and accounting is administered through a Redevelopment Trust Fund (the Fund), created by an ordinance adopted by the Osceola County Board of County Commissioners.

### TAX INCREMENT FINANCING

Subsequent to adoption of the Redevelopment Plan, the Trust Fund is established and, according to statute, provides for the collection of tax increment revenues to finance capital improvements. This technique is known as Tax Increment Financing (TIF). Tax Increment Financing is a tool used to leverage public funds to promote redevelopment activities in the CRA. A TIF captures the future tax benefits of real estate improvements in the CRA to pay the current cost of making those improvements as part of the Redevelopment Plan. A Redevelopment Trust Fund is established for the tax increment revenue and dedicated to redevelopment. Upon adoption, the Trust Fund ordinance specifies the base valuation of the property located within the boundaries of the Area. Thereafter, 95% of County General Fund taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the CRA are reinvested into the area through the Redevelopment Trust Fund. Local taxing authority funds (i.e. School Board, Southwest Florida Water Management District and Juvenile Welfare Board) are not included in this computation and continue to flow into their respective funds.

The CRA may use the TIF funds as collateral for loans or leverage for grants, creating indebtedness, operating capital, or in general to accomplish any of the requirements of the CRA that necessitate capital input. Neither the members of the CRA nor any persons executing indebtedness on behalf of financing the Plan are liable personally for such indebtedness. The bonds and other obligations of the CRA are not a debt of Osceola County, nor are the obligations payable out of any funds or properties other than those of the CRA.



The Community Redevelopment Agency is authorized to finance projects within the Community Redevelopment Area with financial assistance from other county, state and federal governments; tax increment funds; CRA bonds; donations; loans from private financial institutions; the lease or sale of CRA-owned property; or any other available source, public or private.

The Agency is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out the Redevelopment Plan. The principal and interest on such advances, funds and indebtedness may be paid from tax increments or any other funds available to the CRA. Advances and loans for operating capital may be provided by the County until adequate tax increment or other funds are available to repay the advances and loans and to permit borrowing adequate working capital from sources other than the County. The County may also, at the request of the CRA, supply additional assistance through loans and grants for various public projects.

As indicated, Tax Increment Financing is a means of using property taxes from new development property valuation increases to assist in paying for public improvements that stimulate development. However, TIF may not generate sufficient revenue to cover all redevelopment investment, such as major property acquisition or long-term maintenance of streetscapes. As a result, the CRA will need to consider additional or alternative methods of financing. These methods include, but are not limited to:

- Loans from the County's general fund;
- Establishment of a Special Improvement District and Special Maintenance District;
- Issuance of General Obligation Bonds;
- Any other loans, grants, and guarantees or financial assistance from the federal or state governments, or any other public or private source will be used, if available. These could include the Community Development Block Grants; and
- Conventional loans to meet Community Redevelopment Act requirements.

The CRA has four primary functions for which it needs significant funding:

- The construction of public improvements such as improving streetscapes and parking, including the East U.S. 192 corridor;
- Land assembly for public use and public/private partnerships;
- Marketing the Redevelopment Area; and
- Leveraging grants and other funding instruments.

### **PUBLIC/PRIVATE PARTNERSHIPS**

Leverage TIF accumulation through public/private partnerships (PPP) to catalyze redevelopment of the area. Re-investment in the CRA district could be achieved through the strategic use of Osceola Heritage Park (OHP) to provide long term leasehold of property to facilities that increase the use of OHP and the surrounding area. Examples of synergistic development include new hotels, restaurants, additional recreational facilities, and a parking garage.

## **ELECTRIC POWER/STREET LIGHTING**

In an effort to boost site readiness, work with the appropriate utility provider to ensure the electric system infrastructure is available and installed. This would effectively bridge economic development efforts to a variety of programs tailored for small, medium, and large sites. Options available to reduce costs include “time of use” cost incentives, energy saving discounts and state economic incentives. Any immediate upgrades to the capacity, including burying the utilities, could be funded through a cost sharing plan over a thirty year period.

## **WATER/SEWER**

Pursue agreements with the water and sewer utility providers to ensure a wider range of options for a private developer including the ability to allow for extended payment plans, and financing capital costs over a longer period of time. Additionally, the CRA may choose to provide TIF funds for development and capacity changes in the form of a grant.

## **STORMWATER**

Work with Toho Water Authority, Kissimmee and St. Cloud Utility Authorities, South Florida Water Management District, FDOT, and Florida’s Turnpike Enterprise to pursue joint options for developing a local stormwater mitigation strategy. This mitigation strategy not only assists in developing needed infrastructure for the area, but also assists with private development of parcels by providing the option to purchase into a larger stormwater system, thus increasing the developable area on their site. Additionally, the water utilities may choose to use the stormwater system as an opportunity to create an alternative water supply source.

## **TRANSPORTATION AD VALOREM DISTRICT**

The Transportation District provides funding through ad valorem tax revenue for County transportation facilities. The CRA has identified a number of transportation improvements within this Redevelopment Plan that could be funded through the assistance of the Transportation District.

## **STATEWIDE TRANSPORTATION AGENCIES**

The East U.S. 192 CRA will work in concert with Osceola County, through the Transportation Planning Staff and MetroPlan, to ensure that the Florida Department of Transportation and Florida’s Turnpike Enterprise provide appropriate funding levels for any roadway improvement occurring within the CRA boundaries.

## **MUNICIPAL SERVICE BENEFIT UNIT**

The Municipal Service Benefit Unit (MSBU) program administers the non-ad valorem assessments levied for various local improvements within the unincorporated boundaries of Osceola County. The assessments associated with MSBUs are based on the cost to provide the improvement, number of participating properties, and the benefit unit allocated to each participating property. Typically, community improvements financed via special assessments include residential household solid waste collection and disposal services, residential street

lighting, lake management, and a variety of construction projects such as road paving and stormwater control systems, wall reconstruction and water/sewer line extension.

### **TOURIST DEVELOPMENT COUNCIL**

The Tourist Development Council (TDC) makes recommendations to the Board of County Commissioners for the effective operational uses of the tourist development tax revenue. The TDC uses tourism development taxes to provide leadership in marketing and development of local amenities and recreational activities for future economic benefit.

### **OSCEOLA HERITAGE PARK**

Osceola Heritage Park (OHP) is Central Florida's Event Complex offering five venues on over one hundred twenty acres within the CRA. OHP is a key constituent to the redevelopment of the CRA. Visitors travel from around the nation to attend the events held at the OHP venues.

### **KISSIMMEE CONVENTION & VISITORS BUREAU**

The Convention and Visitors Bureau (CVB) provides information and special offers to visitors to the area. As a branch of Osceola County government, the CVB promotes the County's tourism, attractions and amenities. Located within the CRA, the CVB partners with the County to embrace and promote existing and future amenities located within the CRA.

### **DEMOLITION/INCENTIVES**

To facilitate the removal of blighted structures, the CRA may opt to provide demolition grants. These grants would be secured to provide funding for the removal of derelict structures. The County's Building Enterprise Fund provides funding for those properties that are deemed necessary for demolition and those funds are secured in a lien. In an effort to reduce the expense of demolition, the Agency will pursue alternative cost saving measures including re-negotiating with the landfill for lowered costs for construction debris or partnering with local Osceola businesses looking to recycle construction debris.

## **VII IMPLEMENTATION STRATEGIES**

Implementation of this plan will require the coordinated efforts of the Community Redevelopment Agency, local businesses, lending institutions, property owners, community residents, and county governments. Leadership, from both the public and private sectors is necessary to accomplish short and long term goals. A coordinated effort has occurred to develop this plan, and a coordinated effort will continue as the plan is implemented.

### **THE OSCEOLA BOARD OF COUNTY COMMISSIONERS/EAST U.S. 192 COMMUNITY REDEVELOPMENT AGENCY/COUNTY STAFF**

The Osceola County Board of County Commissioners has been established as the Community Redevelopment Agency (Agency) subject to and consistent with the Florida Community Redevelopment Act of 1969. The Agency is a separate and distinct legal entity, which is independent from the Board of County Commissioners, whose Agency powers are assigned under Chapter 163.358, F.S.

Initially, the primary support staff to the Agency will be the County's staff, with professional service consultants as needed. As projects move forward, an Advisory Board may be created. The principle function of County staff is the administration and coordination of the Redevelopment Plan. The County administration acts to carry out Redevelopment Plan policy. In collaboration with the Advisory Board, County staff also advises the Agency on policy options and constraints. County staff may also be instrumental in seeking grant funding to carry out the projects of this Plan and will coordinate Agency proposals with other regulatory agencies having jurisdiction.

### **COMMUNITY REDEVELOPMENT ADVISORY BOARD**

The East U.S. 192 CRA Advisory Board may be comprised of stakeholders who either own property or hold a business interest in the designated area, and who may assist the Agency with policy and activity recommendations.

### **GOVERNMENTAL AND QUASI-GOVERNMENTAL AGENCIES**

The redevelopment plan is home to many other governmental agencies that all must work together for the betterment of the district. These include the Convention and Visitor's Bureau, the Osceola Heritage Park complex (including the Silver Spurs Rodeo and the University of Florida Extension Services office), the School District and Gateway High School, as well as the state transportation agencies of the Florida Department of Transportation and Florida's Turnpike Enterprise.

The utility providers of St. Cloud Utilities, Kissimmee Utility Authority, Toho Water Authority and the permitting agency of South Florida Water Management District all need to work in concert to achieve the goals of the redevelopment plan.

## **COMMUNITY LEADERSHIP**

The Chamber of Commerce and the Growth Management Task Force are integral to the planning process for the CRA. Their support and active involvement in this effort is essential for success. These civic leaders must also be ambassadors of the redevelopment program. They need to be involved in the realization of the plan and involve the community through outreach.

## **PRIVATE SECTOR**

Private property owners, developers, and tenants are the primary basis for a successful redevelopment program. The leadership of real estate companies and developers should provide essential entrepreneurial vision and initiative that will create profitable enterprises and an improved East U.S. 192 corridor. The involvement of local banks under the Community Reinvestment Act should provide assistance for financing for private development.

The CRA businesses, land owners and developers will be responsible for improving the physical condition of streets, buildings, and public places within the redevelopment area of private property, especially adjacent to the road network. It is essential for the success of this redevelopment effort that merchants support the redevelopment plan and work with the CRA, both individually and through their organizations, in the improvement, maintenance, and promotion of the redevelopment area.