



DOWNTOWN KISSIMMEE COMMUNITY REDEVELOPMENT AREA PLAN UPDATE

Final — November 2012



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PART I-OVERVIEW AND CONTEXT

CHAPTER 1-PLANNING CONTEXT



The 2012 Downtown Kissimmee Community Redevelopment Area (CRA) Plan Update (The 2012 Redevelopment Plan) is the product of continuing efforts of Kissimmee’s citizens and leadership to revitalize and redevelop their center city. Since the adoption of the first CRA Plan in 1992 and the subsequent 2003 Plan Update, the City and the Community Redevelopment Agency have taken action towards implementing a vision for a strong urban core capable of serving the entire area as a center for livability, including governance, entertainment, heritage, health care, education, commerce and a full service living environment (see Figure 1.1, CRA Overview).

As an update to the 2003 effort, the 2012 Redevelopment Plan builds on that vision and strengthens the foundation for shaping the Downtown’s future growth in the coming decades. The 2012 Redevelopment Plan further refines the districts (now called Strategic Investment Areas) originally designated in the 2003 CRA Plan to reflect the changes in urban form and redevelopment that has occurred. These Strategic Investment Areas provide an organizational framework that will aid in providing focused planning initiatives, related infrastructure improvements and investment priorities. The 2012 Redevelopment Plan incorporates contemporary planning principles including compact transit-oriented development, mixed-use buildings, energy efficiency strategies and economic policies to support local job growth.

The vision for the Downtown Kissimmee CRA builds on the strategic investments already in place, along with a commitment to contribute to the development of a progressive regional economy and sensitivity towards environmental concerns. This 2012 Redevelopment Plan document begins with a summary of the many successes of the previous CRA Plans, and then lays out specific projects, programs and initiatives designed to continue the momentum created by strategic investment while adjusting to the changing marketplace.

CRA SUNSET EXTENSION

The City has enjoyed significant success in its downtown redevelopment as a result of implementing numerous strategies and capital improvements described in the 1992 and 2003 Redevelopment Plans. Major funding for redevelopment projects and activities during the nearly 20 years since inception of the Downtown CRA was largely derived and/or leveraged from increment revenue contributions.

After undertaking redevelopment activities in the Downtown CRA for over two decades, the City assessed its progress and provided direction by updating the Downtown Redevelopment Plan in order to meet future challenges. After City staff and consultant analysis of existing conditions and accomplishments, and an extensive outreach effort to public and private stakeholders, an updated 2012 Redevelopment

Plan has been prepared. The Plan outlines five core Planning Principles and associated action strategies, develops a new Urban Design Master Plan, and programs anticipated capital investments for the coming decades to shape the future growth and prosperity of the Downtown CRA.

The 2012 Redevelopment Plan contains a number of planned capital improvements that the City wants to address during the Years 2023 to 2033. These capital improvements include streetscape/connectivity improvements, recreation/park developments, parking enhancements and infrastructure improvements. The major funding mechanism for many of these capital improvements is the continuation of increment revenue financing. By extending the revenue increment contributions an additional 10 years to provide a sunset date of December 31, 2033, the City/Community Redevelopment Agency could continue to implement projects and activities in the 2012 Redevelopment Area using a combination of public and private sources of capital and utilizing both long-term and short-term financing options.

According to Section 163.387(2)a, Florida Statutes (2012) “...If the community redevelopment plan is amended or modified pursuant to Section 163.361(1), each such taxing authority shall make the annual appropriation for a period not to exceed 30 years after the

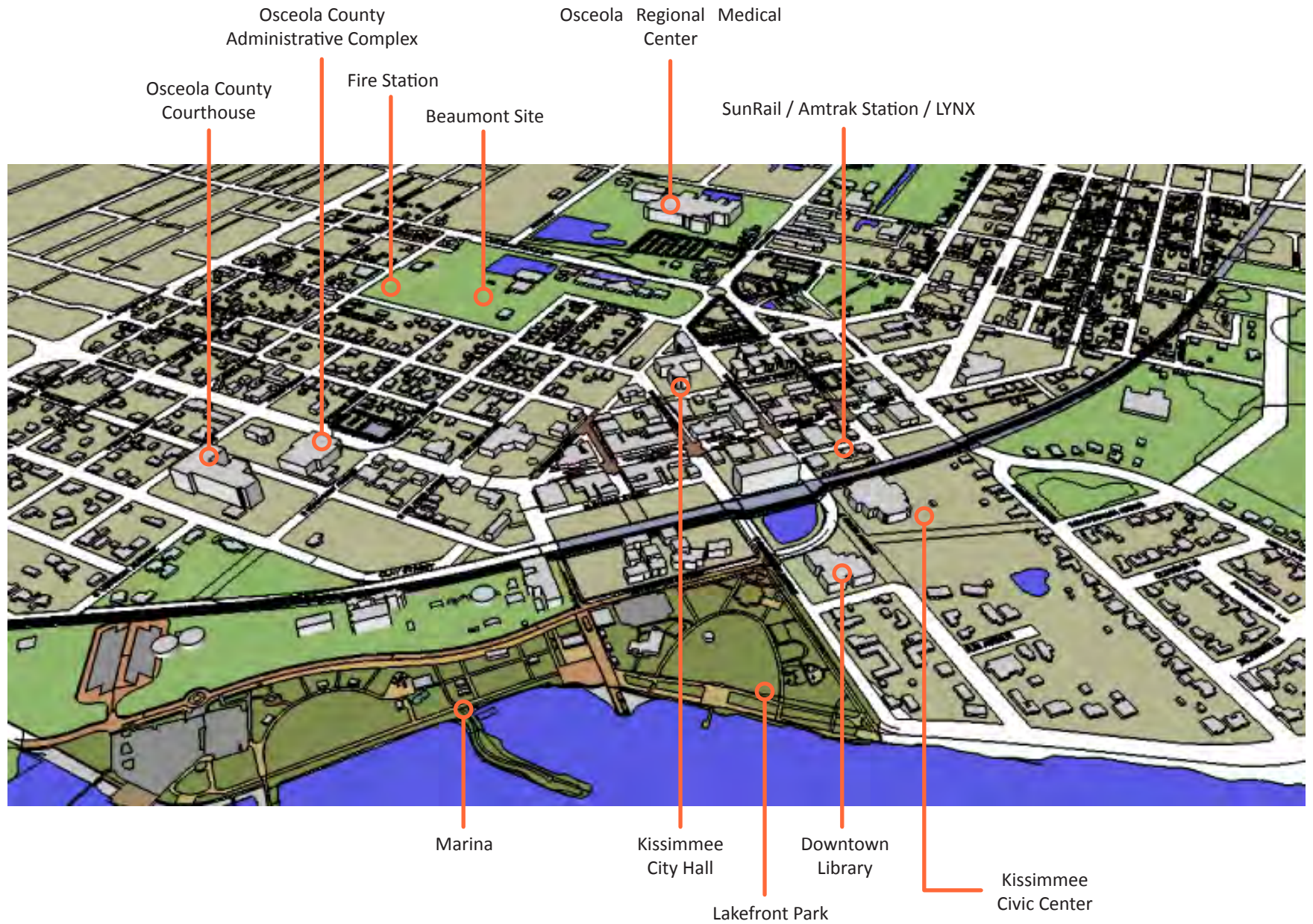


Figure 1.1 - CRA Overview

date the governing body amends the plan but no later than 60 years after the fiscal year in which the plan was initially approved or adopted....” Therefore, the City may extend the CRA through 2033 and continue utilization of increment revenues above the base year established (1992) through 2033 by adopting a City resolution.

2003 - DOWNTOWN KISSIMMEE COMMUNITY REDEVELOPMENT AREA PLAN UPDATE

The 2003 Community Redevelopment Area Plan Update identified detailed projects and initiatives to be undertaken to facilitate the continued redevelopment of the Downtown Community Redevelopment Area and eliminate conditions of blight identified in the Finding of Necessity. This plan laid the groundwork for the significant accomplishments that have occurred over the last decade. The key projects listed below were identified in the plan.

Key Projects:

- Lakefront Park Improvements
- Parking Improvements
- Martin Luther King Jr. Boulevard Improvements
- Amtrak Train Station Renovations
- Monument Avenue Streetscape Improvements
- Osceola Regional Medical Center (ORMC) Expansion

- Redevelopment of Beaumont site
- Redevelopment of Rinker site (now known as the CEMEX Plant site)
- Establishment of Community Redevelopment Area Overlay District and related design guidelines
- Class “A” Office in the vicinity of ORMC
- Mabbette Mixed-Use Corridor
- Multimodal Transit Hub
- Railroad Avenue Artists Court
- Pleasant Street Public Parking/Farmers Market
- Neighborhood School
- Neighborhood Preservation Incentives
- Grants

Since the adoption of the plan, most of the key projects listed above have been implemented or are currently in process. The list below consists of projects and initiatives that have been implemented since the current plan was completed. The Downtown Community Redevelopment Agency was actively engaged with all of these efforts, but significant support (in the form of funding, expertise, and in-kind services) was received from a number of entities, including private developers, Osceola County, the City of Kissimmee, the Kissimmee Utility Authority (KUA) and many others.

Plan Outcomes and Accomplishments:

- Created focus on improving Lakefront Park
- Construction of City Centre Mixed-Use

Development (Public-Private Partnership)

- Lakefront Master Plan completed and construction underway, with scheduled completion in 2015
- Completion of Phase I Streetscape improvements along Monument Avenue, Dakin Avenue, Sproule Avenue
- Initiation of the Phase II Streetscape design phase
- Parking Improvements - City Centre shared parking garage constructed, County Parking Garage completed in 2012
- Community Redevelopment Area Overlay District established Design Guidelines
- ORMC Expansion Plan created and underway
- Neighborhood Preservation Incentives and Grants developed:
 - o Residential Grants - Matching Façade, Matching Rehabilitation and Impact Fee Assistance
 - o Paint Voucher and an Owner Occupancy Incentive
 - o Commercial Grants - Matching Façade or Sign, and Water and Sewer Impact Fee Assistance
- Life Safety Compliance, Matching Façade Rehabilitation and Matching Revitalization
- Teacher Housing Assistance Program and Live Where You Work Incentive Program

KEY PROJECTS AND ACCOMPLISHMENTS

1 Phase I Streetscape Improvements

Created a more attractive, pedestrian-oriented environment to revitalize the Downtown.

Improvements included Monument Avenue, Dakin Avenue, Ruby Avenue and Sproule Avenue.

Streetscape improvements included wide public sidewalks, shade trees, lighting and sidewalk furniture.

2 Lakefront Park Improvements

Provided connectivity between the lakefront and the Downtown business district.

Created great public spaces to increase day and evening pedestrian traffic.

Created a major tourist attraction for the redeveloped waterfront.

Provided an opportunity for mixed-use development that will create an exciting destination for residents and visitors alike.

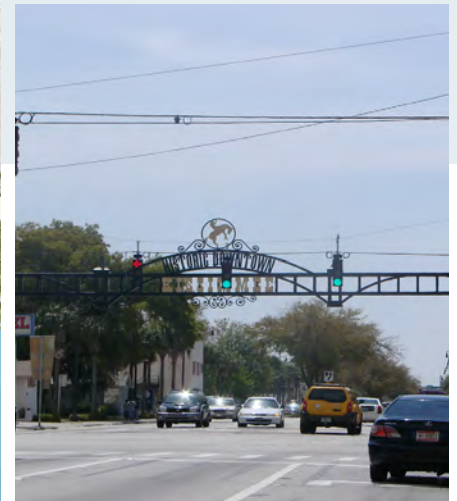
3 Main Streetscape Improvements

Power lines were relocated from the street to the alleyways.

Medians were added with landscaping and oak trees.

New street signs and lamp posts were installed to complement the historic character of the street.

Easements were acquired from each of the property owners for landscaping and irrigation that is maintained by the City of Kissimmee.



4 *City Centre Mixed-Use Development*

Established good development and design standards for future TOD development.

Entered into a Public-Private partnership with Kissimmee Centre City LLC to develop a mixed-use development of retail, office and residential uses with a shared parking garage.

Revitalized the core of the Historic District.

5 *Neighborhood Preservation*

Strengthened the residential neighborhoods throughout the CRA Overlay District.

Enhanced the residential character through creating opportunities for the development and redevelopment of housing units.

Offered Neighborhood Preservation Incentives and Grants.

6 *Osceola Regional Hospital Expansion*

The Osceola Regional Medical Center (ORMC) invested in a \$40 million expansion of its facilities, providing an influx of revenue for the CRA.

Encouraged consolidation of expansive surface parking lots into parking garages, specifically in the redevelopment of the Beaumont site and expansion of the ORMC facility.

ORMC is moving forward with the plans for a \$50 million expansion that is expected to create about 120 new nursing and clinical jobs.



PLAN FRAMEWORK

The 2012 Redevelopment Plan is intended to serve as a comprehensive resource for community leaders and stakeholders that are engaged in improving the social, economic and physical conditions of Downtown Kissimmee. The Plan is intended to serve as a guideline for promoting the sound development and redevelopment of properties within the boundaries of the Downtown CRA. Potential opportunities for public improvements, private development investment and future land use composition are identified and graphically illustrated in the document.

The 2012 Redevelopment Plan has been developed following a thorough investigation of the existing conditions and extensive community input solicited during the planning process. It is not intended to be static, but rather a flexible document that can be modified as conditions continue to change and evolve. Over time, the objectives and strategies of the plan should continue be updated and revised based upon changes in the economy, relevant public concerns, and opportunities associated with public and private development proposals. The Plan is comprehensive in its assessment of the issues impacting the future of Downtown Kissimmee, and the projects, plans and initiatives proposed in the Action Strategies are designed to implement the vision and goals set forth in the 2012 Redevelopment Plan.

The Downtown Community Redevelopment Agency is not the only entity that will be responsible for implementation of plans, projects and programs that are being proposed by other agencies and organizations. Projects identified within this Plan are exclusive of those that are already included in the City or County's Capital Improvements Plan (CIP) and may also be influenced by other regional and State initiatives. Throughout the planning horizon, the role of the Downtown Community Redevelopment Agency will be to implement projects and initiatives identified within this Plan through direct funding, as well as partnerships with other public agencies and private sector entities that currently have or wish to have an active role in the redevelopment of Downtown Kissimmee.

The 2012 Redevelopment Plan is sensitive to current economic conditions. While the impact of constrained market conditions on the Downtown CRA does imply a slower than usual growth rate and shortage in private sector investment in the near-term, it is anticipated that redevelopment potential and opportunities will be available once the economy stabilizes and begins to improve. It must also be understood that the 2012 Redevelopment Plan will not be implemented all at once and, it is likely that the elements of the Plan may not necessarily occur within the time sequence described herein.

The 2012 Redevelopment Plan contains descriptions of several types of projects and programs, including capital projects, private development and government programs. Capital projects are those that are generally funded solely by the public sector to address specific infrastructure needs such as roads, drainage, streetscapes, parks and other municipal facilities. The 2012 Redevelopment Plan also contains projects that provide opportunities for the public and private sector to work together toward mutually beneficial development activities. The public and private sectors can bring different resources and capabilities to bear on projects that fulfill the objectives of the plan but otherwise might be unsuccessful. For these projects, public costs are undetermined at this time because the Community Redevelopment Agency's role in each will be defined through negotiation at the time of the project opportunity.

Finally, the 2012 Redevelopment Plan anticipates government actions to be undertaken by the Community Redevelopment Agency for a variety of purposes. Regulatory actions may include revisions to the City's Comprehensive Plan, land development regulations and building codes. Land acquisition programs, such as land banking, and property swapping, are expected to be incorporated in the redevelopment process to control prime development sites, thereby ensuring future development in a manner

consistent with redevelopment objectives. These activities are permitted for the purposes of carrying out community redevelopment and related activities under Florida Statutes Ch. 163.370(c).

The 2012 Redevelopment Plan is organized into the following general sections:

- **Background and Context** – This section includes an introduction of the historical development of the Downtown and surrounding areas, as well as the geographic, economic and regulatory contexts that are currently shaping development/redevelopment within the Downtown CRA.

- **Planning Principles** – This section includes the five major planning principles that will shape the efforts to create a more attractive, connected and livable Downtown CRA. Each of the principles represents an important focus area, and when combined, represents a holistic approach to planning, urban design and placemaking in the Downtown CRA. For each of the planning principles, specific Goals, Objectives and Action Strategies are included, which are intended to implement the vision of this Plan.

- **Strategic Investment Areas** – The Strategic Investment Areas are specific areas where the Downtown Community Redevelopment Agency

will be seeking opportunities for facilitation and leveraged investment designed to spur private sector development. For each area, specific public sector and potential private sector investments have been identified.

- **Implementation Plan** – This section includes a detailed listing of the specific projects, plans and initiatives that have been identified for completion during the planning horizon.

Together, these sections comprise the 2012 Redevelopment Plan and represent a comprehensive blueprint for redevelopment planning and investment within the Kissimmee Downtown CRA for the next two decades.

HISTORICAL CONTEXT

The 2012 Redevelopment Plan builds on several decades of incremental initiatives and projects manifested by efforts of citizens, staff and leaders who believed in the potential to turn the Downtown into a vibrant area rooted in rich cultural heritage. Strategic investments made to date serve as the point of departure and will set the tone for the work to be accomplished in the next 20 years.

Located on the northern shore of Lake Tohopekaliga, the City of Kissimmee has a long and colorful history as one of central Florida's early pioneer communities. The city's founders and original businesses were focused on ranching and citrus production. These industries utilized the lake and its associated dredged canals to ship goods as far south as Fort Myers and also took advantage of the city's central location and rail facilities to send cattle and citrus throughout the state. Although these industries have declined in relative material importance in recent years, the pride of their historical significance is showcased in the character of the city's Downtown and surrounding community (see Figures 1.2–1.5).

The influx of new residents, coinciding largely with the emergence of the Orlando region as a tourist destination in the 1970s, led to the development of Vine Street as a major tourist thoroughfare. It also led to the establishment of a large seasonal population in residential areas

throughout the city and in nearby portions of unincorporated Osceola County.

The city of Kissimmee evolved modestly over the course of its first 70 years of growth from 1880 to 1950. In the 1950s, the population reported was still very low at 4,310 residents. During these early years, several natural and man-made influences, such as the Florida land boom, highway construction, construction of the Kissimmee airport in the 1940s and the growing popularity of Florida as a retirement destination, grew the population, but it was not until the 1970s that the city witnessed a dramatic increase in population and a subsequent change in its urban character.

1970s – With the opening of the Disney World Resort in 1971, Kissimmee experienced a boom in development which doubled the city's population. Unfortunately, the tourist draw also contributed in the proliferation of uncontrolled strip commercial development along the major transportation corridors and resulted in deterioration of the overall architectural character of development in areas surrounding the Downtown CRA.

1980s – Downtown Kissimmee experienced economic decline and physical deterioration during this decade. These conditions caused city leaders to begin the process of establishing a Community Redevelopment Area in 1988.



Figure 1.2



Figure 1.3



Figure 1.4



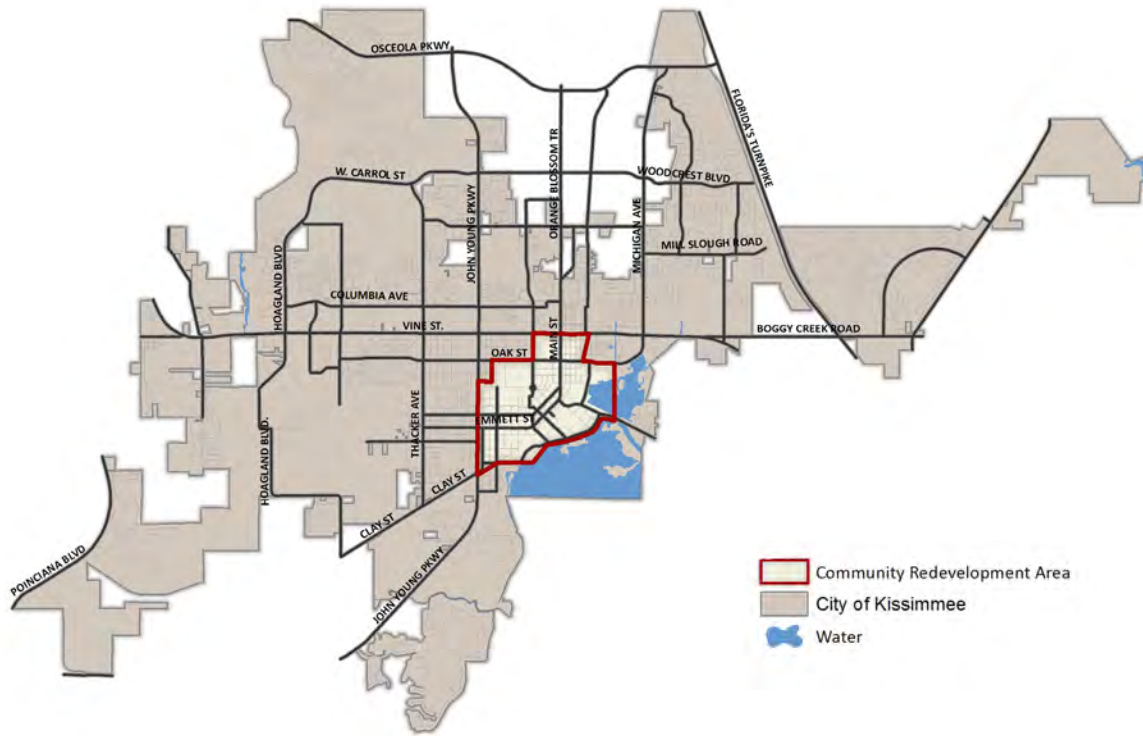
Figure 1.5

1990s – While the Florida Department of Transportation (FDOT), Osceola County and the City of Kissimmee made a considerable investment in upgrading the aesthetic quality of Vine Street in the 1990s, the Downtown area continued to stagnate. In 1992, the City founded a Community Redevelopment Agency to support the businesses and neighborhoods that composed the historic Downtown.

2000s – Under new leadership, the City and Community Redevelopment Agency updated the Master Plan in 2003. The Osceola Regional Medical Center (ORMC) invested in a \$40 million expansion of its facilities providing an influx of revenue for the Community Redevelopment Agency. The City and the Community Redevelopment Agency then proceeded to systematically complete projects and programs that reinvigorated the Downtown throughout the remainder of the decade

Present – The redevelopment program has now evolved to a new level of sophistication. With ORMC investing in another significant expansion, the Community Redevelopment Agency is expected to have the increased resources needed to pursue major redevelopment projects that will have a substantial impact on the City's future. In addition, the Region's commitment to SunRail, with a station in Downtown Kissimmee, promises to become an opportunity to attract development, residents and tourists to the city.

PLANNING AREA DESCRIPTION



Map 1.1 - CRA Location Map

The Downtown CRA covers the area located in and around the city’s historic Downtown. As illustrated in Map 1.1, the district is generally defined by Vine Street on the north, John Young Parkway on the west, and Lakeshore Boulevard/Lakeshore Drive on the south, and conservation lands on the east of Lawrence Silas Boulevard serve as the eastern extent. Downtown Kissimmee contains 1,274 properties, encompassing ±725 acres of land, including rights-of-way. It is important to note that the ±725 acres includes the Lake Toho/ Neptune Road Conservation Area that prohibits development. The total development area in Downtown, after excluding rights-of-way and conservation lands, is ±501 acres. Once the built or developed area is subtracted, the total land available for redevelopment is ±170 acres. The ±170 acres includes mainly vacant lands and surface parking lots.

Access to and from Downtown Kissimmee is through one of the three major regional corridors: Vine Street (US 192), Main Street-Orange Blossom Trail (US 441) and John Young Parkway. Unfortunately, deteriorating physical, economic and aesthetic conditions of these corridors and their role as gateways into the Downtown CRA have cultivated a negative perception within the larger community. Therefore, an important component of the vision for the Downtown CRA will be to work collaboratively with FDOT, Osceola County and

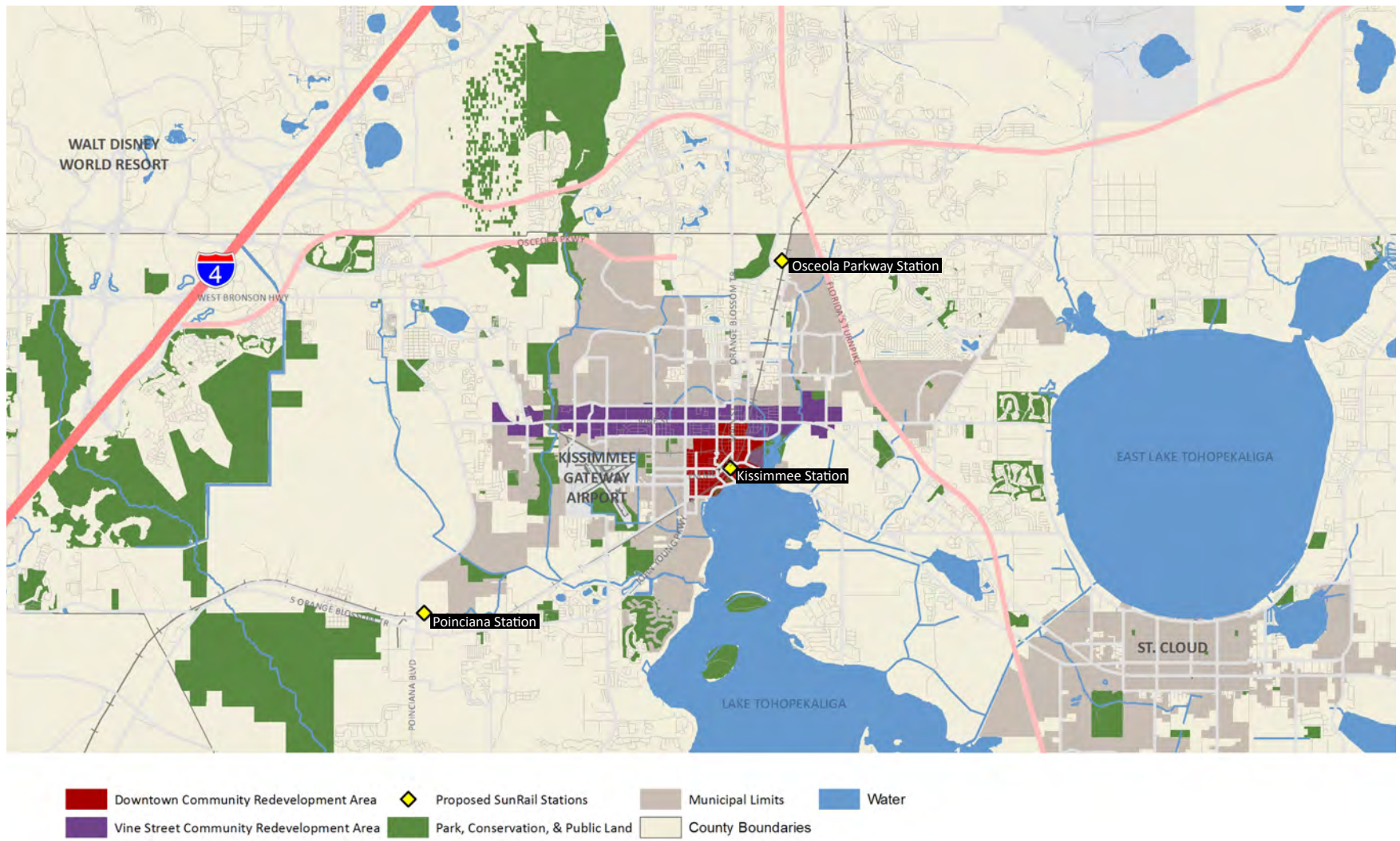
REGIONAL CONTEXT

The city of Kissimmee is part of a larger geographic area for planning that extends from detailed planning at the CRA scale to broader planning efforts at the city, county and regional levels (see Map 1.3, Regional Location Map). Kissimmee has an opportunity to play a pivotal role in shaping a diverse economy hinged on sound growth management principles and improving the quality of life for citizens in the city and the larger Central Florida region. Of the regional initiatives that will have a significant impact on Downtown Kissimmee's future growth, the construction of the 61-mile SunRail commuter rail line will provide the key impetus for forging reinvestment in the Downtown CRA. The planned Downtown station is one of the few along the commuter rail corridor that has the basic and essential ingredients necessary to support transit oriented development in place. The quality and character of the living environment Downtown, combined with the current economic base, provide a solid foundation for future development.

Downtown Kissimmee is the hub of government and employment activity in Osceola County and is home to numerous assets including the Osceola County Administrative Complex, Osceola County Courthouse, City Hall, Osceola Regional Medical Center, the Kissimmee Civic Center, the Hart Memorial Central Library, and Lakefront Park. The scheduled opening of SunRail in 2015 will not only provide access for

Downtown CRA residents to other employment centers in the region, but will also bring visitors and employees to the Downtown CRA's employers and attractions every day. The key challenge for Kissimmee in the coming years will be to fully leverage the investment from SunRail to continue expand and diversify its economic base, attracting large employers, as well as creating an atmosphere that supports local small businesses and entrepreneurship.

Although the Downtown has been able to attract significant stable employment, it has struggled somewhat in attracting residential development. As the Downtown grows, it will be important to encourage the development of residential units to provide housing for local employees. The CRA's Live Where You Work Incentive Program has met with success in attracting some County employees to live in the city; however, there is still an evident lack of the housing supply and diversity critical mass necessary to create sustained neighborhood vitality.



Map 1.3 - Regional Location Map

ECONOMIC CONTEXT

Kissimmee is part of the Orlando- Kissimmee-Sanford Metropolitan Statistical Area (MSA), which, according to the U.S. Census Bureau's 2010 Census, has a population of 2,134,411. It is the third most populated metropolitan area in Florida, fifth largest in the Southeast and 26th largest in the country. As of the 2010 Census, the population recorded for the city of Kissimmee was 59,682 and was 268,685 for Osceola County (see Figure 1.6, Population Trends).

The Downtown Kissimmee Community Redevelopment Area's population was 2,220 in 2000 and the 2011 estimated population is 2,389 (according to estimates provided by ESRI Business Analyst service). Although new developments, such as the City Centre development have added some additional residential units in recent years, there is still a lack of the critical mass and appropriate densities needed to support a wide range of retail development and the vibrant ambience envisioned for Downtown.

Since the construction of Disney World Resort in the 1970s, the city's economy has been dependent on tourism and associated services. This has resulted in a concentration of relatively low-wage jobs within the greater Orlando-Kissimmee-Sanford MSA. The City's 2009 Evaluation and Appraisal Report identified the need for diversification of the city's economic base in order to improve the overall income

levels and quality of life for its citizens. The following section provides a snapshot of the city's demographic profile that is often used by real estate analysts when locating development products in a particular community.

INCOME

Employment rates, income levels and population density are fundamental factors taken into consideration during the site selection process for commercial development. Income levels in the city of Kissimmee are closely related to its association with the tourism industry, which typically hires lower-wage workers. The median household income for city residents, as reported by the ESRI forecasts for 2011, is nearly 20 percent less than that of Osceola County (\$40,347 for the city vs. \$51,725 for the county). In comparison, median household income levels for Downtown CRA residents are 13 percent less than the median income earned in the city of Kissimmee. According to the City of Kissimmee Consolidated Plan 2009-2013, the City's designated target area for Community Development Block Grant (CDBG) funding is located partly within the Downtown CRA. The data presented in this report indicated that 35.8 percent of households in Kissimmee are cost-burdened, with 15 percent severely cost-burdened (see Figure 1.7, Income Distribution).

Population Trends, 2000 to 2015

Total Population	2000	2011	2015
Study Area	2,220	2,389	2,426
City of Kissimmee	50,456	60,838	64,421
Osceola County	218,820	335,810	377,156
Percent Change	2000-2011		2011-2015
Study Area	7.6%		1.5%
City of Kissimmee	20.6%		5.9%
Osceola County	53.5%		12.3%

Figure 1.6 - Population Trends

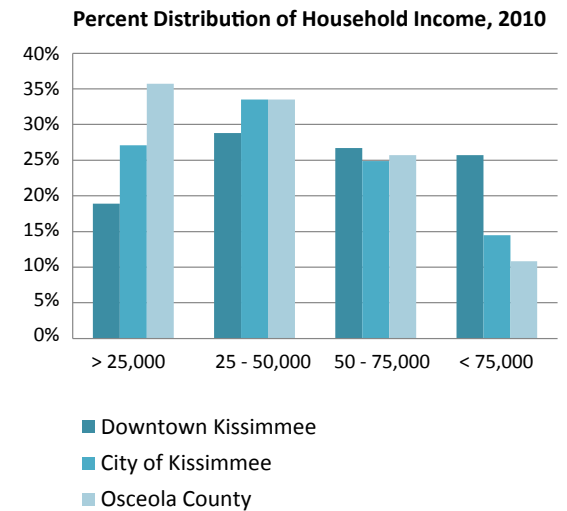


Figure 1.7 - Income Distribution

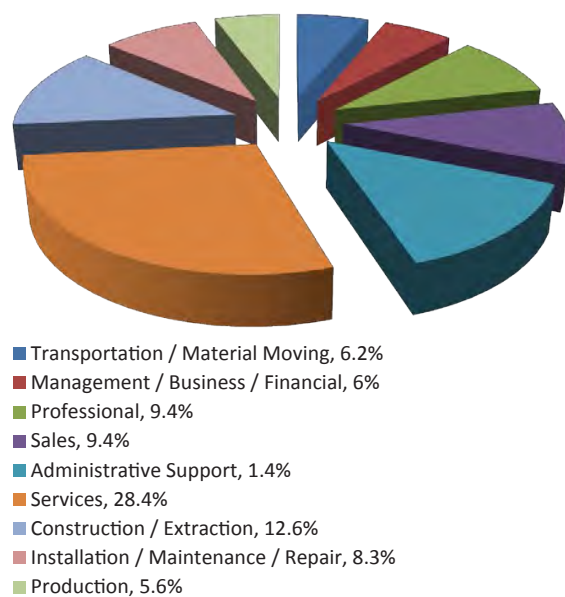


Figure 1.8 - Employment by Industry

EDUCATION

The economic conditions in a community are typically understood through the analysis of several indicators, such as per capita income, median and average household incomes, employment rate, educational attainment, labor force participation, and poverty rate. In addition, educational attainment levels have a direct impact on the economic stability of the community as there is a strong correlation between the level of education, employment opportunities and income.

The 2011 estimates provided by ESRI Business Analyst reported that only 33 percent of the Downtown CRA's population 25 years old and over had received a high school diploma or equivalent. In comparison, 82 percent of the city's population 25 years old and over, and 84 percent of the county's population 25 years old and over have received a high school diploma or equivalent. The Downtown CRA's population with less than 9th grade education was nearly 9 percent compared to the city's population for the same education level at 6 percent. It is interesting to note that there was a pronounced difference between the population with higher education (bachelor's degree or higher). Nearly 18 percent of the city's population had a bachelor's or a graduate degree, compared to only 13 percent for Downtown Kissimmee. Osceola County at 19 percent has a significantly

lower percentage of the population with a bachelor's degree or higher as compared to the state average at 26 percent.

The low educational attainment levels suggest a need for educational and training programs to be provided for demands of the new industries that the city and the region are trying to attract. Some of these strategies could include increased vocational training programs and working with area businesses to develop apprenticeship and mentoring programs, as well as attracting an institution of higher learning to the Downtown area. The Community Redevelopment Agency will encourage that local educational institutions already present in the area (Osceola County School Board, Valencia Community College, and University of Central Florida) work together to develop programs that would improve the educational level of the local workforce.

EMPLOYMENT

Downtown Kissimmee is the city's major employment center and is expected to continue growing as increased transit service and infill and redevelopment efforts spur additional investments in business opportunities. Numerous law, accounting and medical offices related to the healthcare industry and governmental functions currently dominate the Downtown employment base (see Figure 1.8). Osceola County and the Osceola Regional

Medical Center (ORMC) are the two major employers located within the Downtown CRA, employing over 2,000 employees. Other employers located within close proximity of the district include Florida Hospital and Valencia Community College. However, due to a lack of housing choices, the majority of employees leave the Downtown CRA after non-work hours. Providing housing with varying price points within the Downtown CRA will be crucial in attracting a diverse mix of professionals and activities that further energize the Downtown core. ORMC is moving forward with construction on a \$50 million expansion that is expected to create about 120 new nursing and clinical jobs.

The current global economic recession has significantly impacted the employment statistics at the city and county levels. According to the data released in January 2011 by Florida Agency for Workforce Innovation, Osceola County has the sixteenth-highest ranked unemployment rate in the state at 12.4 percent (December 2011). Although similar data for the city and Downtown are not available, estimates from ESRI Business Analyst forecasts indicate that the city's unemployment rate was 15.2 percent, nearly 3 percent more than the county's unemployment rate. At the CRA level, an even higher rate of unemployment (18 percent) was estimated by ESRI forecasts.

FUTURE ECONOMIC DRIVERS

Downtown Kissimmee's future continues to be influenced by its past. Tourism and construction industries have been particularly hard hit by the current recession and the city's close connection to these two fields has had a significant impact on both the unemployment rate and median income levels. Moving forward, the Downtown CRA will need to continue to diversify its economy in order to increase employment opportunities and create greater resilience during future economic downturns. The greatest opportunities for diversification are the continued growth and expansion of ORMC, the Osceola County Administrative Complex, the implementation of SunRail, the redevelopment of key sites within the district, and the successful redevelopment of the Vine Street CRA. The Downtown CRA also has the potential to serve as the hub for encouraging start-up businesses and entrepreneurship as part of the region's economic development efforts to create a high-tech corridor and digital arts cluster. If the City and Downtown Community Redevelopment Agency can successfully leverage and build upon these opportunities, significant growth and physical transformation in the Downtown are possible.

PLANNING AND REGULATORY CONTEXT

The 2012 Redevelopment Plan builds upon the various plans created for specific projects Downtown or citywide planning efforts that have had impact on the Downtown. Each plan or project has contributed in charting the future for the Downtown CRA in one way or another. A thorough review of these plans illustrates that several projects identified have been successfully implemented, some of the work is near completion, and still other elements, such as redevelopment of large underutilized sites, effective traffic circulation and neighborhood stabilization, need more work on an ongoing basis.

2008 - COMMUNITY REDEVELOPMENT AREA DESIGN MANUAL

In order to ensure that new development and redevelopment within the Downtown CRA creates a more aesthetically pleasing environment, design guidelines were developed for both private sector development projects and public realm design. This manual regulated building placement and mass, as well as architectural detailing, to ensure that newly constructed projects were consistent with the existing context.

Key Recommendations:

- Establish separate public realm and private development guidelines

- Provide measurable development standards for distinct districts

- Develop architectural guidelines for the Downtown CRA Overlay District

Plan Outcomes:

- Generated awareness about the significance of combined public and private realm design standards
- Promoted the idea of streamlined development review process
- Set the stage for inclusion of design principles in the update of the City's Land Development Regulations

2011 - KISSIMMEE BICYCLE AND PEDESTRIAN MASTER PLAN

Vision Statement:

"The City of Kissimmee Bicycle and Pedestrian Master Plan is intended to guide the City in the development of a safe, long-term comprehensive bicycle and pedestrian network; to facilitate the development of the City's multimodal infrastructure; to create conditions that make bicycling and walking more attractive; and to provide a bicycle and pedestrian friendly community for the citizens and visitors of Kissimmee."

Key Projects within the Downtown Community Redevelopment Area Master Planning Area:

- Trail Opportunities – Shingle Creek Trail connecting Orlando with the Downtown lakefront, Kissimmee Loop Trail with designated bike lanes along Martin Luther King, Jr. Boulevard and Central Avenue; and the Lakeshore Boulevard/ Lakeview Drive Trail

- Bicycle Boulevard Facilities and Share the Road signs - Emory Avenue – Mabbette Street to Vine Street; Clyde Avenue - Palmetto Avenue to Vine Street; Patrick Avenue – John Young Parkway to Bryan Street; and Mabbette Street – Thacker Avenue to Stewart Avenue

- On-Street Designated Bicycle Lanes – John Young Parkway and Main Street/-Orange Blossom Trail

Plan Outcomes:

- Renewed emphasis on pedestrian connectivity between the city's various neighborhoods and destinations
- Promoted the idea of a regional trail network
- Identified connections to existing LYNX route stations and proposed SunRail

2009 - VINE STREET / US 192 REDEVELOPMENT OVERLAY DEVELOPMENT MANUAL

Building on the 2007 Vision Plan, the Vine Street Redevelopment Overlay included specific design guidelines for redevelopment and infill buildings based on street hierarchies. These guidelines help ensure that appropriate transit-supportive private investment will follow the public investment in roads and transit infrastructure. The Overlay Development Manual was adopted by ordinance into the City's Land Development Code in 2011.

Key Projects:

- Identify bus rapid transit (BRT) and Circulator Routes through the Downtown CRA
- Establish transit stations at the intersections of Vine Street with Main Street/ Orange Blossom Trail and John Young Parkway
- Develop a street hierarchy system

Plan Outcomes:

- Promoted the idea of a BRT system along Vine Street
- Created focus on transit-oriented nodal development to improve the development potential of aging strip commercial corridor

- Redefined desired uses and development standards

2008 MULTIMODAL TRANSPORTATION DISTRICT

Redevelopment and infill development projects have often been hampered by the requirements of transportation concurrency, and as a result growth is pushed further to the fringes of the urban area. In order to avoid having this pattern of growth continue, the City amended its Transportation Element in December of 2008 to provide for the creation of a Multimodal Transportation District (MMTD) with minor supporting changes to the Land Use and Capital Improvement Elements. The adopted MMTD now encourages redevelopment and infill development, particularly along Vine Street and in the Downtown CRA, and addresses transportation issues from a multi modal perspective. Within the MMTD, design standards that must be met to achieve concurrency shall include:

- Mixed land uses with an emphasis on increasing residential population, primarily in the Downtown CRA and along the Vine Street corridor.
- Buildings oriented to the public sidewalk with primary entrances oriented towards the sidewalk.

- Parking located to the rear of buildings or in community parking facilities; Building facades consistent with the character of existing development and with significant ground floor transparency.

- Streetscape improvements, including wide public sidewalks, shade trees, lighting, and sidewalk furniture.

- On-site multimodal infrastructure to connect buildings, parking, transit facilities, adjacent properties and public sidewalks.

- Enhancing the street grid through maximum block lengths, cross-parcel connections and pedestrian easements through large blocks.

- Evaluate new bus service concepts such as BRT with limited stops to provide such service.

CITY OF KISSIMMEE 2011 COMPREHENSIVE PLAN

The City of Kissimmee Comprehensive Plan is the legally mandated document that guides land use and development patterns and objectives for the City. The City's Comprehensive Plan was adopted in 1991 and updated through the State's Evaluation and Appraisal Report process in 2011. Kissimmee's Comprehensive Plan Update clearly articulates the importance of enhancing the local quality of life through

redevelopment and the creation of a more transit-oriented, pedestrian-friendly mixed use community, and improving local employment opportunities through increased economic development and investment. The vision also includes maintaining the health of local ecosystems and natural resources and ensuring adequate levels of public facilities and infrastructure. The Comprehensive Plan contains multiple elements addressing future land use, housing, transportation, infrastructure, coastal management, conservation, recreation and open space, intergovernmental coordination, and capital improvements.

The 2012 Redevelopment Plan is consistent with the vision reflected in the Goals, Objectives, and Policies (GOPs) in the Comprehensive Plan. A review of the GOPs indicates general support for community redevelopment and in some cases are accompanied by specific policies addressing the unique characteristics of the historic Downtown.

The Future Land Use of the Comprehensive Plan regulates the land uses and maximum densities/intensities for future development. The Downtown CRA contains one Future Land Use designation, the Mixed Use District (MU-D), which was specifically created for use within the CRA boundaries. The MU-D future land use category provides the policy support to continue incorporating a mixture of uses during

redevelopment activities in the Downtown CRA, which contribute toward economic development, and provide the density and intensity support needed for future transit and pedestrian-oriented transportation networks (see Map 1.4, Future Land Use). There are five primary sub-areas under the MU-D, which were based upon those established in the 2003 Community Redevelopment Area Plan. Each of these sub-area districts has their own specific land use and density/intensity characteristics based on the desired development pattern. These sub-areas are listed below:

- MU-D: Residential – This Future Land Use category corresponds to the “Residential Enclaves” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area is primarily residential in character and is generally intended to remain so. The mix of uses in this sub-area shall be 85-95 percent residential, and 5-15 percent non-residential, with a maximum project density and intensity of up to 20 du/ac and up to 3.0 FAR. Established and stable residential neighborhoods within this sub-area shall be retained and preserved to the maximum extent feasible.
- MU-D: Main Street – This Future Land Use category corresponds to the “Main Street Gateway” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area serves as the main entrance from

Vine Street to the Downtown and historic commercial core. The mix of uses in this sub-area shall be 20-40 percent residential, and 60-80 percent non-residential, with a maximum project density and intensity of up to 20 du/ac and up to 4.0 FAR.

- MU-D: Downtown – This Future Land Use category corresponds to the “Downtown Kissimmee” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area shall continue to reflect both the commercial core and existing governmental, and support business character, while also providing residential uses. The mix of uses in this sub-area shall be 40-60 percent residential, and 40-60 percent non-residential, with a maximum project density and intensity of up to 40 du/ac and up to 7.0 FAR.
- MU-D: Medical – This Future Land Use category corresponds to the “Hospital/Beaumont Site” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area is centered on the hospital and medical uses area, and shall include residential uses to provide housing for area employees. The mix of uses in this sub-area shall be 5-25 percent residential, and 75-95 percent non-residential, with a maximum project density and intensity of up to 25 du/ac and up to 6.0 FAR.

- MU-D: Corridor – This Future Land Use category corresponds to the “Peripheral Corridors” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area consists almost entirely of commercial properties along the CRA boundary roadways: John Young Parkway to the west, Vine Street to the north and Orange Blossom Trail north of Vine Street. The sub-area mix of uses shall be 0-15 percent residential and 85-100 percent non-residential, with a maximum project density and intensity of up to 30 du/ac and up to 5.0 FAR.

- MU-D: Preserve – This Future Land Use category corresponds to the “Lake Tohopekaliga Restoration Area” sub-area of the Community Redevelopment Plan, Sub-Areas Map. This sub-area consists primarily of wetland habitat in the Oak Street Extension Preserve Area and is intended to remain so, in conjunction with the existing residential uses. The sub-area mix of uses shall be 5-15 percent residential, and 85-95 percent non-residential, with a maximum project density and intensity of 1 unit per 5 acres and up to 0.2 FAR.

LAND DEVELOPMENT REGULATIONS: ZONING

Zoning serves as the primary tool for implementing the goals, objectives and policies outlined in the City’s Comprehensive Plan. The CRA presently contains eighteen (18) distinct

zoning categories that represent five general development types: residential, commercial, industrial, institutional and mixed-use (see Map 1.5, Zoning Map).

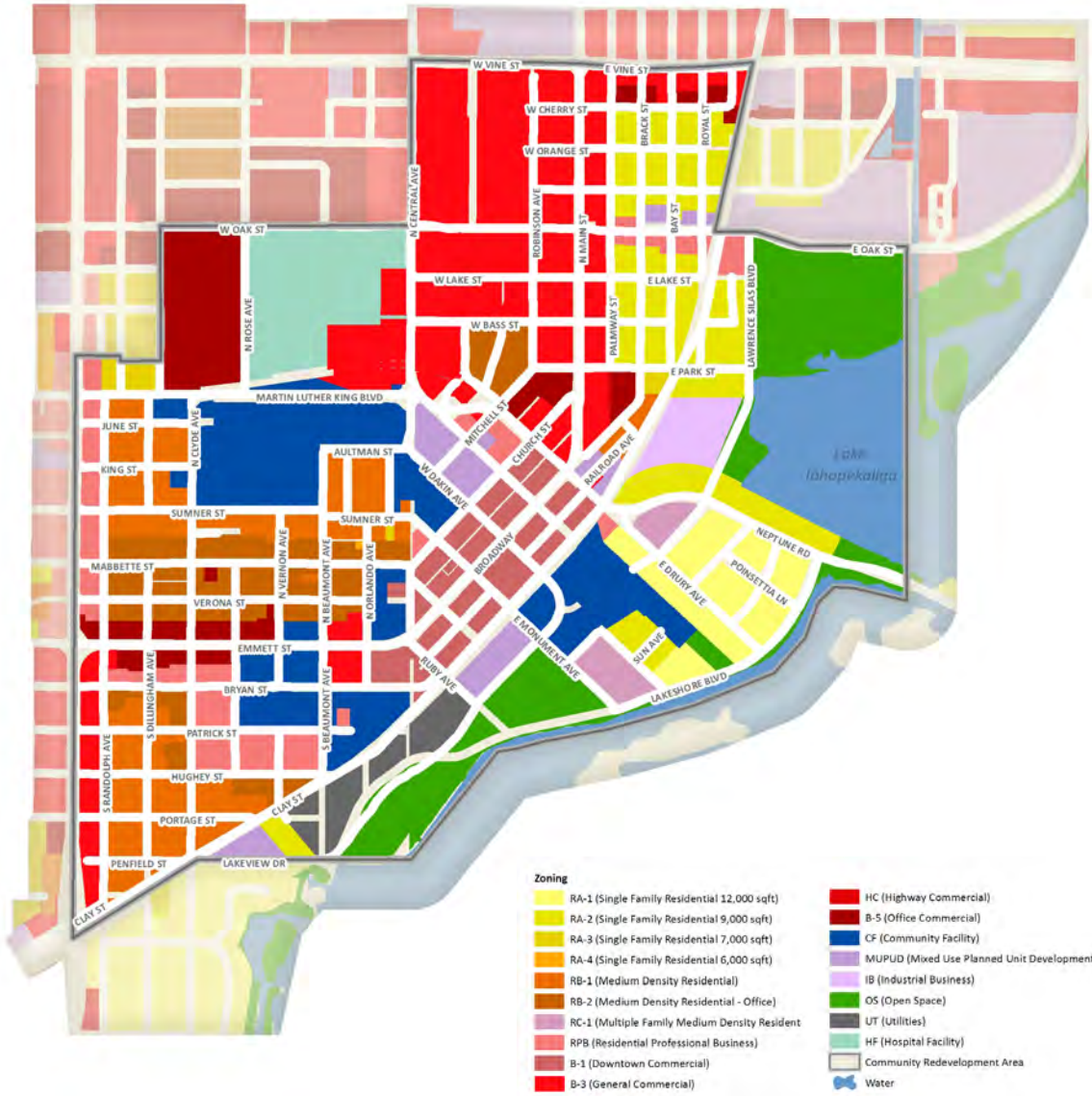
Residentially-zoned areas within the CRA include the districts RA-1, RA-2, RA-3, RA-4, RB-1, RB-2 and RC-1. These districts range from in density from single-family residential with a minimum lot size of 12,000 square feet (RA-1) to multiple-family residential up to 12 units per acre (RC-1).

Commercially-zoned areas within the CRA include the districts RPB, B-1, B-3 and B-5. There is one industrial zoning district within the CRA, which is the IB classification. This district is intended to permit the normal operation of a variety of industrial and related uses under such conditions of operation that will protect nearby development. This district is composed of properties so situated as to be well adapted to industrial development, but where proximity to residential or commercial zones makes it desirable to limit the manner and extent of industrial operations.

Institutionally-zoned areas within the CRA include the districts CF, OS, UT and HF. Mixed uses are allowed within multiple zoning districts, and the MUPUD classification is specifically designed to permit land under unified control to be planned and developed for a compatible mix of residential and commercial purposes

or commercial-office uses with a greater amount of site design flexibility by removing some of the restrictions of conventional zoning. Furthermore, this district is intended to promote the diversification of land uses, increase infrastructure efficiency, preserve open space and allow for the implementation of innovative site planning concepts (see Map 1.6, Open Space Network).

Map 1.5 - Zoning Map



Map 1.6 - Open Space Network



PART II-REDEVELOPMENT MASTER PLAN

CHAPTER 2-PLANNING PRINCIPLES



PLANNING PRINCIPLES

The 2012 Redevelopment Plan defines a clear vision and policy direction for the continued redevelopment of a sustainable urban core. It serves as the guide for promoting the sound development and redevelopment of public and private properties within the Downtown CRA. Opportunities for public improvements, new private redevelopment investment, and future land use composition are identified and graphically illustrated in this section of the report.

In charting the Downtown CRA's course into the next two decades, "5 Planning Principles" were created to express the community's fundamental vision for its urban core. These guiding principles reflect the values and concerns of the community articulated by the area's residents and other stakeholders during a series of workshops and focus group meetings conducted as part of the redevelopment master planning process. This section identifies existing challenges and future opportunities available for each of these principles. In addition, goals, objectives and action strategies have been developed which provide guidance for the Community Redevelopment Agency on how best to invest its revenues to encourage the desired development and redevelopment.

1 Access Downtown

EXPAND CHOICES FOR ACCESS TO AND CONNECTIVITY WITHIN THE DOWNTOWN CRA

- Foster seamless integration between transit modes, systems, and routes, while accommodating efficient connections with other modes of access, such as walking, cycling, and driving to and from Downtown.
- Develop an integrated land use and transportation policy framework to better connect the land uses, activity attractors, districts, corridors and neighborhoods within the Downtown CRA.
- Create an attractive and comfortable pedestrian environment designed to accommodate diverse modes of travel with a high level of safety and amenities.



2 Economic Downtown

STRENGTHEN THE DOWNTOWN CRA'S ROLE AS THE ECONOMIC ENGINE OF THE COUNTY

- Nurture a sustainable and resilient economy through diversification and active facilitation of economic activity within the Downtown CRA.
- Capitalize upon the emerging healthcare and green industry clusters to nurture economic activity in the Downtown CRA.
- Support job growth in the construction industry through encouragement of new development, investment in capital improvements and building renovations.



3 Housing Downtown

PROMOTE INCREASED DENSITY AND DIVERSITY OF HOUSING WITHIN THE DOWNTOWN CRA

- Increase the number of residents living within the Downtown CRA by optimizing and incentivizing density where appropriate.
- Plan to ensure that adopted policies and ordinances support the development of new housing and non-residential products to accommodate a diversity of residents by offering units at varying price points and housing types.
- Strengthen neighborhoods through infill development, property renovations and reversion of business uses back to residential uses in appropriate residential structures.



4 Design Downtown

CONTINUE TO INVEST IN SHAPING THE URBAN ENVIRONMENT THROUGH THE DESIGN OF PUBLIC REALM ENHANCEMENTS IN THE DOWNTOWN CRA

- Continue to invest in promoting public art and cultural venues.
- Update existing design manual to achieve higher standards of future private development and public realm enhancements, particularly with respect to implementing “Complete Street” policies within the Downtown CRA.
- Develop a distinctive and attractive urban environment that forms a part of the revitalized identity and rich architectural heritage of the Downtown CRA.



5 Experience Downtown

REPOSITION THE DOWNTOWN CRA AS AN EMERGING LIVABLE URBAN CENTER IN THE REGION

- Communicate the Downtown CRA vision and development progress to the larger area community in order to cultivate confidence in investors, business owners and new residents.
- Continue to expand on special events and creating new urban entertainment venues to enhance the experience of living, working, and visiting the Downtown CRA.
- Position each Strategic Investment Area according to its unique assets and promote these environments.



ACCESS DOWNTOWN

IMPORTANCE TO CRA

Improving connectivity and mobility options to uses, districts, corridors and neighborhoods will provide for a more cohesive, walkable, livable, economically successful and environmentally sustainable Downtown CRA. The City of Kissimmee and the Community Redevelopment Agency understand the importance of multimodal transportation and have recently embarked upon policies to address mobility issues and improvements for both residents and commuters. In addition to these City-led efforts, the approval of the SunRail commuter rail project and future plans to create a Bus Rapid Transit (BRT) system along Vine Street will be pivotal in strengthening the Downtown CRA's role as an emerging urban center in the Central Florida region (see Figures 2.1-2.2). The City has already begun implementing policies in the Comprehensive Plan that will encourage changes in travel patterns and behavior supported by compact design developments promoting an increase in walking, biking, and transit use while reducing vehicle trip lengths and vehicle miles travelled (VMT).

CHALLENGES

The Downtown CRA poses some challenges to connectivity and mobility options. They include the following:

- **Disjointed Street Grid** – Although the Downtown CRA does contain a street grid network, there are some inefficient connections, such as the Beaumont and CEMEX Plant sites, where large parcels have effectively cut off the grid system. In addition there is a somewhat haphazard development pattern in the northeast that hinders linkages between the residential areas and the Downtown business district.

- **Inadequate Transit Service** – Public transportation in the city of Kissimmee is primarily provided by LYNX. The existing LYNX transit center located at the Kissimmee Railroad depot also provides access to Amtrak passenger rail and Greyhound bus service. In the coming years, a new LYNX Transfer Center and the SunRail Station (together the Downtown Kissimmee Intermodal Center) will provide significant regional connectivity to this site. However, there is currently no circulator or other alternative transportation modes to provide a more efficient local transit service, which could efficiently connect locations within the Downtown CRA and outside to the Vine Street CRA where Osceola Square Mall and other major commercial uses are located (see Figure 2.3).

- **Bus Stops and Facilities** – As redevelopment occurs, additional bus stops need to be located in high activity areas, such as commercial



Figure 2.1 - The Beaumont development site currently provides poor pedestrian connectivity.



Figure 2.2 - A bus stop on Main Street that is an example of poor bus stop facilities.



Figure 2.3 - A Downtown Circulator could improve access to the main activity centers and employment areas.



Figure 2.4 - Existing sidewalk conditions on Beaumont Street.

streets and public places. Currently, the bus stops consist of a sign and occasionally a bench. There is a need for more amenities to provide safe and comfortable facilities for transit users. In addition, there is a need for bus shelters in many locations.

- **Pedestrian and Bicycle Connections** – Many of the existing roadway corridors provide a minimalistic approach to sidewalks, with no streetscaping and bicycle lanes. Due to limited rights-of-way, both public and private realm partnerships and investments will be necessary to promote walking and biking within the Downtown CRA (see Figure 2.4).

- **Shortage of Publicly Accessible Parking** – Downtown Kissimmee has somewhat limited public parking facilities outside of the new County parking garage and the City Centre Mixed-Use development. Toho Square is also used for public parking, but this may not be the case in the long term if the site is redeveloped. Kimley-Horn and Associates conducted a Downtown parking study in September 2011 to assess the current supply and future demands for available parking within the CRA. The study reported that, overall, there is adequate parking available throughout the Downtown, however, there are certain areas that contain some parking deficits, such as the hospital parking and on-street parking in the Downtown area. As the Downtown continues to grow, parking

will remain a challenge that will need to be addressed on an ongoing basis.

OPPORTUNITIES

There are significant opportunities to improve connectivity and mobility options within the Downtown CRA. These opportunities provide key improvements that can be made within the Downtown CRA to create a more livable, walkable environment for residents, employees, and visitors alike.

The specific proposed improvements are identified in the Goals, Objectives, and Strategies listed below and generally fall into one of these three categories:

- **Development/Redevelopment** – There are key opportunities to improve connectivity and mobility within the Downtown CRA through the good design of future development/redevelopment projects. By requiring quality site design, especially through the development of publicly owned redevelopment sites (i.e., Beaumont, Toho Square, Hansel, etc.), the Downtown CRA will become more connected and integrated.

- **Transit Improvements** – The improvement of transit service to the Downtown CRA is possibly the greatest opportunity to improve regional access and internal connectivity within the area.

- **Improved Pedestrian Amenities** – Strategic investments in bike/pedestrian facilities will greatly enhance connectivity within the Downtown CRA, by providing safe and comfortable alternative transportation networks (see Figures 2.5-2.6).
- **Parking Improvements** – The careful management of existing parking facilities and the addition of new facilities where appropriate will improve access to the Downtown CRA particularly for employees and tourists.



Figure 2.5 - Streetscape Improvement Program



Figure 2.6 - Streetscape Improvement Program

Goal

Create a safe, efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers and neighborhoods within the Downtown CRA.

Objectives

- 1. Enhance connectivity and provide mobility options to uses, districts, corridors and neighborhoods for a more cohesive, walkable, livable, economically successful and environmentally sustainable Downtown CRA.
- 2. Promote transit oriented development (TOD) in close proximity to transit facilities, such as the Downtown Kissimmee Intermodal Center and the Vine Street BRT (see Map 2.1 and Figures 2.7 and 2.8).

- 3. Collaborate with LYNX, Greyhound, and Amtrak to coordinate transit service schedules and routes to provide connectivity between various transit modes by reducing waiting times.
- 4. Update existing design standards for bus stop/station amenities.
- 5. Create clear, direct, and short transfers between transit modes and routes by investment in pedestrian infrastructure; minimize walking distances and removing physical and perceived barriers within a quarter-mile of the Downtown Kissimmee Intermodal Center.
- 6. Develop partnerships with nearby employers and destinations, such as ORMC, Florida Hospital, UCF and Valencia Community College, to fund or operate a fixed route/fixed schedule shuttle service to Downtown Kissimmee.
- 7. Create safe, secure, appealing and efficient pedestrian and bicycle systems linking all majority activity centers, parking facilities and other interchange points.
- 8. Develop a short-term and long-term area-wide parking strategy with maximum and minimum parking standards and shared use parking practices.
- 9. Design parking facilities to a high level of architectural and landscape quality to reduce

negative impacts on the environment and streetscape.

Action Strategies

Transit

- Coordinate with LYNX, FDOT, and other related agencies to ensure that bus stops and stations use a coherent design theme reflective of the local character of the surrounding neighborhoods.
- Coordinate with LYNX, FDOT and other related agencies to ensure that they provide appropriate transit station amenities, including restrooms, convenience retail, and comfortable waiting areas.
- Coordinate with the Vine Street Community Redevelopment Agency and other City of Kissimmee Departments to assess the feasibility of implementing a transit circulator system connecting activity centers in proximity to the Downtown CRA.
- Promote and develop carpooling or bike/pedestrian incentives to employers in the Downtown CRA until the time sufficient demand for transit service is generated.

- Distinguish the Downtown CRA as an environmentally friendly multimodal transportation hub through encouraging the development of alternative private transportation modes to create healthy and fun ways to connect the Downtown Kissimmee Intermodal Center to the remainder of the CRA. Such privately operated transportation modes may include the following:

- o Public bike share system is a network of shared bicycles available for short-term use for a fee. Bike sharing provides healthy, convenient, comfortable, flexible, and affordable cycling options to residents and visitors. It extends the reach of transit and walking trips, reduces the need for personal vehicle trips, and triggers greater interest in cycling, and increase cycling ridership.

- o Pedicabs are also known as rickshaws or bicycle rickshaws. They are environmentally friendly tricycles powered by the driver's legs. The driver is an independent contractor and can negotiate the fare and provide advice about different restaurants, nightspots or events and can act as a short-term tour guide.

- o Electric taxi service is energy efficient and eco-friendly transportation solution. It is inexpensive and convenient to get you where you need to go in a stylish and trendy way to travel.

- o Develop a water taxi/ferry boat system in Lake Toho to gain access to Downtown CRA.

Street and Pedestrian Network

- Through the update of the Downtown CRA Design Manual, establish a hierarchy of streets according to their functionality or vision to serve as localized pedestrian connectors within specific districts and neighborhoods.

- Incorporate streetscape treatments into the length of all primary pedestrian corridors to form consistent connections between significant destinations and features (see Figures 2.9-2.10).

- Encourage the development of detailed feasibility studies by the appropriate entities to identify and evaluate proposed "road diet" candidates within Downtown: John Young Parkway, Martin Luther King Jr. Boulevard, Emmett Street and Neptune Street. Road diets are an approach to improve multimodal road operations, particularly along corridors of inconsistent configuration, to reduce bottlenecks and implement complete street concepts.

- Encourage the designation of service routes along roadways that are not identified as pedestrian or cycling priority corridors. Limit truck traffic and major deliveries to off-peak periods.

- Update the Downtown CRA Design Manual and amend the Land Development Code to provide standards for incorporating "Complete Streets" and "MMTD" policies.

- Continue with implementation of the proposed Phase II Streetscape Improvement Program.

- Secure additional funding through grants and private sector contributions to implement streetscape improvements into the remaining fabric of the Downtown CRA.

- Through the RFQ/RFP process, require that new developments on the Beaumont Site, Toho Square and the Hansel Property incorporate appropriate improvements to the street grid network, incorporate design guidelines, and maintain existing and encourage new clear view corridors along sidewalks connecting to the Downtown Kissimmee Intermodal Center and important civic buildings and landmarks.

- Develop policies that minimize the number and extent of curb cuts and require shared access to adjoining properties, where feasible. If possible, locate them off of rear laneways or side streets when feasible.

- Extend municipal and regional multi-use trails, walkways and cycling facilities into station areas, where feasible.

- Continue to create near-term and long-term extensions to the existing bicycle and pedestrian network to facilitate better integration with the envisioned Downtown multimodal circulation system.
 - Implement projects based on the hierarchy and types of bicycle facilities identified in the City of Kissimmee Bicycle and Pedestrian Master Plan (see Map 2.2).
 - Prioritize pedestrian and bicycle improvements along roadways that provide connections to new and existing features of the public realm and catalyst redevelopment projects, including the proposed Intermodal Transit Center, Lakefront Park, and future redevelopment of the Beaumont site, Toho Square, Civic Center and expansion of ORMC (see Map 2.3).
 - Coordinate with the City, LYNX, FDOT and other applicable agencies to ensure that an adequate supply of bike racks, lock points and rental storage lockers for bicycle commuters are available in the Downtown CRA. Priority should be given, specifically at key destinations such as the Downtown Kissimmee Intermodal Transit Center.
 - Incorporate bicycle parking standards into the City's Land Development Code and the Downtown CRA Design Guidelines. Consolidation of shared uses (i.e., Stormwater Ponds, trash compactors, etc.) to provide better access to sites.
- Parking*
- Develop a short-term and long-term area-wide parking strategy with maximum and minimum parking standards and shared use parking practices (see Map 2.4 Parking Map).
 - Optimize on-street parking supply in all future streetscape improvement projects (see Figures 2.11-2.12).
 - Prepare informational brochures to increase community awareness about the benefits and disadvantages of reverse-angle parking.
 - Initiate a demonstration project on a downtown street to determine the effectiveness of reverse-angle parking in Kissimmee.
 - Encourage consolidation of expansive surface parking lots into parking garages, specifically in the redevelopment of the Beaumont site and expansion of the ORMC facility.
 - Through the Update to the Downtown CRA Design Manual, require parking facilities to meet a high level of architectural and landscape quality to reduce negative visual impacts on the environment and streetscape.
- o Require garages to incorporate design elements that contribute to the overall urban fabric. These could potentially include elements such as providing first floor active uses, architectural façade treatment, and green roofs.
 - o Surface parking should be screened from the street to maintain continuity of built form, with the placement of buildings or appropriate landscape.
 - Through the update to the Downtown CRA Design Manual require new parking lots and structures to minimize environmental impact.
 - o Reduce stormwater runoff and encourage filtration of rainwater through:
 1. Use of permeable materials in paving.
 2. Placement of bio-swales or other vegetation at boundaries of paved areas.
 - o Reduce urban heat island effect by:
 1. Using materials with a high albedo to limit absorption of sunlight.
 2. Provide shade over parking areas using trees or built structures.
 - Update the Land Development Code to allow for compact parking standards to reduce land requirements.
 - Develop parking-related marketing and information materials.

- Improve parking violations enforcement in the Downtown area through coordinating with the city to purchase an electric vehicle for the parking enforcement supervisor.
- Implement parking pricing strategies as part of an overall transportation demand management program.
 - o Develop a phasing strategy to implement priced parking in Downtown.
 - o Implement a strict enforcement schedule and improve time restriction management for high-demand spaces and peripheral parking lots.
 - o Apply pricing to on-street parking spaces during peak hours, especially in areas with high-demand for short-term parking as redevelopment occurs with the implementation of key projects such as construction of the commuter parking in the vicinity of the SunRail station.
- Leverage existing assets in public land to “lead by example” in developing additional structured parking, financed by:
 - o Leasing or selling of development rights above property.
 - o Imposing charges on private parking spaces.
- o Allowing for contributions to constructing shared off-site structured parking in lieu of on-site parking.
 - Continue to implement the comprehensive wayfinding and signage program that includes vehicle, parking and pedestrian signage systems to maximize the efficiency of the available parking facilities.
 - Encourage consolidation of smaller parking lots into larger lots to accommodate shared parking.



Figure 2.11 - Proposed angled parking in a downtown retail environment



Figure 2.12 - Proposed angled parking in a downtown retail environment



Map 2.4 - Map of Parking Facilities

ECONOMIC DOWNTOWN

IMPORTANCE TO CRA

While the current economic recession has significantly impacted Osceola County and Kissimmee’s overall employment and economic health statistics, the two sectors of healthcare and education have remained relatively stable and have a strong presence in the Downtown CRA and its immediate surroundings (see Figures 2.13-2.14). To maintain and attract new private investment to the area, it is important to focus on the strength of its assets, history and qualities that are unique to Downtown CRA and tell a compelling story about the advantages of living and doing business there.

CHALLENGES

The Downtown CRA poses some challenges to economic viability. They include the following:

- **Impacts of the Economic Recession** – The global economic recession has greatly impacted the Downtown CRA. Even though health-care and education have remained relatively stable, it is important to understand the changing marketplace and identify business and real estate development opportunities that are realistic and make sense to the area.
- **Need to Diversify Downtown Economy** – In addition to healthcare and education services, government, legal and banking services

dominate the current business climate. As the potential for higher density residential development around the Downtown Kissimmee Intermodal Center and the Vine Street Redevelopment Area increases, more diversified retail and service uses will be required to serve the population.

- **Regional Context** – There is a need to develop a clear understanding of the Downtown CRA’s economy, particularly as it relates to the competitive regional economy. A parallel effort is also needed to prepare a business plan for the Downtown CRA that will assure retention and new recruitment using quantifiable factors such as the occupancy rates, current and projected size of workforce, available space and business inventory, and employer and employee perceptions.

- **Lack of Quality Office Space** – Current office vacancy rates in Osceola County and Metro Orlando Central Business districts are reported between 17 and 18 percent. In the near-term future, growth is expected to remain slow as the national economy rebounds. Over a long-term timeframe, however, the Metro Orlando economy is expected to show continued positive growth—in employment, gross product, and personal income. The Downtown CRA will need to have new quality office space available to meet future demand.



Figure 2.13 - Valencia Community College



Figure 2.14 - Osceola Regional Hospital

OPPORTUNITIES

There are a number opportunities to improve the economic viability within the Downtown CRA over the next two decades. These opportunities are related to existing industries and educational assets, planned opportunities, and the development of new and innovative industries.

The specific proposed improvements are identified in the Goals, Objectives, and Strategies listed below and on the following pages generally fall into one of these three categories:

- **Existing Business Support** – Identify strategies and incentives to support existing businesses and their operations to ensure that they remain located within the Downtown CRA.
- **Development/Redevelopment** – Ensure that the publicly-owned redevelopment sites are utilized to leverage private sector investment to create jobs and increase economic development in the Downtown CRA.
- **Business Development** – Identify strategies and programs to encourage entrepreneurship and innovation within the Downtown CRA.

Goal

Formulate economic development strategies to stimulate the local economy, creating job growth and employment opportunities for residents in the community.

Objectives

1. Continue to work with the City's Economic Development Department and Osceola County to create a comprehensive development strategy that focuses on establishing the Downtown CRA as an important urban center in Central Florida.
2. Continue to support programs that improve and strengthen existing businesses, including marketing and promotion, small business loans and grants, and other financial incentives through organizations such as Main Street, the Chamber of Commerce and the City/County Economic Development Departments.
3. Capitalize on Kissimmee's identity as a medical, education and rail transit hub and promote the Downtown CRA at the regional level.
4. Develop strategies to promote the guest lodging market to the Downtown with the advent of the Downtown Kissimmee Intermodal Center and new downtown development and activities.
5. Work closely with the medical and education entities to stimulate development of medical and educational facilities in the area, creating jobs and market support for commercial activities.

6. Promote a green economy to create high quality green-collar jobs.

7. Promote green building approaches to design and building techniques to create green-collar jobs.

Action Strategies

Business Retention and Recruitment

- Strengthen partnerships with local and regional economic development agencies and institutions including the Metro Orlando EDC, UCF and Valencia Community College.
- Work with the area employers to conduct a biennial survey related to gain insight on the behaviors, perception, needs and desires of employees within the Downtown CRA.
- Focus incentives on the six strategic investment areas proposed in the plan to create the envisioned fabric of "seamless" neighborhoods and districts within the Downtown CRA.
- Conduct a detailed economic and real estate market analysis of the Downtown CRA.
- Develop an online inventory of available properties working in cooperation with local realtors.

- Continue working with existing industrial uses (e.g., Florida Rock) in the Downtown CRA to explore relocation and subsequent redevelopment opportunities.

- Develop an ongoing grant stacking strategy to leverage revenues with matching grant programs for local economic development efforts.

- Seek opportunities to generate additional revenues through private and corporate advertising and donations during special events, that could be later used for pursuing physical improvements and increased marketing efforts.

- Develop an incubation space that could be utilized for arts and/or retail uses.

- Collaborate with wireless technology service providers to offer free Wi-Fi service to downtown residents and patrons.

Healthcare

- Create an independent task force consisting of representatives from the Community Redevelopment Agency, City, ORMC, adjacent neighborhoods and other related entities force dedicated to the creation of a vital urban district within Downtown Kissimmee focused on the biomedical and healthcare sectors.

- Work with the City's Economic Development Department to develop an active recruitment plan for bio-science and healthcare related businesses and facilities. These may include start-up companies coming out of UCF or Valencia Community College, mature technology companies or assisted living development companies already within the region looking to expand or national companies interested in entering the regional market.

- Develop a set of high-quality marketing materials designed to present the existing, planned, and proposed development assets of the Medical Campus Area to the larger community and potential investors.

Land Development

- The City/Community Redevelopment Agency should consider providing specific incentives such as establishing a green building matching grant to assist in the construction cost of implementing green building; applying density or intensity bonuses to increase the number of units or increase the floor area ratio; providing credit against sewer and water impacts for green design that reduces demand; and/or providing reduction in impact fees to motivate and increase green development within Downtown CRA.

- Update the Land Development Code to a form-based code to allow for more flexibility of uses.

Capacity Building and Workforce Training

- Work with area schools, the public library and the UCF Incubator to provide financial and communication literacy and life management training programs for area residents, youth and immigrant workers.

- Work with Osceola County School Board to explore opportunities to develop an urban school in the Downtown CRA.

- Create a business-to-business marketing program that encourages businesses to become well acquainted with local products/services and to support each other through cross marketing and selling and "buying locally" from each other.

- Start a local business appreciation program recognizing the positive contributions and investments of area businesses to the Downtown CRA.

HOUSING DOWNTOWN

IMPORTANCE TO CRA

Housing sets a key cornerstone for a healthy community. To be vibrant, downtown areas need lots of people, day and night. Housing brings 24-hour activity to streets and patrons to retail establishments. Downtowns and their surrounding areas need to be livable places that some will call home, and in order to do so, they must address a full spectrum of housing needs and preferences. A good mix of housing type brings together a variety of income levels, age groups, interests, preferences and productive activities. Housing types should vary considerably, from affordable efficiencies to luxury condos and townhomes. Well-designed amenities and open spaces also make smaller housing an attractive option. In order to thrive, the Downtown CRA will need to offer a wide range of housing choices and allow car-free living that translates into significant savings and easy access to jobs and other services.

The redevelopment strategies of the Downtown CRA are not expected to cause severe impacts to surrounding neighborhoods in the immediate foreseeable future. Redevelopment planning efforts are focused on the improvement and strengthening the community throughout the creation of stable neighborhoods. Redevelopment planning efforts will not be directed towards large-scale demolition and removal of existing neighborhoods. Rather,

plans call for a systematic improvement through a concerted effort aimed at rehabilitating homes and infill development, improving pedestrian connections and creating identifiable neighborhoods. In certain areas, severe building deterioration exists. The Community Redevelopment Agency may choose to pursue a program of property acquisition and or consolidation to further enhance the quality of residential areas, and provide quality and affordable housing stock. If a property is designated for development or acquisition, the process shall comply with City and County requirements and/or State statutes.

Secondary impacts on the residents relating to traffic circulation, environmental quality, availability of community services and facilities, effect on school population and other matters affecting the physical and social quality of the neighborhood are minimal. Impact may involve construction detours, noise and dust.

While relocation is not anticipated, if relocation is required as a result of redevelopment activities, the City of Kissimmee and the CRA will adhere to Section 421.55 of Florida Statutes (2012) and provide assistance to minimize hardships to those being displaced. Thereby, families seeking relocation will be granted reasonable opportunity to acquire decent, safe and sanitary replacement housing within the city of Kissimmee.



Figure 2.15 - Multi-family housing typology



Figure 2.16 - Townhouse typology



Figure 2.17 - Live/work unit housing typology



Figure 2.18 - Dense single family housing typology

CHALLENGES

The Downtown CRA poses some challenges to housing demand and diversity. They include the following:

- **Need for More Housing** – Redevelopment activities in and around the Downtown Kissimmee Intermodal Center and Vine Street BRT, and the expansion of the Osceola Regional Medical Center will bring additional employment to the area, thus requiring more housing choices. Providing a mix of housing types will be an important goal to attracting workers to live and work within the Downtown CRA.
- **Need for a Diversity of Housing Types** – Quality affordable housing remains out of reach for many people. Moderate-income and lower-income households are being priced out of local housing markets, so creative solutions are required. A full spectrum of housing needs and preferences are necessary for a vibrant Downtown CRA (see Figures 2.15-2.18).
- **Protection of Existing Residential** – The Downtown CRA has experienced the conversion of residential properties to non-residential in recent years. Encroachment of non-residential uses into residential areas needs to be minimized.

OPPORTUNITIES

There are many opportunities to increase the supply of housing stock and its diversity within the Downtown CRA. Generally, these opportunities fall under two potential categories.

- **Redevelopment Activities** – The influence of the new SunRail station and the Vine Street BRT-oriented redevelopment proposal could provide the impetus for new residential development projects, as well, the Lake Toho Waterfront Area and the Medical Campus Area are expected to attract additional investments in new mixed-use projects with a significant residential component.
- **Housing Incentives** – Continuing effective incentive programs and identifying new potential incentives would entice new residents to the Downtown CRA. In addition to this demand, incentives could also be formulated to encourage developers to provide the desired mix of housing types.

Goal

Encourage private homeownership and multi-family rental, provide higher density residential and develop market housing opportunities within the Downtown CRA.

Objectives

1. Support the development of TOD with a strong residential component within one-quarter mile of Downtown Kissimmee Intermodal Center.
2. Encourage the development of a diverse mix of housing for various age groups and income levels.
3. Continue/strengthen support for programs to support home ownership.
4. Increase, where feasible, the availability of affordable housing units in new developments.
5. Develop and implement programs to improve the condition and availability of rental housing stock.
6. Protect residential housing stock from encroachment by non-residential uses where appropriate.

Action Strategies

- Continue to implement and expand, where feasible, existing CRA incentive programs that encourage construction of a diverse mix of housing options for people working in the Downtown CRA.

- Consider partnering with existing/future employers to expand the existing “Live Where You Work Program.”
- Support TOD and require medium to high density mixed-use development with a strong residential component within one-quarter mile of the Downtown Kissimmee Intermodal Center.
- Develop and implement programs to improve the condition and availability of rental housing stock.
- Target new residential development in the identified high-density strategic investment areas, and offer incentives that leverage existing/future public investments.
- Develop a plan to target niche markets such as student housing, senior living, or medical/professional/residential facilities in the Medical Campus Area.
- Create a “development checklist” to ensure and prioritize projects that are consistent with the desired vision for Downtown CRA.
- Require all land uses within one-quarter mile of the Downtown Kissimmee Intermodal Center to incorporate medium to high density mixed-use development, with a strong residential component.

- Incentivize new residential development to set aside a percentage of units for affordable/workforce housing units.
- Develop policies and incentives to discourage construction of stand-alone affordable housing developments.
- Where locationally appropriate, continue to promote construction of new and rehabilitated low-density residential development (2-3 stories) on sites within the existing single-family neighborhood fabric.
- Incentivize the incorporation of significant residential units in the redevelopment of large sites such as the Beaumont Site, Toho Square and the Hansel Site.
- Discourage converting residential properties into offices unless site is large enough to provide for required parking and appropriate buffering.
- Consider completing an assessment of resident-office conversions occurring through the use of the RB-2 zoning district. Consider changing RB-2 zoning to RB-1 zoning for lots along Verona Street.
- Minimize further expansion of the non-residential uses along Oak Street (between Main Street and the railroad) to protect adjacent residential uses.

DESIGN DOWNTOWN

IMPORTANCE TO CRA

The public realm character of the Downtown CRA in many ways defines the identity of the city as a whole. It is the City's historic core, and an amenity that adds significant value to private investment, making the city more desirable for residents, workers and visitors. The City has made impressive progress in improving the public realm character along some of the primary streets within the Downtown CRA, through the implementation of Phase I of the streetscape improvement program. Phase II of this program is in the planning/design stages and is anticipated to begin implementation once funding is in place (see Figures 2.19-2.20). In addition, the Lakefront Park redevelopment is another exemplary project, and a testament to the City and the Community Redevelopment Agency's commitment in addressing the public realm in the Downtown CRA. Encouraging the development of a cohesive and legible public realm within the Downtown CRA will greatly enhance the physical environment and the creation of an identifiable urban place.

CHALLENGES

The Downtown CRA poses some challenges to improvement of the public realm. They include the following:

- **Elevated Design Standards** – Several areas within the Downtown CRA need higher design standards established for new infill development, necessary capital improvements, and greater pedestrian connectivity between the various residential neighborhoods and the centers for business and recreational activities.

- **Wayfinding** – Access to destinations within the Downtown CRA is often ambiguous to visitors. It will be important to continue to develop and implement the comprehensive wayfinding program (see Figure 2.21).

- **Vacant Lots** – There are a large number of vacant lots and surface parking lots that are currently the most visible form of interstitial space across large portions of the Downtown CRA. Multiple strategies should be developed to reduce the number of surface parking and “humanize” remaining parking lots to improve their appearance until such time that they evolve into another use.

- **Vine Street and Orange Blossom Trail Beautification** – The appearance of these corridors, although located outside of the Downtown CRA boundaries, needs dramatic transformation in order to advance the area's image as a regional urban center.

- **Gateways/Sense of Entry** – Other than the large gateway feature at Main Street,



Figure 2.19 - Broadway streetscapes



Figure 2.20 - Main Street streetscapes



Figure 2.21 - Wayfinding improvements

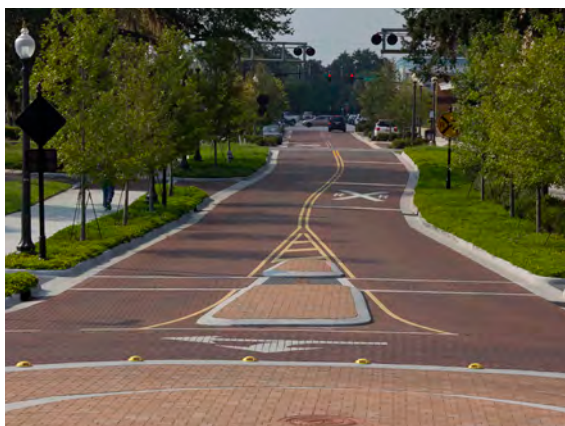


Figure 2.22 - Streetscape improvements

the Downtown CRA lacks a sense of entry, particularly from secondary roadways. In many areas small rights-of-way limit opportunities for gateway features.

- **Streetscape/Open Space Network** – Many of the streets within the Downtown CRA still have limited streetscape improvements, which creates an inhospitable pedestrian environment. Due to limited right-of-ways, both public and private realm partnerships and investments will be necessary to implement the streetscaping within the Downtown CRA. Strategies need to be developed to implement streetscape improvements in a way that creates a connected Open Space Network within the Downtown CRA (see Figure 2.22).

- **Urban Form** – The Downtown CRA development densities are lower than what will be needed to support transit and the creation of an active urban environment. A balance must be met between community goals and market demand to increase densities while protecting important elements of the traditional urban fabric.

- **Need for Historic Preservation** – Preserving historically significant buildings is an integral component of the redevelopment program and an irreplaceable asset in establishing local character. The Downtown CRA has a detailed inventory of historic structures, including

some structures with formal designation. The challenge will be to balance the development goals and opportunities of the area with a well-crafted policy framework, strategy and educational tools to use heritage preservation as an important economic development tool.

OPPORTUNITIES

There are a number of opportunities to improve design of the built environment within the Downtown CRA. These opportunities can generally be placed into three categories:

- **Strengthening the Public Realm** – Build upon the success of the Phase I Streetscape Improvements to create a more attractive pedestrian oriented environment. Identify opportunities to create additional publicly accessible parks and open space. In addition, wherever possible, available pedestrian space, including sidewalks, public plazas, etc. should be expanded through easements, use of public land, and other means.

- **Develop Primary and Neighborhood Gateways** – Provide gateway features at key intersections to improve visibility as new development occurs in the area. They may comprise of a grand formal structure or consist of a series of smaller elements that may include artwork or sculpture, lighting and landscaping and signage.

- **Redevelopment/Development** – Ensure that the development of the publicly-owned redevelopment sites throughout the Downtown CRA create attractive places and spaces.
- **Maintain Historic Grid** – In order to improve connectivity and to create transportation options within the Downtown CRA, the historic street grid should be maintained and strengthened consistent with MMTD policies 2.1.10-2.1.11.

Goal

Encourage innovation in land use planning, building design and site development to establish a distinctive character and identity within the Downtown CRA.

Objectives

1. Update the existing policies and design manual to reflect changes in densities and uses envisioned with the development of the Downtown Kissimmee Intermodal Center.
2. Develop a unified Downtown CRA signage system.
3. Expand the streetscape improvements to important connections linking all majority activity centers, parking facilities and other interchange points.
4. Install gateway identification at key intersections to identify entry into neighborhoods or serve as a focus within a district.
5. Provide for and allocate generous open space requirements.
6. Continue to support historic preservation efforts in restoration, design and economic incentives.
7. Develop a policy framework and education tools to use heritage preservation as an economic development tool.
8. Use the redevelopment of sites as opportunities to maintain and reconnect the

historic city grid so that major destinations that are important to the economic development of Kissimmee are easily accessed by all users.

Action Strategies

Public Realm

- Continue to support the implementation of planned public realm improvements including the Phase II Streetscape Improvement Program, the City of Kissimmee Bicycle and Pedestrian Master Plan, and the Lakefront Redevelopment Master Plan. These projects are crucial in enhancing public access to the waterfront and improving the aesthetic quality of the civic realm.
- Develop streetscape improvement plans on Martin Luther King, Jr. Boulevard, Central Avenue, Oak Avenue, and Main Street.
- In the development of new streetscape plans, emphasize the importance of extending the streetscape improvement program along the streets connecting the ORMC Hospital and Beaumont site to the Downtown Kissimmee Intermodal Center.
- Develop streetscape plans for Main Street between Broadway Street and Vine Street.

- Update the existing Downtown CRA Design Manual to reflect changes in densities and uses envisioned with the arrival of the SunRail commuter service and Downtown Kissimmee Intermodal Center.

- Develop a unified Downtown signage system for public realm elements (way-finding, street names, parking areas) and private development.

- Install gateway features into Downtown at key intersections in the CRA, including:

- o Primary Gateways

- Intersection of Martin Luther King Boulevard with John Young Parkway

- Intersection of Central Avenue with Vine Street

- Intersection of Emmett Street with John Young Parkway

- Intersection of Neptune Road with Lawrence Silas Boulevard

- o Neighborhood Gateways

- Intersection of Mabette Street and North Randolph Avenue

- Intersection of Hughey Street and South Rose Avenue

- Intersection of Mitchell Street and West Neptune Road

- Intersection of East Oak Street and Palmway Street

- Intersection of West Park Street and Palmway Street

- Introduce a diversity of open spaces and civic uses throughout the Downtown CRA that are highly visible, convenient and accessible along key pedestrian corridors.

- Through the update to the Downtown CRA Design Manual and the amendment to the Land Development Code, develop minimum open space requirements.

- Provide trees and street furniture to dramatically improve the quality of the pedestrian experience and enhance safety by providing a physical and visible buffer between the pedestrian and the car, and encourage slower traffic speeds.

- Complete the sidewalk network and link it with the proposed trail system, where feasible.

- Incorporate Crime Prevention Through Environmental Design (CPTED) techniques in the design of pedestrian corridors at all stages of development to optimize natural surveillance.

- Continue to create opportunities in the public realm for the implementation of public art.

- Coordinate with Public Works and other departments to help develop public amenities around stormwater retention areas that are built as part of the regional stormwater system.

Urban Form

- Update height and density/intensity standards in the Land Development Code and Comprehensive Plan respectively to ensure the appropriate build out of the Downtown CRA consistent with plan recommendations.

- Update the Kissimmee Comprehensive Plan policies and Future Land Use Categories to reflect the recommendations of this plan, specifically the boundaries of the Strategic Investment Areas.

- Establish minimum density/intensity targets in the Comprehensive Plan for the area within one-quarter mile of the Downtown Kissimmee Intermodal Center, while providing flexibility to adapt to changing market conditions and encourage a variety of development intensities and heights.

- Encourage the location of the highest densities (people + jobs/acre) in closest proximity to the Downtown Kissimmee Intermodal Center, decreasing towards the edge of the station area around the surrounding neighborhoods.

- Through the modification of Comprehensive Plan policies and the update to the Downtown CRA Design Manual provide a transition between the high-density Downtown Kissimmee Intermodal Center area and the surrounding

area by stepping down the height of structures, reducing lot coverage, increasing open space, increasing architectural detailing, reducing permitted maximum densities, changes in use or a combination of these methods.

- Through the update to the Downtown CRA Design Manual create a variety of visually appealing building mass to ensure that height to width ratios is comfortable to pedestrians, respects view corridors and encourages walking.

- Develop incentives (policy, financial, etc.) to ensure that property owners and developers are encouraged to design and build individual projects in ways that respect and improve the overall built environment of the Downtown CRA.

- Encourage infill and redevelopment to achieve higher densities and a greater mix of uses.

- Consider eliminating or reducing parking requirements on sites less than 5,000 square feet within a half-mile radius from the Downtown Kissimmee Intermodal Center.

- Implement transit and parking strategies in this plan that encourage redevelopment of surface parking lots.

- When writing RFQs for Toho Square, Kissimmee Civic Center, CEMEX Site, Beaumont Site, Hansel

Property and any other future development sites include design requirements to provide public open space, connect the street grid, and allow for multimodal access through the site where appropriate.

Maintenance Program

- The Community Redevelopment Agency is aware that increased maintenance and upkeep are necessary to maintain the high quality of the streetscapes, both hardscape and landscape, and other improvements. A comprehensive maintenance program will need to be generated that addresses these issues within the Downtown CRA. This maintenance plan/program should be compared against the Public Works Department's capabilities and budget, to understand any gaps or shortfalls. The City/Community Redevelopment Agency may employ and/or contract qualified maintenance personnel to upkeep the streetscapes and other improvements. Maintenance issues may include the following:

- o Touch-up painting of site furniture amenities
- o Weeding/mulching of planting areas
- o Replacement of damaged signs and poles
- o Replacement of damaged pavers
- o Removal of debris from tree grates
- o Seasonal rotation of annuals
- o Irrigation system monitoring
- o Replacement of light sources

- o Graffiti/vandalism abatement
- o Trash collection
- o Pressure washing sidewalks

EXPERIENCE DOWNTOWN



Figure 2.23- Holiday celebrations on Broadway



Figure 2.24 - The Monument of States: beloved and famous heritage landmark

IMPORTANCE TO THE CRA

Since the opening of Walt Disney World Resort in 1971, the city of Kissimmee has struggled, as have other area communities, to define its own identity in a way that is an accurate reflection of its character, history and urban potential. Competition from new suburban town centers has also made it challenging for the Downtown CRA to strengthen and market its unique identity. It is important for the Downtown CRA to establish ways in which to showcase its assets, history and future development potential as a vibrant place in which to work, live and play.

CHALLENGES

The Downtown CRA has some challenges to its identity, character and potential. They include the following:

- **The Perception** – The perceptions of crime, lack of activity and strip commercial development are reinforced by the deteriorating conditions along the major access roadways that lead to Downtown.
- **Competition** – Competition from new suburban town centers like Uptown Altamonte, Lake Mary Town Center, Downtown Celebration and Downtown Disney has made it challenging for the Downtown CRA to strengthen its unique identity.

OPPORTUNITIES

There are opportunities to improve the identity, character and potential of the Downtown CRA, which are described in more detail below:

- **Marketing** – The opportunity exists to build a multi-faceted and coordinated marketing campaign for the Downtown CRA. This campaign will require coordination with many of the local stakeholder organizations including Kissimmee Main Street Program, Downtown Business Association of Kissimmee, City of Kissimmee Economic Development Department, Kissimmee Convention and Visitors Center Bureau, and the Kissimmee/Osceola County Chamber of Commerce (see Figures 2.23-2.24).
- **Redevelopment Sites** – As the redevelopment surrounding the Downtown Kissimmee Intermodal Center and the Vine Street Redevelopment take shape, the Downtown CRA will have an opportunity to redefine its role within the larger region through the redevelopment of the publicly-owned sites.
- **Public Events** – Expand on focused special events and create new urban entertainment venues to enhance the experience within the Downtown CRA.

- **Land Uses** – Prioritize the attraction of guest lodging, downtown housing and amenities such as movies, grocery stores, drugstores and new specialty retail for both residents and visitors (see Figure 2.25).



Figure 2.25 - The City Centre Development is an existing example of a development that incorporates multi-family housing, commercial, and other mixed-used in the downtown core.

Goal

Establish a unique identity for the Downtown CRA by showcasing its assets, history and future development potential as a vibrant Downtown to work, live, and play.

Objectives

1. Expand on special events and create new urban entertainment venues to create activity and synergy in the Downtown CRA.
2. Create an integrated image campaign to promote the Downtown CRA as a destination at the regional, national and international levels.
3. Improve the appearance of existing businesses and attract new retail uses.

Action Strategies

Marketing and Branding

- Develop a branding campaign, based upon a focused market differentiation strategy, that showcases the Downtown CRA as the emerging hub of the region.
- Create a business recruitment package that is updated regularly with a listing of available properties, maps, building profiles and information for current and planned events.
- Establish annual benchmarks and associated budgets to ensure that a marketing program is implemented. It should be organized with consideration for resources, schedule or timing and responsible parties (including staff and volunteers/committees).

- Initiate programming for joint marketing and hosting of City and County events such as the Farmers Market and Lakefront Park events in the Downtown CRA.

Encouraging Retail Activity/Attracting New Uses

- Initiatives should include extending retail business hours (weeknights, weekends and special events), improving the appearance of businesses through façade improvements/general cleanup, and advertising/promoting local buying.

- Strategize to attract guest lodging, downtown housing and amenities such as movies, grocery stores, drugstores, and specialty retail of interest to both residents and visitors.

- Encourage local retailers to extend business hours during weeknights, weekends, and for special events.

- Improve aesthetics of existing businesses through facade improvement grants

Special Events/Initiatives

- Coordinate with local businesses, community organizations, etc. to encourage buying locally.

- Coordinate with local businesses, community organizations, city departments, etc. to perform volunteer clean-ups throughout the Downtown CRA.

- Work with the Parks Department, Kissimmee Main Street, and other community organizations to actively program the Lakefront Park with events and activities.

- Continue to promote Downtown through the support of festivals, exhibits, performances and other special events designed to attract residents and visitors to the Downtown CRA. Events should be developed in conjunction with community organizations and marketed through an coordinated effort. Such events may include the following:
 - o Restaurant events and wine tasting (Taste of Kissimmee)
 - o Art exhibits and festivals
 - o Cultural festivals
 - o Movie in the Park

PART II-REDEVELOPMENT MASTER PLAN

CHAPTER 3-URBAN DESIGN FRAMEWORK



THE URBAN DESIGN FRAMEWORK

Crucial to the Downtown CRA's economic development progress over the next two decades is strengthening the physical connection and access between the main employment, transit, retail and community activity centers. This approach links the city's core (with its SunRail station and new waterfront park) to the two main employment centers. In addition, it also connects key sites slated for future redevelopment, including Toho Square, Kissimmee Civic Center, CEMEX Site, Beaumont Site and the Hansel Property.

Providing inviting pedestrian-oriented streets that accommodate all users and modes of transportation along certain routes will encourage the economic vitality of activity centers to spread along these routes. Active mixed-use corridors will create a strong economic spine, anchoring the city's emergence as a regional destination, while providing attractive and useable community assets for residents.

The most important activity centers are:

1. Downtown Kissimmee Intermodal Center
2. Osceola Regional Medical Center
3. Osceola County Administration Campus
4. Broadway Shopping District
5. Kissimmee Lakefront Park

The overall Urban Design Concept focuses on the following routes. These routes are illustrated on Figure 3.1.

Hospital to Broadway Avenue and SunRail Station: Osceola Regional Medical Center is a major employer and the facility generates significant ad valorem revenues for the City and Community Redevelopment Agency. The Hospital continues to grow and with the development of the SunRail station, it will be important to create a strong and active pedestrian-oriented route to serve employees, patients and visitors.

Government Campus to Broadway Avenue: The Osceola County Center is a major employment generator in Downtown Kissimmee and it is expected to continue its expansion in the coming years. Workers at this large employment center should be able to walk comfortably from their offices to Broadway Avenue to dine, and complete their daily errands and shopping trips.

Osceola County Parking Garage to Lakefront Park: When completed, Kissimmee Lakefront Park will become a large regional attraction that will serve visitors from throughout the area. The new Osceola County parking garage at Beaumont Avenue and Bryan Street is currently the only public parking garage in Downtown, and will likely become a primary parking location for visitors for events and other activities at

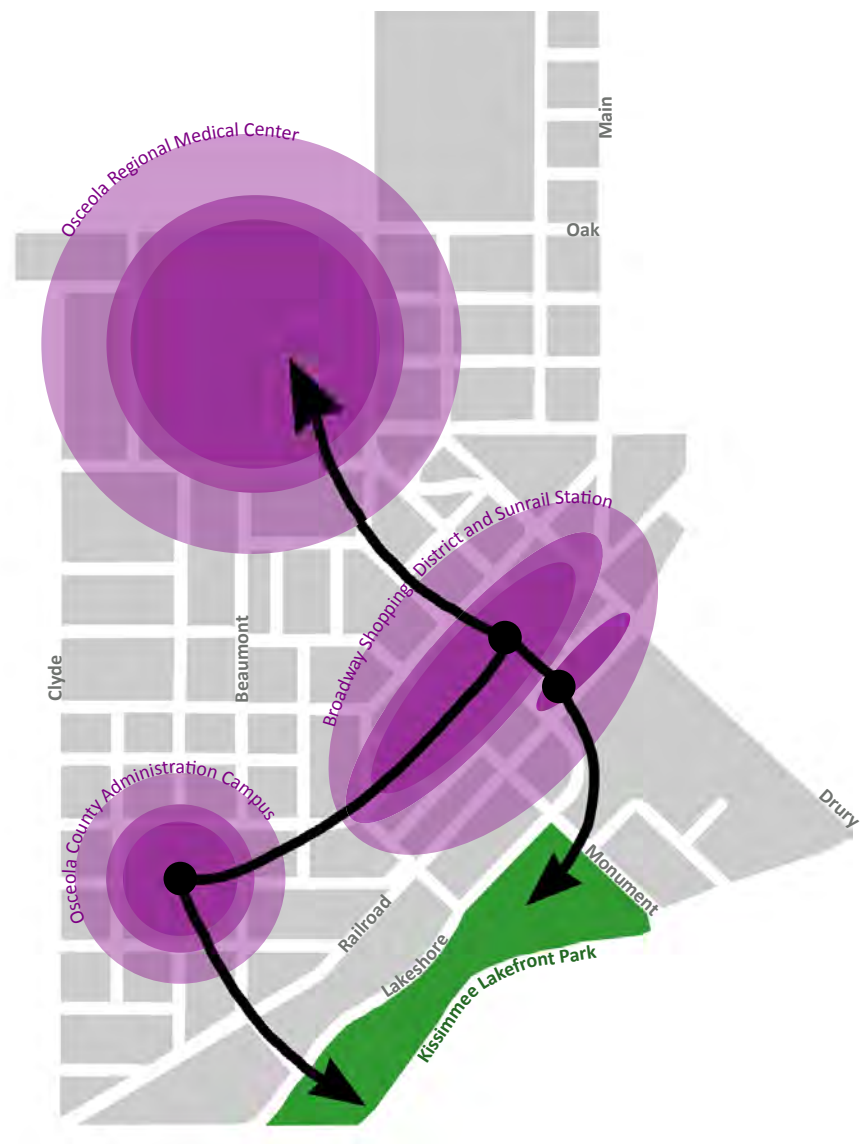
the Park. The Beaumont Avenue streetscape should be enhanced to encourage pedestrian movement between the garage and Lakefront Park, which will include an at-grade pedestrian crossing over the railroad tracks.

SunRail Station to Broadway Avenue and Lakefront Park: The SunRail station is going to become the choice in transportation arrival/ departure for many visitors and commuters. In order to create a transit supportive, livable station area, it will be important to create an enhanced physical connection between the SunRail station, Lakefront Park, and the Broadway Avenue retail corridor.

Existing commercial corridors along Vine Street, John Young Parkway and Main Street are also important to strengthening the city's core and represent a significant redevelopment opportunity for the Downtown CRA in the coming years. These should be improved to accommodate all users and to enhance the conditions for private commercial development. Strengthening the physical design of these corridors will provide access to the Kissimmee's Downtown for residents, workers and visitors.

The concentration of investment and future CRA projects along these routes will optimize the economic vitality of existing destinations and create naturally well-used routes for development to spread.

Figure 3.1 - A conceptual diagram illustrating the vital importance of enhancing the public realm connections between the destinations that will facilitate most to economic development and livability in the Downtown CRA.



URBAN DESIGN MASTER PLAN

To best implement the Urban Design Framework and concentrate investments along routes that will have the most impact, the following urban design conceptual master plan is illustrated on Map 3.1. Destinations, redevelopment sites, open spaces and types of connections are identified to explicitly explain the future location of investment and projects.

Destinations: Existing locations in the Downtown CRA that are destinations for residents, workers and visitors and are important to the future economic vitality of the city should be preserved and enhanced. They include the following:

1. Broadway Shopping District
2. Downtown Kissimmee Intermodal Center
3. Osceola Regional Medical Center
4. Osceola County Administration Campus

Public Redevelopment Sites: Sites owned by the City, or other public entity, that have been planned for redevelopment or will be considered for redevelopment in the future.

Private Redevelopment Sites: Privately owned sites that will possibly be developed or redeveloped in the future.

Open Space: Existing and conceptual public open spaces. These vary in scale and can host city-wide events or serve as a community gathering space in neighborhoods.

They include the following:

1. Kissimmee Lakefront Park
2. Stormwater Pond Parks
3. Neighborhood Pocket Parks
4. Medical District Gateway Park

Regional Connections: These are roads that provide regional access to the Downtown CRA. They should be improved to better accommodate and support multimodal transportation, including bike/pedestrian connections. The success of the beautification and functionality of these regional roads, and the businesses that are located along them is essential to the Downtown CRA's long-term economic development.

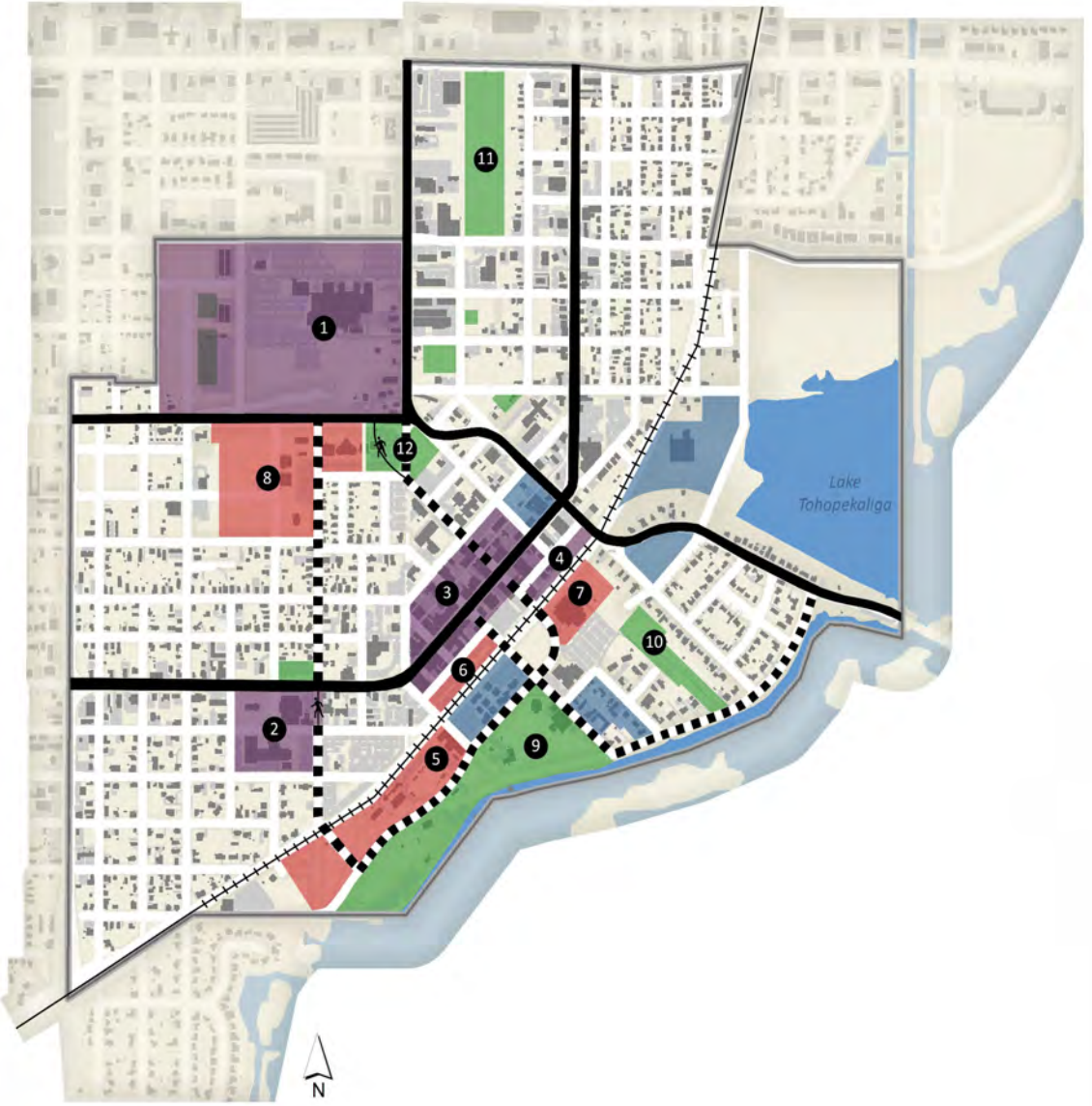
Local Connections: These local streets will be used by residents and workers within the Downtown CRA to access major retail, transit, employment centers and green spaces. These streets, while accommodating all users, should be oriented towards pedestrians and cyclists.

Pedestrian Only Connections: In some cases, it is appropriate to provide attractive pedestrian-only routes, so the most direct connection can be made between important destinations. It is also an opportunity to link attractive public spaces for walkers and strollers, in a quiet, protected environment.

Map 3.1: Urban Design Masterplan - Showing destinations, open space, and public and private redevelopment sites and how they connect to each other.

- 1 Osceola Regional Medical Center
- 2 Osceola County Government
- 3 Broadway Retail District
- 4 SunRail Station
- 5 Hansel Site
- 6 Toho Square
- 7 Civic Center
- 8 Beaumont Site
- 9 Kissimmee Lakefront Park
- 10 Stormwater Park Phase I
- 11 Stormwater Park Phase II
- 12 Gateway Park

- Destinations
- Public Redevelopment
- Private Redevelopment
- Open Space
- Regional Connections
- Local Connections
- Pedestrian Only Connections



IMPORTANT URBAN DESIGN POINTS OF CONNECTION



Figure 3.2 - South Beaumont

On the corner of West Bryan Street and South Beaumont Avenue, a new parking garage has been constructed that will serve visitors of Downtown Kissimmee. The route between this parking garage and the Kissimmee Lakefront Park to the south should be oriented towards pedestrians. While the historic brick street a block south of the garage should be preserved, the rest of the route should be a shared space design solution. This allows the right-of-way to be flexible in how it functions. During normal days, bollards can be put in place to keep pedestrian safe, and if there is an event in the park, they can be removed so the street can handle higher flows of pedestrian traffic (see Figure 3.2).



Figure 3.3 - North Beaumont

Consistent with the Downtown CRA Plan Update Urban Design Concept, Beaumont Avenue would continue north through the Beaumont redevelopment site and intersect Martin Luther King, Jr. Boulevard. The purpose of this would allow a more direct connection between the Medical Campus Area and the Downtown Transit Station Area, both of which will serve as the largest economic generators in Downtown Kissimmee in the next decade. Therefore, it is important to have a pedestrian-oriented and multimodal street for people to travel between the two. Also, as this route traverses the Beaumont redevelopment site, investment in the street network in this location would enhance the positive spillover effects from this project (see Figure 3.3).



Figure 3.4 - Dakin Avenue

While it is important to preserve easy access for auto traffic from the Medical Campus Area to the Downtown Transit Station Area District along this route, it is important that it is enhanced to accommodate all users, including pedestrians and cyclists. Possible future redevelopment at the corner of Mitchell Street and Dakin Avenue would enhance and activate the streetscape, continuing the pedestrian-oriented route from the end of the Phase II streetscape improvements (see Figure 3.4).



Figure 3.5 - Main Street

The intersection of Main Street and Broadway Avenue currently serves as a transitional gateway into the Downtown Transit Station Area. The character of the streetscape drastically changes at this intersection, despite Main Street's important connection to Vine Street. The pedestrian-oriented redesign of this project could be a catalyst for the continuation of economic development from Broadway Avenue up Main Street. Allowing easy access for all users, including pedestrians, is crucial for this to occur (see Figure 3.5).

PART II-REDEVELOPMENT MASTER PLAN

CHAPTER 4-STRATEGIC INVESTMENT AREAS





Medical Campus Area



Government Office Area



Downtown Transit Station Area



Lake Toho Waterfront Area



Neighborhoods



Commercial Corridors

Figures 4.1-4.6: Strategic Investment Area Images

MEDICAL CAMPUS AREA

INTRODUCTION

Located in the northwest corner of the Downtown CRA, this area contains one of the most significant economic drivers in Kissimmee, the Osceola Regional Medical Center (ORMC). The focus of future development and redevelopment within this Strategic Area is to build upon the growing presence and impact of ORMC, the nearby Florida Hospital and professional medical offices to create a more interconnected, synergistic, setting that offers the capacity to attract similar additional investment.

The Medical Campus Area contains the ORMC hospital, which is the largest employer in the Downtown CRA and is currently constructing a \$50 million expansion for a new patient services tower. ORMC represents the heart of this area, and its growth and expansion will create opportunities for growth in the surrounding area. The hospital has most recently been pursuing the purchase of the former CEMEX cement mixing facility adjacent to the hospital. This site will eventually bring additional investment in new facilities as the hospital expands (see Figures 4.7-4.14 for area characteristics).

The hospital is the core, but there are several other prime assets within the Medical Campus Area, including the following:

- The Beaumont Site – This property is owned by Osceola County, and is the single largest redevelopment site within the Downtown CRA. The careful planning of this site’s redevelopment will be a key task for the Community Redevelopment Agency, the City and Osceola County in the coming years.

- The Ivey Property – This large vacant property is planned for a regional stormwater park, which has the potential to become an important community amenity.

- Gateways and Access – The Medical Campus Area is located in the northwest corner of the Downtown CRA, and has frontage on Vine Street and John Young Parkway, which are two major regional corridors. These major corridors provide good access to area from the larger community, and also present important opportunities for gateway features at Central Avenue and Martin Luther King, Jr. Boulevard.

These assets will play a significant role in the evolution of the area in the coming years, and with the right public and private sector investment, the area has significant potential to become a strong mixed-use employment district adjacent to the core of Downtown Kissimmee. Additional employment at the hospital and at supportive medical office uses will increase the customer base for existing and future businesses in the CRA.

DEVELOPMENT PLAN

The vision for the future of the Medical Campus Area is to attract a new mix of education and health related uses and employment to serve as a catalyst for economic development in the Downtown CRA. By encouraging employment growth centered on ORMC, the Medical Campus Area will, over time, become a vibrant mixed-use environment that will accommodate workforce housing needs by providing for a variety of housing types and ancillary uses. Within the Medical Campus Area, higher densities and floor area ratios (FAR) will be encouraged to maximize the potential of the prime redevelopment sites within the area. Map 4.2 provides a conceptual illustration of a possible build out scenario for the area. The diagram also defines a future development pattern that considers appropriate building orientation and layout maximizing the inter-relationship between uses while providing for ease of access between them.

PUBLIC SECTOR INVESTMENTS/INITIATIVES

The future built environment, as illustrated in the Development Plan (see Map 4.2), will require significant public investment in the capital infrastructure to stimulate private investment and convert the area into a livable, mixed-use employment district. Key investments and initiatives focused on the Medical Campus Area are listed below:

- **Streetscape Improvements** – The public realm design strategy includes improvements that support the need for prioritizing pedestrians and bicyclists in future developments and balancing the private vehicular and public transportation use. The priority for improvements will be given first to improving the local connections, where emphasis has been placed on pedestrians and alternative modes of transportation. In the Medical Campus Area this includes Beaumont Avenue and Dakin Avenue to Central Avenue south of the roundabout. Following the completion of these projects, the next areas for streetscape improvement will include the Regional Connections, which in the Medical Campus Area include Martin Luther King, Jr., Boulevard, Drury Avenue and Central Avenue.
- **Roundabout Modifications** – The long term plan for the roundabout includes reducing to single lane from the current two-lane configuration.
- **Urban Fabric** – The fabric of the redeveloped Medical Campus Area would ideally evolve into a fabric with small blocks and additional streets, built to “town street” standards, provide capacity for additional traffic, while also providing the ability to walk and bicycle safely due to the managed vehicle speeds on these pedestrian scaled streets. This shift to modes of travel other than automobile helps mitigate traffic impacts.
- **Extension of the Street Grid** – The redevelopment of the Beaumont site offers the Downtown Community Redevelopment Agency an opportunity to extend the grid and create better connectivity. Extensions to the Downtown street grid system carefully coordinated with the redevelopment of the Beaumont, CEMEX, and ORMC properties provide the ability to extend Downtown CRA’s street grid system in both the north-south and east-west directions by extending streets through the existing sites without disturbing the existing built form. Maintaining the continuity and flexibility of the Downtown street grid is very important to ensuring easy, understandable access to the Downtown CRA and to integrating the Medical Campus Area with its surroundings, and furthering the goals of the City’s Multimodal Transportation District policies. The City, County and Community Redevelopment Agency should coordinate to ensure that future redevelopment of the Beaumont Site requires that the developer reconnect the grid in an appropriate manner.
- **Circulation Improvements** – Central Block - Circulation and access related issues in this area, specifically as it relates to the flow of vehicular traffic and lack of pedestrian activity are important considerations. The Community Redevelopment Agency should initiate a detailed study to explore potential solutions to these issues.
- **Regional Stormwater Park** – Construction of a regional stormwater facility on the vacant Ivey property, or in another appropriate location, will help reduce the use of land on-site for stormwater retention and will provide additional capacity for development thereby increasing the investment potential for the undeveloped properties. The facility’s design will also create open space amenities of value to the neighborhood.
- **Sustainable Design** – LEED-ND (or LEED for Neighborhood Development) guidelines should be incorporated, where feasible, from the planning stages of the Medical Campus. LEED-ND is a system for rating and certifying green neighborhoods. Credits related to energy efficiency, reduced water use, building reuse, recycled materials and heat island reduction may be incentives to the developer. The new program rates neighborhoods according to four categories: smart location and linkage, neighborhood pattern and design, green infrastructure and buildings and innovation and design process.
- **Parking** – The envisioned Medical Campus Area design will, where economically feasible, replace surface parking lots with multiple level parking garages placed at appropriate locations within the district. As the phased development program is implemented, the street design may respond to the change by adding on-street

parking. The on-street parking manages the travel speeds to walkable levels. Unnecessary driveway cuts will be eliminated as buildings are brought up to the street, which actually improves the access-management design of the roadways.

- **Zoning Code Update** – Update zoning regulations to Form-Based Districts to incorporate changes in densities and heights recommended for buildings within this district.

- **Detailed Design Master Plan** – Develop a conceptual master plan and design manual for the area once the land is consolidated and buy-in from the property owners is obtained. Both zoning code updates and design guides for this area may be incorporated into the broader design guidelines update.

- **New Park Spaces** – As shown on Map 4.2, there are a number of small potential park spaces that are sought in the Medical Campus Area. It is anticipated that these will be provided through land acquisition by the City and/or Community Redevelopment Agency, or potentially dedicated as a part of a large development project.

- **Sidewalks** – Completion of the sidewalk network.

- **Street Lighting** – Installation of street lighting with a cohesive design theme.

- **Bicycle/Pedestrian Improvements** – Continue to Implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

It is not economically feasible to implement infrastructure and streetscape improvements throughout the district all at once. Proposed improvements should be prioritized for implementation in close coordination with the City and other affected agencies. A phased implementation strategy starting with the redevelopment of the County-owned Beaumont site will provide the impetus needed to generate the necessary support from both the private sector and the community for the revitalization of the area.

PRIVATE SECTOR OPPORTUNITIES

The private sector investment within the Medical Campus Area will include the continued expansion of ORMC onto the CEMEX site and other adjacent properties. In addition, as seen on Map 4.2, it is expected that there will be a mix of residential infill projects and medium/high density residential. The Beaumont site represents the greatest potential for private sector investment and is likely to contain a

mix of residential, office and retail uses when completed.

Expansion of the existing ORMC facilities, future investments by the hospital and other institutions will have positive economic impacts on the redevelopment potential of the surrounding neighborhoods. These may include creation of construction related short-term jobs and direct and indirect employment opportunities related to the healthcare industry and associated services. Development of new housing opportunities, educational institutions and convenient retail and recreation facilities will further help improve the quality of life and improve the property values and tax base of the larger Downtown CRA.

Map 4.2: Medical Campus Area proposed development plan

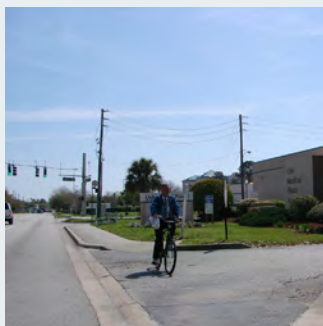
- A** Urban School
- B** Joint-Use (School/Public) Park
- C** Infill Residential Townhomes
- D** Grocery Store
- E** Mixed-Use Residential Development
- F** MLK Streetscape and Roundabout Improvements
- G** Nursing School/ Medical Offices
- H** Mixed-Use Residential (Moderate Density)
- I** Urban Plaza
- J** Mixed-Use Residential (High Density)
- K** Joint-Use Parking Garage (Hospital/ Public)
- L** Neighborhood Preservation and Improvements
- M** Neighborhood Pocket Park
- N** Infill Multi-Family Housing
- O** Stormwater Park/Gateway
- P** Street Extensions
- Q** Traffic Circulation Improvements
- R** Commercial Development
- S** Gateway Opportunity



Current Assets



Current Issues



Investment Opportunities



Figure 4.7-4.12: Medical Campus Area current assets and issues

Figure 4.13-4.14: Future investment opportunities

GOVERNMENT OFFICE AREA

INTRODUCTION

Downtown Kissimmee is the government center for Osceola County, and as a result, the workplace of many City and County administrative and judicial employees. This bountiful concentration of government workers is supported by private offices related to legal, banking and other professional services. In addition to the newly constructed parking garage, the Government Office Area also contains a number of surface parking lots that could potentially be redeveloped as new governmental buildings in the future.

There are several important assets to the revitalization process located within the Government Office Area, including:

- **Parking Garage** – The County’s new 830-space parking garage is an important location for public parking, which provides easy access to the Downtown and the waterfront.
- **Surface Parking Lots** – The Government Office Area contains a number of large surface parking lots that provide easily accessible land for the expansion of government facilities.
- **Proximity to the Waterfront** – The Government Office Area is located immediately north of the Downtown waterfront, which is a significant amenity.

- **Proximity to Downtown and the Downtown Kissimmee Intermodal Center** – The Downtown Kissimmee Intermodal Center is being constructed within easy walking distance of the Government Office Area, which will allow employees to easily access retail and the rail service for commuting purposes.

The County Government is expected to continue to grow over time, and the Kissimmee Community Redevelopment Agency and the City must work together with the County to ensure that the government’s expansion needs are fulfilled within the boundaries of the Downtown CRA. Ongoing public sector investment is crucial to maintaining and building the employment base (see Figures 4.15-4.22 for area characteristics).

DEVELOPMENT PLAN

As shown on Map 4.3, the Government Office Area contains some key opportunities for mixed use and infill development, and government office expansion. The southeast corner of the area is particularly attractive for redevelopment as it is located proximate to the Lakefront Park and Downtown. The urban design strategy for the Government Office Area calls for future development patterns in the district to be characterized by new development that support more mixed-use buildings with shared access, reduced curb cuts, rear parking lots and

maximized street frontage. Future development in this area will encourage an improved pedestrian oriented environment with stronger linkages to the lakefront and the transit station.

PUBLIC SECTOR INVESTMENT/ INITIATIVES

The Public Sector Projects/Initiatives for the Government Office Area include the following:

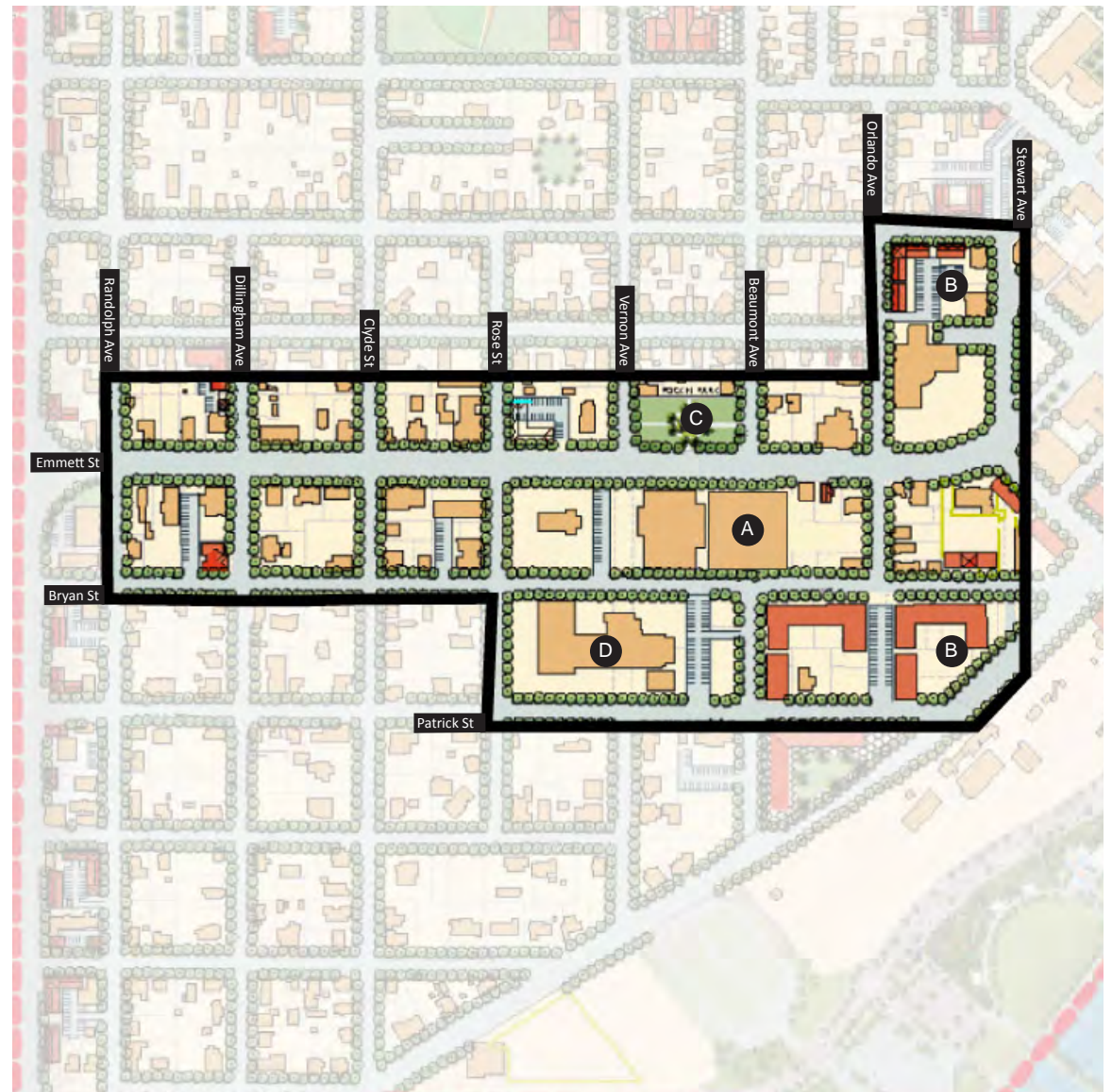
- **Streetscape/Pedestrian Improvements** – With the construction of the Downtown Kissimmee Intermodal Center, Emmett Street and Patrick Street will become important connections for commuters arriving for work. In addition, Bryan Street, Beaumont Avenue and Rose Avenue will all provide physical linkages to the Government Office Area from the Medical Campus Area, Downtown Kissimmee Intermodal Center, and to the Lakefront Park. Streetscape improvements should be implemented on these roadways, with a priority given to the Local Connections and Regional Connections shown on the Urban Design Master Plan.
- **Design Standards** – Establish design standards and buffering requirements for all institutional uses.
- **Signage/Wayfinding** – Establish a coherent directional signage system for all public facilities and parking areas.

- **Regional Stormwater Facilities** – Per the Downtown CRA Stormwater Master Plan, develop regional stormwater facilities to encourage urban redevelopment.
- **Sidewalks** – Completion of the sidewalk network.
- **Street Lighting** – Installation of street lighting with a cohesive design theme.
- **Bicycle/Pedestrian Improvements** – Continue to implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

POTENTIAL PRIVATE INVESTMENT

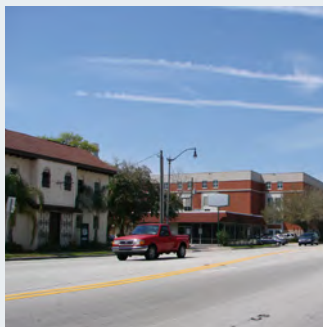
Private sector investment in the Government Office Area will be focused on small/mid-scale infill and redevelopment sites. These sites are primarily located in the eastern portion of the area, near the edge of Downtown.

Map 4.3: Government Office Area Proposed Development Plan



- A** County Parking Garage
- B** Mixed-Use Redevelopment Opportunities
- C** Pocket Park
- D** County Administrative and Judicial Complex

Current Assets



Current Issues



Investment Opportunities



Figure 4.15-4.20: Government District existing conditions

Figure 4.21-4.22: Future Investment Opportunities

LAKE TOHO WATERFRONT AREA

INTRODUCTION

Downtown Kissimmee's Lakefront revitalization project is the cornerstone for developing a quality urban environment that will serve as a regional attraction and a valuable community asset. Proximity to Downtown and the SunRail/Lynx/Amtrak Intermodal Station, as well as improved bicycle and pedestrian access to the site, will be provided. The planned bicycle path links the Lakefront Park to the marina, commercial areas and Downtown neighborhoods (see Figures 4.21-4.28 for area characteristics).

In addition to the redesigned and reconstructed Lakefront Park, the Lake Toho Waterfront Area also contains a number of physical assets that will greatly affect its future condition:

- **Hansel Plant Site** – The Hansel Plant site is a prime redevelopment site currently owned by the City of Kissimmee but slated for mixed-use redevelopment via a developer RFQ.
- **KUA Plant Site** – This site is a long-term possibility for mixed-use redevelopment following the departure of KUA.
- **Monument of States** – An important local icon that now serves as a major gateway into Lakefront Park.

- **Lakeview Drive** – The redesign and reconstruction of Lakeview Drive has changed the complexion of lakefront area. It has improved parking availability, pedestrian safety and reduced traffic speeds and larger park space.

- **New Electric Substation** – KUA's commitment to replace the existing substation with an enclosed, architecturally attractive structure enclosing the new substation represents the elimination of a substantial visual blight and potential inhibitor to redevelopment, while providing state-of-the-art electric transmission for the community.

DEVELOPMENT PLAN

The Development Plan for the Lake Toho Waterfront Area (see Map 4.4) is primarily centered on the completion of the waterfront park (nearly completed) and the redevelopment of two key properties, the Hansel and the KUA Plant sites. Both of these locations offer significant opportunities to create activity along the waterfront, and to complete the connection to Downtown.

PUBLIC INVESTMENTS / INITIATIVES

- **Public Art** – Investments should continue to be made in public art installations along the waterfront.

- **Streetscape/Pedestrian Improvements** – on Lakeview Drive/Lakeshore Boulevard from Lakefront Park to County Road 525.

- **Regional Stormwater** – Completion of the Regional Stormwater Pond located between Lakeshore Boulevard and the Kissimmee Civic Center.

- **Lakefront Events** – The Community Redevelopment Agency should consider encouraging increased park area programming, and possibly creating a grants program, to sponsor events and activities within the Lake Toho Waterfront Area. Local and visitor interest in downtowns is enhanced by the regular active use of attractive public open space.

- **Connection of Beaumont Avenue to Lakeview Drive** – This connection will allowed for easy access from the Government Office Area to the Lakefront Park and County Parking Garage.

- **Encourage TOD Development** – Encourage redevelopment of existing sites to take advantage of the redeveloped Lakefront Park, Downtown Businesses, and the Downtown Kissimmee Intermodal Center.

- **Bicycle/Pedestrian Improvements** – Continue to implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- **Sidewalks** – Completion of the sidewalk network.
- **Street Lighting** – Installation of street lighting with a cohesive design theme.

POTENTIAL PRIVATE INVESTMENT

Private sector development will play a major role in the transformation of the Lake Toho Waterfront Area. It will be important to encourage the redevelopment of existing sites to take advantage of the redeveloped Lakefront Park, the Downtown Core, and the SunRail station. The Hansel site, the Toho Square site, and the KUA Plant site are all located within the area, each of which represent an opportunity for significant mixed-use development near the Downtown core of the City. The Community Redevelopment Agency should work closely with KUA and the City of Kissimmee to write the Developer RFPs to ensure that the developments proposed enhance livability, increase a mix of residential opportunities and provide for an active street environment.

Map 4.4: Lake Toho Area Proposed Development Plan

- A** Lakefront Redevelopment
- B** Hansel Site Mixed-Use
- C** KUA Site Redevelopment
- D** Off-Street Bicycle Trail
- E** Conservation Area
- F** Gateway Opportunity





Figure 4.21-4.26: Lake Toho Area Current Assets and Issues

Figure 4.27-4.28: Future Investment Opportunities

DOWNTOWN TRANSIT STATION AREA

INTRODUCTION

The development of the SunRail service through Central Florida will bring tremendous opportunities for the rejuvenation of Downtown Kissimmee and its surrounding areas. The Downtown Kissimmee Intermodal Center offers an important opportunity to encourage the development of new transit oriented development (TOD) in and around Downtown Kissimmee. TOD around the station will emphasize compact, mixed-use and pedestrian-friendly developments with a variety of housing types, workplaces, shops, entertainment, schools, parks and civic facilities. Downtown Kissimmee and the SunRail station have the potential to attract new residents who will be able to commute by train to other employment centers, attract a new market segment of visitors who can reach downtown without driving, and provide the development community with new urban redevelopment impetus.

The vision for the Downtown Kissimmee Transit Station Area includes the introduction of higher-density, mixed-use development along a network of pedestrian-friendly blocks in the immediate vicinity of the proposed SunRail station. The community and City leadership have expressed their desire to redevelop the current Civic Center site as a planned mixed-use development that accommodates a hotel with meeting space, residential units, street

level retail, open space and a scaled-down civic center with upgraded facilities. When combined with the Toho Square property, the scale of these parcels and its adjacency to the transit station make it an exceptional redevelopment opportunity (see Figures 4.27-4.34 for area characteristics).

In addition to the Downtown Kissimmee Intermodal Center, the Downtown Transit Station Area has several other important assets including:

- **Civic Center Redevelopment Site** – The current Kissimmee Civic Center is a prime redevelopment site for mixed use development.
- **Toho Square Redevelopment Site** – Toho Square is another underutilized public space located immediately south of the Downtown core. This site provides for mixed-use redevelopment with potential for views of Lake Toho and the Lakefront Park.
- **City Centre Mixed Use Development** – The City Center Project is a major mixed-use urban redevelopment project. In many ways, the development's scale and design set a good standard for future TOD development.
- **Broadway Retail Core** – It is only a short walk from the Downtown Kissimmee Intermodal Center to the core of the traditional retail district

for Downtown Kissimmee. The Broadway Retail Core is an active, mixed-use corridor where a large number of restaurants and retail are located.

- **Hansel Plant Site** – The Hansel Plant Site is located at the southwest corner of Ruby Avenue and the railroad tracks. This site is approximately 2.16 acres and is located immediately the east of the KUA Power Plant and Sub-Station site. This site is in close proximity to the Downtown Kissimmee Intermodal Center and will be a good candidate for mixed use redevelopment.

- **Florida Rock Property** – The Florida Rock Property is a large inactive industrial site located to the east/northeast of Neptune Road, and is within easy walking distance of the Downtown Core. This site is a prime location for mixed-use redevelopment.

DEVELOPMENT PLAN

The Development Plan (see Map 4.5) illustrates the goal of concentrating new mixed-use density within close proximity of the SunRail station. The mix of uses encouraged within the Downtown Transit Station Area includes residential uses (various densities), employment uses, entertainment uses and live/work spaces.

PUBLIC SECTOR INVESTMENT/ INITIATIVES

- **Design Regulations** – Update design regulations to ensure that pedestrian friendly design and street level improvements are required.
- **Developer RFPs** – Release developer RFPs for the Hansel, Toho Square and the Kissimmee Civic Center sites. These RFPs should carefully spell out the development requirements that will improve connectivity and encourage quality design.
- **Streetscape Improvements** – The Downtown Transit Station Area is where the bulk of the Phase I Streetscape Improvements have been constructed. These improvements include Johnston Street, Lakeview Drive, Monument Avenue, and Dakin Avenue. Continued investment in streetscape improvements will be implemented in subsequent phases over the plan period.
- **Downtown Kissimmee Intermodal Center and Parking Garage** – In addition to the station serving LYNX, SunRail, and Amtrak, a parking garage will be constructed to provide park and ride opportunities for commuters traveling to the station.
- **Regional Stormwater System** – The Downtown Transit Station Area is served by the

new regional stormwater pond which has been designed and permitted for construction. This pond will reduce the stormwater requirements for any new redevelopment within this area.

- **Bicycle/Pedestrian Improvements** – Continue to implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.
- **Sidewalks** – Completion of the sidewalk network.
- **Street Lighting** – Installation of street lighting with a cohesive design theme.

PRIVATE SECTOR OPPORTUNITIES

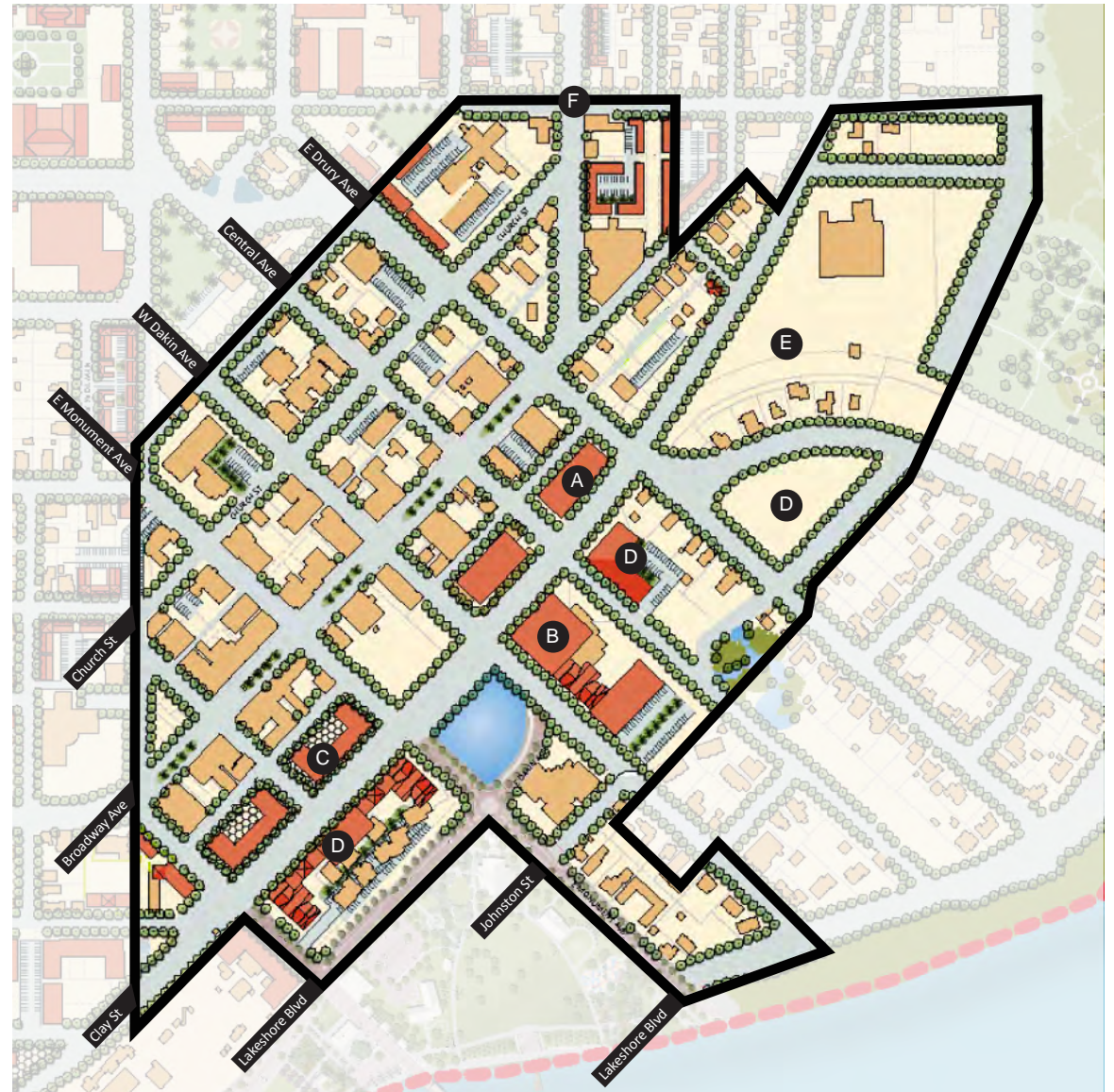
The private sector will play a major role in the redevelopment of the Downtown Transit Station Area. The introduction of transit to Downtown Kissimmee is going to create opportunities for sophisticated developers to create TOD within the Downtown Transit Station Area.

With the highest development intensities focused around the SunRail station, building heights and densities taper downward as a careful transition to the stable single-family residential neighborhoods located along Lakeshore Boulevard. On the north side of the station, there are opportunities for infill residential development less than four

stories to provide a buffer between the low-density neighborhood and the higher-density TOD district. While small format stores and restaurants will continued to be encouraged to locate along Broadway Avenue and along key internal streets in the station area in order to enhance pedestrian activity, it is important to allow flexibility so that private sector investment is drawn to the area.

Map 4.5: Downtown Transit Station Area
Development Map

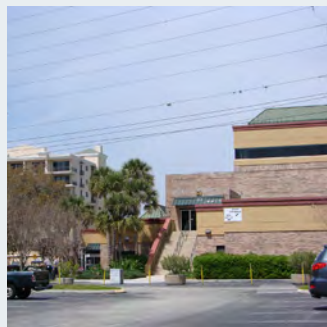
- A** Downtown Intermodal Transit Center
- B** Civic Center Mixed-Use (Hospitality)
- C** Toho Square Mixed-Use (Residential)
- D** Mixed-Use Redevelopment Opportunity
- E** Florida Rock Site
- F** Gateway Opportunity



Current Assets



Current Issues



Investment Opportunities



Figure 4.27-4.32: Downtown Transit Station Area current assets and issues

Figure 4.33-4.34: Future investment opportunities

NEIGHBORHOODS

INTRODUCTION

The Downtown CRA encompasses four residential neighborhoods within its boundaries. These include South Beaumont/Mabette Neighborhood, Patrick SW Neighborhood, Lakeshore Neighborhood and Robert Bass Neighborhood. There is a high degree of diversity in the existing housing stock and property conditions within each neighborhood. While each has unique assets and issues, there are several typical issues observed in these residential areas, including a high percentage of low-density development, aging building stock, lack of diversity in price points and housing products, increasing commercial encroachment, crime and negative perception issues, high renter-occupancy, high vacancy rate and lack of pedestrian connectivity between the different neighborhoods. In addition, there is evidence of deteriorating/missing infrastructure, such as broken and missing sidewalks, and a lack of community facilities and recreational spaces. These conditions can deter homeowner enthusiasm for additional private investment and market-feasible urban infill, and become more costly to correct over time (see Figures 4.33-4.46 for area characteristics).

DEVELOPMENT PLAN

The Development Plan varies somewhat for each of the neighborhoods, but generally addresses the need to create opportunities for residential rehabilitation and small scale infill development. In addition the plan identifies potential locations for new open spaces and community facilities, which are generally in short supply in the neighborhoods (see Map 4.6).

SOUTH BEAUMONT/MABBETTE NEIGHBORHOOD

General Location: Bounded by Sumner Street on the north, Central Avenue on the east, Verona Street on the south and Randolph Avenue on the west.

The Beaumont/Mabette Neighborhood consists of a mix of uses with historic homes and a relatively high percentage of office uses compared to other uses. Housing in this neighborhood consists primarily of low-density single-family homes that have been converted to multi-family apartment dwellings and offices over time primarily due to its proximity to the County Office Complex. The neighborhood has experienced some new construction in recent years, but many of those units are rental or have remained on the market for extended periods of time.

Public Sector Investment/Initiatives

Public sector investment within the South Beaumont/Mabette Neighborhood should focus on the following items:

- **Recreational and Community Facilities** – Work with the residents of the neighborhood to identify opportunities for investment in recreational and community facilities in the neighborhood.
- **Parks** – Identify opportunity sites for the development of new neighborhood parks. Potential target areas include Summer Street and Mabette Street (between Vernon Avenue and Beaumont Avenue, and at the intersection of Dillingham Avenue).
- **Parking** – Implement strategies to mitigate the impact of residential uses converting to office.
- **Residential Conversions** – Development of policies/incentives to focus any conversions of residential to non-residential to those properties along Mabette Street. Restrict residential conversions for areas off of Mabette Street.
- **Commercial Development** – Seek opportunities for property acquisition to create buildable lots for commercial or mixed-use development.

- **Stormwater** – Develop and utilize new regional stormwater ponds to support infill and redevelopment.

- **Bicycle/Pedestrian Improvements** – Continue to Implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- **Sidewalks** – Completion of the sidewalk network.

- **Street Lighting** – Installation of street lighting with a cohesive design theme.

- **Brick Streets** – Restoration/reinstallation of bricks on select neighborhood streets.

Private Sector Opportunities

The private sector has opportunities to invest in residential and non-residential projects throughout the neighborhood. There are opportunities for continued investment in new residential infill and potentially the development of Live/Work Units along Mabelle Street. There is also the likelihood that investment will continue to occur in the conversion of residential uses to office uses because of the proximity of much of the housing stock to the County Government Center.

PATRICK SW NEIGHBORHOOD

General Location: Bounded by Patrick Street on the north, railroad tracks on the east and south, and Randolph Avenue on the west.

The Patrick SW Neighborhood exhibits characteristics similar to the Beaumont/Mabbette Neighborhood, but with a stronger single-family residential character and larger lot sizes. Due to its proximity to the County Office Complex, the neighborhood has experienced commercial encroachment and residential conversions for office uses.

Public Sector Investments/Initiatives

Public sector investment should focus on the following items:

- **Recreational and Community Facilities** – Work with the residents of the neighborhood to identify opportunities for investment in recreational and community facilities in the neighborhood.

- **Parks** – Identify opportunity sites for new parks. Potential target sites include along Dillingham Avenue between Hughey and Patrick Streets.

- **Railroad Track Barrier** – Better pedestrian connections should be created across the railroad tracks at key locations.

- **Street Lighting** – Installation of street lighting with a cohesive design theme.

- **Sidewalks** – Completion of the sidewalk network.

- **Housing Incentives** – Continue existing incentive programs to encourage rehabilitation of the deteriorating housing stock.

- **Bicycle/Pedestrian Improvements** – Continue to Implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- **Brick Streets** – Extend brick street pattern constructed along Palmway Street to select surrounding neighborhood streets.

Private Sector Opportunities

The primary private sector opportunities within the Patrick SW Neighborhood are focused on housing rehabilitation and opportunities for small-scale new infill housing as appropriate.

ROBERT BASS NEIGHBORHOOD

General Location: Bounded by Cherry Street on the north, railroad tracks on the west, Park Street on the south and Lawrence Silas Boulevard on the east.

The Robert Bass Neighborhood is Located east of Main Street. This neighborhood is dominated by single-family residential homes and a high incidence of vacant lots. Oak Street is the other major roadway the traverses the neighborhood.

Public Investments/Initiatives

Public sector investment within the Robert Bass Neighborhood should focus on the following items:

- Railroad Track Barrier – Improving pedestrian connections across railroad tracks at key locations.
- Street Barriers – Improving connectivity across Main Street and Oak Street which act as physical barriers.
- Housing Incentives – Continue existing incentive programs to encourage rehabilitation of the deteriorating housing stock.
- Recreational uses – Redevelop vacant lots for neighborhood recreational uses.
- Community Facilities Opportunities - Explore the possibility of joint-use recreational facilities with church along Park Street.

- Brick Streets – Extend brick street pattern constructed along Palmway Street to select surrounding neighborhood streets.

- Bicycle/Pedestrian Improvements – Continue to Implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- Sidewalks – Completion of the sidewalk network.

- Street Lighting – Installation of street lighting with a cohesive design theme.

- Commercial Development – Regulate commercial development along Oak Street to minimize encroachment into the surrounding residential neighborhood.

Private Sector Opportunities

The primary private sector opportunities within the Robert Bass Neighborhood are focused on housing rehabilitation and opportunities for small-scale new infill housing as appropriate.

LAKESHORE NEIGHBORHOOD

General Location: Bounded by railroad tracks on the north, Monument Avenue on the west, Lakeshore Boulevard on the south and Neptune Road on the east.

The Lakeshore Neighborhood is one of the most desirable addresses in Downtown Kissimmee, as it falls within a 1/4-mile walking radius of the future SunRail station. Dominated by large single-family residential properties, this area offers generous views of Lake Toho and close proximity to key community facilities including the Civic Center, Public Library, Main Street/Broadway Avenue, Lakefront Park and the current Amtrak station. The newly constructed Lawrence Silas Boulevard and Neptune Road have improved the neighborhood's regional connectivity, but has also resulted in cut-through traffic issues. Multi-family residential developments are concentrated in the blocks between Monument Avenue and Dakin Avenue. Vacant properties are concentrated along Neptune Road.

Public Sector Investments/Initiatives

Public sector investment within the Lakeshore Neighborhood should focus on the following items:

- **Tree Canopy** – Planting of shade trees in public spaces and rights-of way
- **Streetscape** – Improve streetscape conditions along Neptune Road.

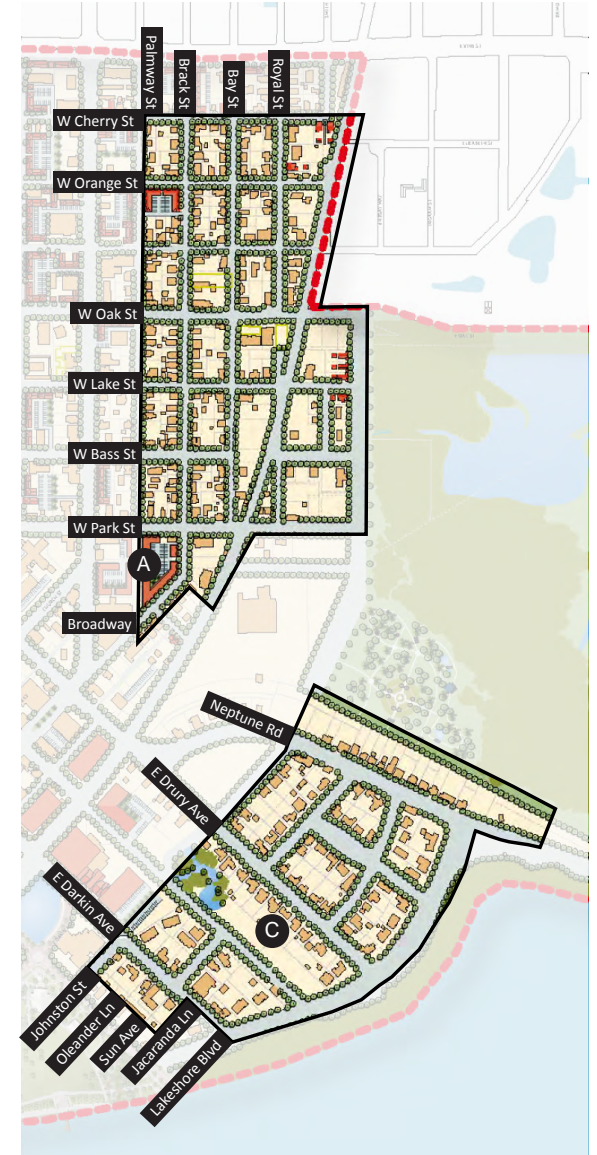
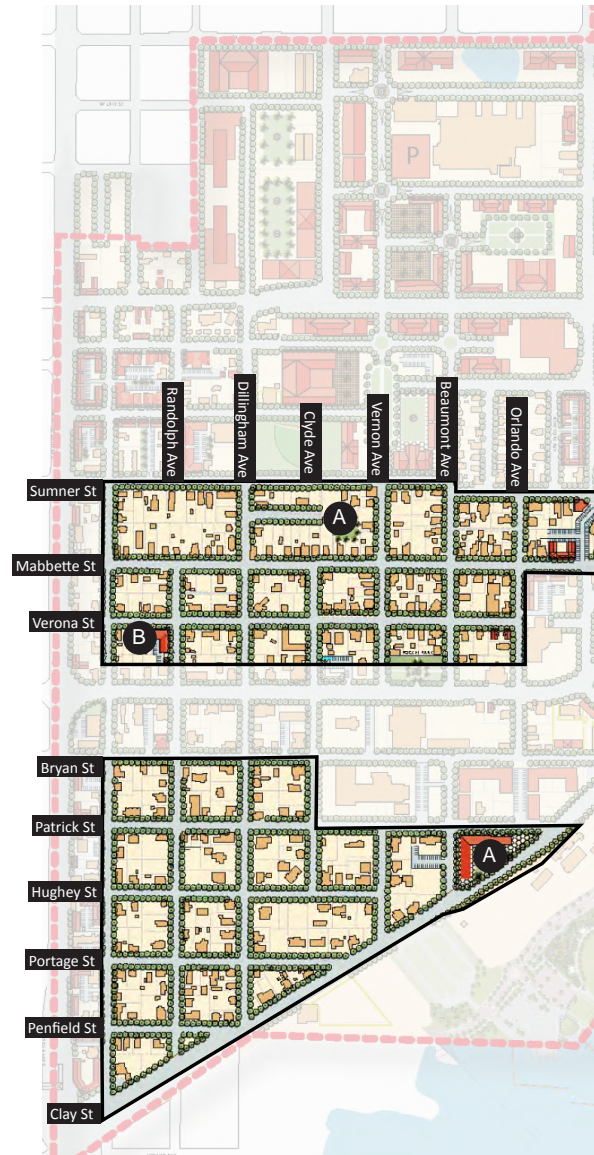
- **Housing Incentives** – Continue existing incentive programs to encourage rehabilitation of the deteriorating housing stock.
- **Improved Connections** – Improve physical connections to the waterfront and Valencia Community College.
- **Mixed-Use** – Modify existing land development code to allow for a mix of uses in areas close to the Downtown Kissimmee Intermodal Station.
- **Bicycle/Pedestrian Improvements** – Continue to implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.
- **Sidewalks** – Completion of the sidewalk network.
- **Street Lighting** – Installation of street lighting with a cohesive design theme.

Private Sector Opportunities

The Lakeshore Neighborhood's proximity to key community facilities (Lakefront Park, the Civic Center, etc.) and the Downtown Kissimmee Intermodal Station make it a great location for potential mixed-use infill and redevelopment. Careful consideration will need to be given to building mass and form to ensure that new development maintains and enhances the existing neighborhood character.

Map 4.6: Neighborhoods proposed development plan

- A** Pocket Park
- B** Infill Multi-Family Housing
- C** Stormwater Park



South Beaumont / Mabbette Neighborhood



Patrick SW Neighborhood



Robert Bass Neighborhood



Lakeshore Neighborhood



Figure 4.33-4.44: Neighborhood Area existing conditions

Investment Opportunities



Figure 4.45-4.46: Future investment opportunities

COMMERCIAL CORRIDORS

INTRODUCTION

Downtown Kissimmee is well connected to the regional urban centers and destinations in the Metro Orlando area. Orange Blossom Trail (turns into Main Street once within the CRA boundaries), Vine Street/US 17-92 between Central Avenue and Clay Avenue/rail corridor, and John Young Parkway between Clay Avenue and the northern CRA boundary are the three major corridors linking Downtown Kissimmee to the larger region. The land use conditions along these corridors are not aesthetically pleasing and are characterized by typical auto-oriented suburban development patterns with excessive curb cuts, multiple lanes without any pedestrian refuge, deteriorating building stock, and a clutter of signage that further acts as a deterrent in providing visibility to Downtown Kissimmee and its various districts. This section addresses potential improvements that can along these corridors to improve their function and overall aesthetic (see Figures 4.47-4.53 for area characteristics).

DEVELOPMENT PLAN

The Development Plan for the Commercial Corridors (see Map 4.7) illustrates potential public and private sector improvements along and adjacent to the corridors. These improvements, which are discussed more below, include enhanced gateway features at

key locations, improved streetscape, a new stormwater park and several infill development opportunities along the corridors.

MAIN STREET

Of the three commercial corridors that connect to the Downtown CRA, only Main Street is completely located within the CRA. Already great redevelopment and aesthetic progress has been made on the southern section of the street. Main Street is a primary gateway into the CRA from the north. The Community Redevelopment Agency has constructed a gateway feature at the intersection of Main Street and Vine Street that announces the entry into Downtown. However, the character of the street from Vine Street until Drury Avenue remains auto-oriented with limited pedestrian facilities, wide lanes and poor streetscape. Current land uses include small professional office, retail stores and few restaurants, and some vacant lands and buildings. Substandard lot sizes for commercial development will have an impact on future private investment along the corridor.

Public Sector Investments/Initiatives

- **Streetscape** – Streetscape improvements should be implemented along Main Street from Drury Avenue to Vine Street. Improvements should emphasize pedestrian amenities including shade, benches, larger sidewalks,

improved street lighting, etc. This area may also have the potential for road diet-analysis.

- **Parking** – Where possible, opportunities for on-street parking should be identified along the Main Street corridor to allow for easier access to commercial businesses.

- **Property Acquisition** – Efforts should be made to assemble properties for potential future commercial and mixed-use redevelopment.

- **Business Incentives** – Incentives to attract commercial businesses should be considered along commercial corridors to encourage desired uses.

- **Stormwater** – Design implementation of regional stormwater to serve redevelopment along the corridor.

- **Land Use/Zoning Analysis** – Complete analysis to ensure existing designations are encouraging developer investment on the commercial corridors.

- **Sidewalks** – Completion of the sidewalk network.

- **Street Lighting** – Installation of street lighting with a cohesive design theme.

Private Sector Opportunities

The Main Street corridor has significant pass-by traffic and, as a result, is a potentially good location for new commercial businesses. However, due to the lack of public parking and pedestrian attractors/amenities, many businesses have suffered due to lack of foot traffic. In addition, many lots along the corridor are not large enough for modern commercial building footprints, making it difficult for redevelopment. Private sector opportunities in the short term will likely remain small scale commercial redevelopment, but as the Downtown CRA continues to mature, and the pedestrian environment along Main Street improves, the opportunities for the private sector to invest in larger scale commercial and mixed-use projects will arise.

JOHN YOUNG PARKWAY

John Young Parkway forms the western border of the Downtown CRA and provides arterial connection to the south and west out of the City; to the north it connects to Hunters Creek and eventually to City of Orlando. Adjacent to the Downtown CRA, John Young Parkway is primarily a four-lane divided roadway with a large grass median and sidewalks. The land use pattern along the corridor is primarily made up of marginal commercial uses and

some single family residential. There are also a significant number of vacant lots present.

Public Sector Investment/Initiatives

Since John Young is only partially within the Downtown CRA, the ability for capital spending on the roadway is limited. However, there are some potential projects including:

- **Parking and Access** – Encourage rear access and parking where land use conflicts do not exist. Encourage joint access and parking between commercial properties to minimize access points and reduce side friction from travel lanes.
- **Design Standards** – Develop adequate design standards to adequately buffer new commercial industrial uses from residential uses.
- **Architectural Standards** – Establish standards for desired architectural styles.
- **Code Enforcement** – Encourage active code enforcement.
- **Roadway Widening** – Widen John Young Parkway (slated to begin construction in 2013).
- **Bicycle/Pedestrian Improvements** – Continue to implement improvements

designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- **Sidewalks** – Completion of the sidewalk network, particularly as it connections to the east into the Downtown CRA.
- **Street Lighting** – Installation of street lighting with a cohesive design theme.
- **Stormwater Management** – Stormwater design implementation of regional stormwater to serve redevelopment along the corridor.

VINE STREET

The City of Kissimmee has completed a number of studies to revitalize the character of Vine Street, within the City limits. The Vine Street corridor is a major east/west connector in the region, and its long term transformation will have a significant impact on the future development of the Downtown CRA. The Downtown CRA borders Vine Street between Central Avenue on the west and the railroad tracks on the east. The Downtown CRA only includes the south side of Vine Street. The City of Kissimmee recently approved a new CRA specific to the Vine Street Corridor to help fund infrastructure improvements. This effort augments several efforts that are either completed or underway including the Vine Street Vision Plan, the adoption of the Vine Street Overlay District and

the Bus Rapid Transit study that is currently underway. These efforts will certainly transform the corridor over time.

Public Sector Investments/Initiatives

For the Downtown CRA, efforts should be made to cooperatively create additional gateways along Vine Street, and to improve the pedestrian experience connecting into the Downtown CRA via Central Avenue and Main Street. Some specific investments may include the following:

- **Streetscaping** – As discussed under the Medical Campus Area recommendations, Central Avenue should become an attractive entryway into the Downtown CRA from Vine Street. As noted in the discussion on Main Street, the streetscaping should be improved to create a more inviting experience along the primary gateway into the Downtown CRA.

- **Street Lighting** – Complete street lighting throughout neighborhood to improve the safety and aesthetics of the pedestrian environment

- **Ivey Property** – As noted in the discussion about the Medical Campus Area, the Ivey Property presents a great opportunity to develop a regional stormwater park with the potential for some small commercial liner buildings along Vine Street.

- **Design Manual and Land Development Code**

- The Downtown CRA should review existing Design Manual and Land Development Code for parcels within the CRA that are adjacent to Vine Street to ensure that there is a consistency in scale and form with what is being planned on the remainder of the corridor.

- **Stormwater** – Design implementation of regional stormwater to serve redevelopment along the corridor.

- **Bicycle/Pedestrian Improvements** – Continue to implement improvements designated within the Kissimmee Bicycle and Pedestrian Master Plan.

- **Sidewalks** – Completion/expansion of the sidewalk network along the corridor, and completing connections to the south into the Downtown CRA.

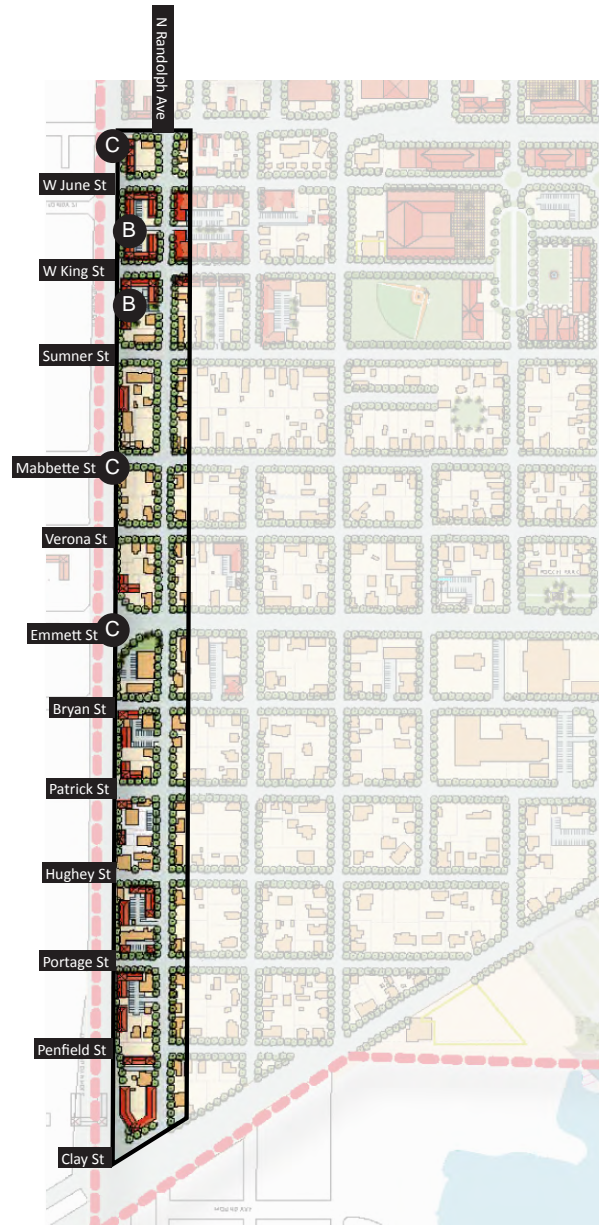
- **Street Lighting** – Installation of street lighting with a cohesive design theme.

Private Sector Opportunities

Private sector opportunities along Vine Street within the Downtown CRA currently appear quite limited. However, the Ivey property and some marginal commercial spaces do offer an opportunity for some redevelopment, especially following the introduction of premium BRT service along the corridor.

Map 4.7: Commercial Corridors Proposed Development Plan

- A** Infill Multi-Family Housing
- B** Neighborhood Mixed-Use
- C** Gateway Opportunity



Main Street



John Young Parkway



Vine Street



Figures 4.47-4.53: Main Street, John Young Parkway, and Vine Street future projects and investment opportunities

PART II-REDEVELOPMENT MASTER PLAN

CHAPTER 5-REDEVELOPMENT PLAN / CAPITAL IMPROVEMENTS PLAN



DOWNTOWN CRA REDEVELOPMENT PLAN CONCEPT

The 2012 Downtown CRA Redevelopment Plan Concept below illustrates the specific projects/initiatives related to land use, capital projects, redevelopment opportunities and other information. This consolidated graphic serves as a summary of the planned improvements that are articulated through the 2012 Downtown Redevelopment Plan (see Figure 5.1).

Detailed information about specific capital improvements or proposed planning initiatives can be found in Figures 5.2-5.4, which are at the end of this section. Additional initiatives and actions that the Community Redevelopment Agency may wish to undertake are located throughout the plan.

1 Medical Campus Area

Existing/ Planned Projects

- 1a Osceola Regional Medical Center Expansion

Other Projects/Initiatives

- 1b CEMEX Site Redevelopment
- 1c Beaumont Site Redevelopment
- 1d Oak Street- Central Avenue Redevelopment - Medical/ Professional Offices
- 1e Streetscape Improvements (Phase III & IV)

2 Government Office Area

Existing/ Planned Projects

- 2a County Courthouse Expansion
- 2b County Parking Garage

Other Projects/Initiatives

- 2c Streetscape Improvements (Phase III & IV)

3 Lake Toho Area

- 3a Redevelopment of Lakefront Park
- 3b Lakeside Drive Streetscape Improvements

Other Projects/Initiatives

- 3c Marina Improvements
- 3d KUA Site Redevelopment
- 3e Hansel Site Redevelopment
- 3f County Heritage Park
- 3g Lakefront Recreational Trail

4 Downtown Transit Station Area

Existing/ Planned Projects

- 4a Amtrak/ LYNX/ SunRail/ Greyhound Intermodal Hub
- 4b City Centre Mixed-Use Development
 - UCF Incubator Project
 - Retail along Broadway and Dakin
 - Shared Parking Garage

- 4c Streetscape Improvements (Phase II)

Other Projects/Initiatives

- 4d Civic Center Redevelopment
- 4e Toho Square Redevelopment

5 Neighborhoods

Other Projects/Initiatives

Neighborhood Infrastructure Improvements:

- Upgrade existing sidewalks
- New sidewalk construction
- Street lighting program
- Stormwater management
- Neighborhood signage program
- Restoration of Brick Streets

5a South Beaumont / Mabbette Neighborhood

Neighborhood Park Opportunity: between June and King Street

Live/ Work units along Mabbette

5b Patrick SW Neighborhood

Improve visual and physical linkages to the waterfront

Provide adequate buffering from railroad tracks

Ensure safer connections to the waterfront district

5c Robert Bass Neighborhood

Promote redevelopment of properties as moderate density residential uses such as townhomes, multi-family developments

Provide opportunity to provide for a mix of uses in areas closer to the proposed transit station

Improve visual and physical linkages to the waterfront
Potential Trailhead Park along Neptune Road

5d Lakeshore Neighborhood

Work with area churches to provide community facilities pocket parks, day-care center, after-school program for area residents

Neighborhood Park Opportunities: Vacant land between Orange and Main Streets; and church owned property fronting Park Street

Provide adequate buffering from railroad tracks and improved connections to the waterfront district

6 Commercial Corridors

Other Projects/Initiatives

- 6a Coordinate future redevelopment efforts along the regional commercial corridors with Downtown CRA Improvement Projects:

- Vine Street Redevelopment
- John Young Parkway

- 6b Streetscape Improvements (Phase III)

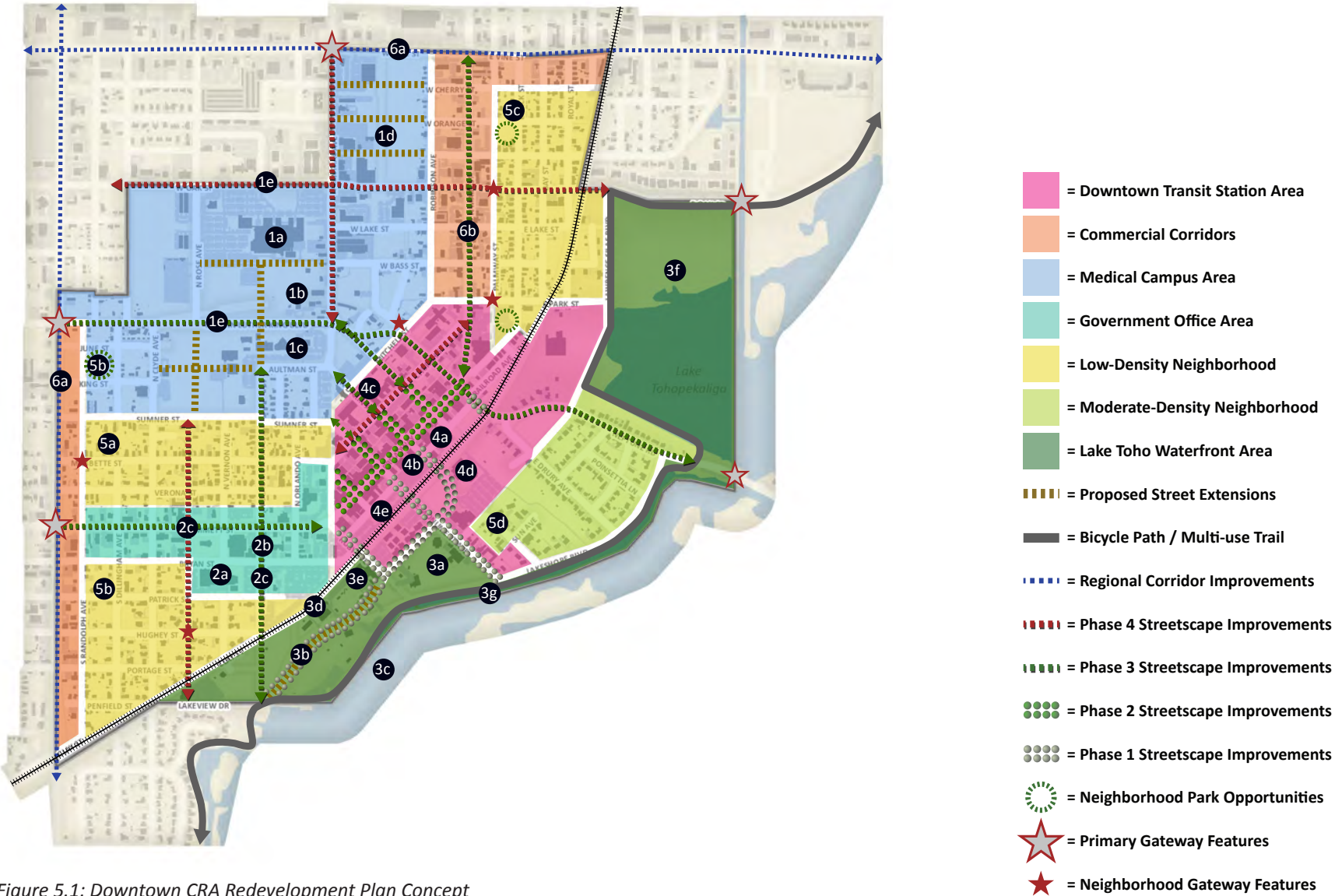


Figure 5.1: Downtown CRA Redevelopment Plan Concept

IMPLEMENTATION PROGRAM

The success of the 2012 Downtown CRA Plan Update ultimately rests on the coordinated efforts of the various agencies and stakeholders serving the community. Through this planning process, the Downtown Community Redevelopment Agency and the City of Kissimmee have initiated dialogue and established pivotal relationships between key players that will have a significant impact on the revitalization of this area. The Community Redevelopment Agency intends to use the synergies created by this planning effort to strengthen its role in providing a higher standard of living for its citizens. This chapter outlines the anticipated organizational framework and recommended implementation functions to turn this vision into reality.

Implementation of the Downtown Kissimmee CRA Plan Update will require the coordinated efforts of the Community Redevelopment Agency, the City of Kissimmee, other government agencies, local business organizations, property owners, private sector, area institutions and residents. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the program.

Organizational Roles and Relationships

The Community Redevelopment Agency and City Commission's support and management of the program's activities will provide the framework to carry out the recommendations presented in this plan. It is necessary to establish lines of communication between all sectors of the community to positively affect the Downtown CRA. Developers and entrepreneurs will be key contributors. Strong public-private partnerships will be crucial to the long-term success of the redevelopment effort.

Leadership

Successful implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. It is also recommended that the Downtown CRA redevelopment program be extended for an additional 10 years (to 2033) in order to successfully implement the capital improvement program recommended in the 2012 Redevelopment Plan.

City Commission and Staff

The City Commission and staff should establish policies that support the principles described in this Plan and initially concentrate

on the following actions throughout the implementation process:

- Formulate public policy and identify resources for the redevelopment effort.
- Support the community's vision and insure implementation of scheduled projects.
- Commit to making the necessary public improvements identified in the Plan.
- Provide necessary staffing and administrative support to properly implement the Plan.
- Prioritize and develop detailed programs for projects to implement major strategies illustrated in the Plan including- phasing, project financing, land acquisition, land disposition, and financing.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Solicit the services of a realtor and/or utilize the City's Economic Development team to devise a land acquisition strategy for potential purchases of property in the neighborhood.
- Support residential renovation and rehabilitation programs through the use of grant funding such as TIGER, SHIP, CDBG, HOME.

- Increase awareness of funding resources and program initiatives available to residents interested in improving their property as means to increasing home ownership and property values.
- Conduct traffic analysis and market feasibility studies to assess the impact of proposed projects in surrounding areas.
- Initiate discussions with Osceola County and Orange County to coordinate joint improvement projects planned for proposed corridor improvements in areas surrounding the Downtown CRA.
- Provide leadership and support for administering public development controls and incentives to promote high-quality private development, including:
 - o Update the comprehensive plan and the zoning code to streamline the development review process.
 - o Conduct additional corridor planning and traffic impact studies, when appropriate.
 - o Update the Downtown CRA Design Manual.
 - o Provide additional public facilities and utilities.
- o Devise a coordinated capital improvement program.
- o Develop a grant stacking strategy to take advantage of the funding opportunities available through various federal, state, and private agencies.

Community Redevelopment Agency Board and Economic Development Committee

The primary goal of the Community Redevelopment Agency Board is to act as stewards of the program and to monitor the progress and timely development of the projects proposed in this Plan Update. In addition, the Board is pivotal in generating community interest in the projects through increased public involvement activities and initiating awareness campaigns to instill a sense of pride in the community.

In addition, the Board's Economic Development Committee should continue with its role in formulating redevelopment incentives to help existing businesses invest in the community and to attract new developers and businesses into the area.

Partnerships

Osceola County

The Community Redevelopment Agency should continue working with Osceola County to highlight common goals between the strategic planning efforts of the Agency, the City and the County's overall development goals.

LYNX (Central Florida Regional Transit Authority) and MetroPlan Orlando

The Agency should maintain its relationship with LYNX and MetroPlan Orlando in order to improve transit ridership, marketing the concept of transit-oriented development and implementing a coordinated transportation and land use planning strategy.

Private Sector

Private property owners, developers and tenants are the principal basis for new development and any related financial investment in all redevelopment projects. The private sector ultimately carries the burden of funding the redevelopment program; therefore, a positive development environment must be established to capture private investment in an increasingly competitive market. Essential private sector leadership will come from entities such as local banks, real estate developers, entrepreneurs,

and property owners from within the community.

Collaboration with key corporations will be critical in forming strategic alliances with representatives at the state and federal levels and in providing private sector support to promote economic development in the area. The local banks also have an important role in developing innovative financing packaging for potential investors, developers and first-time home buyers. The area businesses and industries should be encouraged to assist in creating a business incubator and to develop mentoring and apprenticeship programs in order to develop a trained workforce that lives and works in the community.

Some of the recommendations contained in this plan may include public-private partnership in land development activities such as site assembly, clearance and relocation and policy-making. In the case of the Downtown CRA, the principal opportunity for change lies in promoting economic development through the redevelopment of underutilized properties including the Beaumont site, CEMEX Plant site, ORMC Expansion, Florida Rock site, Toho Square Redevelopment, and the Civic Center Redevelopment. The Community Redevelopment Agency should continue working with landowners within the proposed strategic investment areas to assess their

interest in supporting the redevelopment program and proposed improvements.

Area Institutions and Social Service Agencies

Through partnering with area institutions—universities, schools and social service agencies, the Community Redevelopment Agency can leverage more commitment for projects and create a cumulative impact in the area. Churches and other faith-based institutions also have a role in the successful implementation of the Plan Update. The Community Redevelopment Agency should work in close collaboration with these faith-based organizations to develop community development programs that capitalize on the strengths and outreach capacity of the religious institutions. The participation from faith-based organizations can aid in obtaining community-wide support, addressing the social service needs such as instituting day care centers, organizing neighborhood clean-up drives and crime prevention campaigns, and encouraging youth participation in community development programs such as mentorship and job training programs to enhance their sense of responsibility.

Continued Stakeholder Involvement Program

The Community Redevelopment Agency should work with area residents, property owners, and businesses to establish channels

of communication that foster support for the redevelopment effort and facilitate program implementation. Staff should provide public information concerning all aspects of the redevelopment program throughout the process using venues such as newsletters, radio, television, newspapers and the Internet, as well as presentations to neighborhood and civic organization meetings to generate public support.

Implementation Summary Matrix

The matrix presented on the following pages illustrates how the vision and recommendations presented in the Downtown Kissimmee CRA Redevelopment Plan Update translates to a phased series of implementation strategies. The matrix identifies key opportunities, assigns responsibilities, delineates anticipated timing, and highlights key funding sources in two main areas:

- Key Programming and Policy Initiatives
- Capital Improvements

The 2012 Downtown Kissimmee CRA Redevelopment Plan Update contains several projects consisting of public, private and joint public/private efforts, as described in previous sections of this document, that will take at least twenty years to complete. Therefore, it is critical that the Community Redevelopment Agency

incorporates a sound project implementation strategy when identifying priorities.

Key Programming and Policy Initiatives

Implementation of the Master Plan will be accomplished through actions and policies that will help attract desired development and improve the overall quality of life for its residents. These programming and policy initiatives will have a broad impact on defining future development in the Downtown CRA and include studies, plans and other operational initiatives that are imperative to the success of any redevelopment effort.

Capital Improvements

These projects include major infrastructure items including street improvement and upgrading utilities. Also, capital improvements can include a variety of revitalization items such as facade improvements, landscaping, streetscaping, etc., as well as new parking development. Proposed capital improvements with order of magnitude costs, funding and phasing are contained in this section. It is recommended that the Community Redevelopment Agency devise policies for the construction and maintenance of proposed capital improvements.

The community should understand that the Community Redevelopment Agency working

with other government entities will be pursuing multiple elements of the Plan at all times. It is important to note that the capital improvement program is flexible in nature. It is the best estimate of project costs based on a measure of the order of magnitude for projects in relation to anticipated revenues. As a matter of practice, the Community Redevelopment Agency will continue to prepare annual budgets, as well as establishing one, three and five-year work programs for budgetary and administrative purposes. Ultimately, project costs will be refined during the design and construction phase of any given project.

Capital Improvements Programming is used for short-term and long-term planning purposes. Actual funding allocations will be determined annually through the County and City budgeting process. As priorities change, the capital improvement strategies are amended. Managed correctly, funds generated in the Downtown CRA should be leveraged through grants to accomplish a number of capital improvements and planning activities. When successful, the Downtown CRA should see a substantial increase in the tax base and realize a healthy return on its investment through increased ad valorem revenues, sales tax receipts and other formulated revenue sharing programs.

Implementation Functions

Financial and non-financial considerations are equally important to the effective implementation of Downtown Kissimmee CRA Plan. Non-financing considerations deal with defining the roles and responsibilities for various stakeholders involved in the redevelopment effort. Financing mechanisms are perhaps more easily defined, but not to be focused on until organizational elements are put into effect.

NON-FINANCING FUNCTIONS

Site Assembly

The redevelopment of an urban area requires assemblage of multiple parcels of land to maximize the development potential of constrained properties. Site assembly efforts are vital in pursuing land trades and creating development partnerships to ensure controlled growth in the neighborhood. In the case of the Downtown CRA, the primary opportunity for significant change lies in the redevelopment of the underutilized and vacant sites - Beaumont site, Toho Square, Hansel Plant Site, Ivy Property, CEMEX Plant site, Florida Rock site, and Civic Center Redevelopment.

Standards and Controls

Standards and controls are beneficial to assure developers and tenants that quality development will occur. An update to the Downtown CRA Design Manual should be completed and adopted by reference in the Land Development Code in order to improve the quality of new development in the identified Strategic Investment Areas.

Facility Design and Construction

This includes the actual construction of new civic facilities and rehabilitation of older facilities. Several public facility construction opportunities have been identified in the Plan that could serve as catalytic projects in revitalizing the area. These include: an urban school at the Beaumont site, nursing school at the CEMEX Plant site, Convention Center at the Civic Center site, and small community centers in the neighborhoods.

Development Incentives

To further stimulate private investment in Downtown, the CRA working with the City can provide development incentives through various means, including facade, landscape, signage or property improvement grants; provision of site specific infrastructure improvements to address any deficiencies, participation in environmental clean-up of contaminated sites, flexibility

in the application of use restrictions and increasing intensity of site use, flexible parking regulations; grants or low interest loans for life safety improvements and joint business support ventures such as district business identification signage or centralized marketing strategies.

FINANCING MECHANISMS

Traditional Financing Mechanisms

The City should further evaluate alternative financing methods to fund the planned improvements that have been utilized in other communities across the nation. These alternatives are intended to represent examples of initiatives carried out by other communities, and the Plan does not recommend pursuing any of these tools without further research. Some of these financing methods that are potential revenue sources for funding redevelopment at the local level include, but are not limited to:

- **General Fund Revenue Sources**

- **Development Agreements** may include provisions to improve existing public facilities or construct new facilities (including roads, water and sewer and drainage). Intersection improvements and additional turn lanes could be required to be built by developers.

- **Density Bonus Program** sets a base density that a development may achieve “by right” and a maximum density that can be achieved by conformance to higher standards or through the provision of qualifying amenities/benefits. Examples of qualifying bonus items include public realm improvements, construction or contribution to a public facility, affordable housing provision, childcare spaces, sustainable design elements or increased environmental protection.

- **User Fees** can be levied by for road maintenance and public transportation. Automobile owners pay these fees with their annual registration fees and property tax.

- **Special Assessment Districts** are created to provide additional, specialized services to special districts that would not normally be provided by the City, such as “clean teams,” program management of parks, downtown guides, special transit services and similar services of direct benefit to affected property owners. They can be created by several methods.

A petition containing the signature of 15 percent of voters would initiate a special election with a majority approval needed. Method two would be a petition that has 75 percent of voters with at least 75 percent of assessed property value with no election.

Another would be approval of a special assessment district by ordinance, by the City Commission, upon a determination of appropriate need, use and assessment calculation.

Other Supplemental Funding Sources

Some of these sources are currently not available for transportation and transit projects. The Florida Legislature may need to approve some the following options for FDOT or local governments; but any of these fees or taxes could theoretically support transit operations and capital investment needs.

- **Transit Revitalization Investment District (TRID):** Enacted in 2005 by the Pennsylvania legislature, the Transit Revitalization Investment District Act encourages city officials, transit agencies and the development community to plan for and implement transit-oriented development. Like increment revenue districts, TRIDs leverage future real-estate tax revenues to support transit-related capital projects, site development and maintenance within the defined district.

- **Value Pricing (Congestion or Parking Tax)** would increase parking fees or fees for peak usage of roadways. Locally, parking lots would charge an additional dollar or two each space daily, weekly or monthly. Some preference

could be given to carpoolers. Congestion fees could include usage of HOV lanes or fees for peak time usage.

- **Environmental Levies** are based on the amount of greenhouse gases emitted by automobiles and trucks. This charge could be based on emissions data collected at annual inspections stations and could help with local air quality problems.

- **Local User Fuel Fee** would allow counties to levy either a sales tax on fuels of 1¢ to 5¢ (allowed in Georgia) or fuel user fee of 1¢ to 5¢ per gallon (Florida counties impose between 10¢ and 18¢). Depending on the restrictions put on from the General Assembly and if “C” funds are still rebated to counties, this fee could be an excellent revenue source for local major and minor road improvements (including paving of dirt roads) and could even assist local transit authorities. Currently-levied local option gas tax can presently be utilized to support transit investment.

Grants

Federal grants have long been a source of funding for development projects, especially as it relates to pursuing public improvements. Sources such as the Community Development Block Grants (CDBG), Section 108 Grants, Weed and Seed Grant, and Urban Development Action

Grants are available, the extent of their use is diminishing as the volume of the total grant monies decrease. Grants have the advantage of directly affecting development costs, and their benefits are predictable and easily understood. The Community Redevelopment Agency, as part of its grant stacking strategy, should prepare a feasibility study for public projects including roads, utilities, streetscapes, parks, and law enforcement, particularly targeting potential projects to receive funding through programs available through the American Recovery and Reinvestment 2009 Act.

Private Investment

Private sector investment is the single most important source of redevelopment funding, and generally responsible for providing most of the housing diversity, retail, office and commercial activity redeveloping downtowns require to thrive. The general rule over time for successful revitalization is that private investment usually must exceed public funding by three to four-fold. Such funding takes the form of equity investment and conventional real estate loans for both new development and redevelopment/revitalization of existing properties. CRA funds are often used as a “leverage” investment in conjunction with private investment and other revenue sources, to mitigate risk, and stimulate economic activity and development within a CRA.

Leasing

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

qualified potential home buyers (low-moderate income, first time buyers, etc.) to increase their down payment, thereby decreasing mortgage payments. The City usually takes an ownership interest, such as a soft second mortgage, in the dwelling for a predetermined period of time to guarantee against misuse of the funds.

Joint Ventures

In real estate syndication ventures, the implementation and/or governing body can contribute equity capital to a project. This has the effect of reducing equity requirements from the developer and/or reducing the amount of debt service. Through equity syndication, tax subsidy benefits can be passed on to investors in the form of depreciation, investment tax credits, deferral of taxes and capital gains.

Mortgage Write-Downs

Mortgage write-downs is a mechanism typically used to encourage residential development and home ownership in the redevelopment area. Funds from increment revenues are offered to

IMPLEMENTATION SUMMARY

KEY PROGRAMMING AND POLICY INITIATIVES

PLANNING, ADMINISTRATIVE AND REGULATORY INITIATIVES

ACTION STRATEGY	DESCRIPTION	KEY PLAYERS	TIMELINE
Update Downtown CRA Urban Design Manual and Land Development Code	<ul style="list-style-type: none"> Amend existing and create new zoning overlay districts Incorporate detailed urban design guidelines that reflect the higher density development patterns envisioned for Downtown Develop streetscape design elements and require developers to install streetscape design specifications as part of new development Prepare a "regulatory audit" of existing land development code to identify barriers in the existing regulations that discourage mixed-use compact development patterns in the CRA Develop process to create a form-based or hybrid code for the City's Land Development Regulations Develop administrative procedures for review of development proposals in accordance with the Form Based Codes Create expedited development approval process Assess staff resources to review new developments based on modified land development regulations or retain the services of an architect/ planner on record to assist property owners Amend existing and create new zoning overlay districts 	CRA, City Development Services	Immediately
Prepare a Land Use Assessment and Development Opportunities Master Plan Study	<ul style="list-style-type: none"> Assess build out potential at key publicly owned sites within the Downtown CRA Identify key public realm and site development strategies to ensure compatibility and consistency with the CRA Plan Complete conceptual site development plans and massing studies for key sites and m 	CRA, City Development Services County, KUA, etc.	Immediately
Station Area Plan	<ul style="list-style-type: none"> Prepare detailed station area plan in collaboration with key property owners and developers for the Downtown Kissimmee Transit Station Conduct infrastructure study to assess the future demands to support transit service; and 	CRA, City, LYNX, MetroPlan	Short- Term (1-5 Years)
Prepare Grant Stacking Strategy	<ul style="list-style-type: none"> Designate staff to identify and track funding opportunities including coordinating efforts with state and federal legislators Establish core group of public, private, nonprofit groups for targeting grants in a coordinated manner with regional partners Capitalize upon funding opportunities created by federal stimulus programs Coordinate with state and federal DOTs to identify dedicated transportation funding sources; and Seek to identify and designate potentially contaminated sites in order to access available brownfield redevelopment funding sources 	CRA, City Development Services, City Economic Development Department, MetroPlan	Short Term (1-5 Years)
Conduct a Road Diet Feasibility Study	Complete a conceptual study on key corridors to determine the physical impacts and traffic implications for implementing road diet strategies	City Public Works, CRA	Short Term (1-5 Years)
Create a Maintenance Standard Manual	Develop a maintenance standard manual for public realm improvements within the CRA to ensure appropriate maintenance and repair.	City Public Works, CRA	Short Term (1-5 Years)
Prepare a Downtown Real Estate Market and Economic Study	<ul style="list-style-type: none"> Conduct a Downtown real estate market and economic study to understand market conditions and evaluating future opportunities. This may include analyzing: current building uses, business mix, trade area size, economic and consumer data, consumer attitudes and business operator needs. Prepare a detailed real estate development strategy for key redevelopment sites identified in the Plan. 	CRA, City Economic Development Department	Short- Term (1-5 Years)
Branding and Marketing Strategy	Create a strong identity for Downtown's revitalization efforts to help promote the area as a desirable destination to a broader audience in the region and create a consistent marketing program.	CRA, City Economic Development Department	Short- Term (1-5 Years)
Neighborhood Planning Program	Work with the area residents and businesses to develop an ongoing community involvement program in order to gather citizen support for the proposed improvements and also to develop a sense of pride in area residents and merchants	CRA, City Development Services	On-going

Figure 5.2: Planning, administrative, and regulatory initiatives

CAPITAL IMPROVEMENTS (1-10 YEARS)

PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS*
Phase II Streetscape Improvement Program Sproule Street between Broadway and Church Dakin Avenue between Broadway and Church Monument Avenue between Broadway and Church Darlington Avenue between Broadway and Church Stewart Avenue between Broadway and Church Broadway between Neptune and Stewart Emmett Street between Broadway and John Young Parkway	Complete roadway re-construction from R.O.W. to R.O.W. and streetscape easements where applicable. Improvements include wider sidewalks, back-in on-street angled parking, traffic calming, infrastructure upgrades, and integration of sustainable design features, irrigation system, tree grates, movable planters, concrete bollards at intersections, benches, trash receptacles, bicycle racks, canopy trees, seating walls (mid-block & plaza areas), bus shelters, signage & wayfinding.	CRA, City, FDOT	Construction Phase: Short- Term (1-5 Years)	\$10,000,000
Gateways Construction	Design and construction of primary gateways at the following locations: Intersection of MLK Boulevard with John Young Parkway Intersection of Central Avenue with Vine Street Intersection of Emmett Street with John Young Parkway Intersection of Neptune Road with Lawrence Silas Boulevard	CRA, City	Short- Term (1-5 Years)	\$250,000
Gateways Construction Phase II	Design and construction of neighborhood gateways at the following locations: Intersection of Mabelle Street and North Randolph Avenue Intersection of Hughey Street and South Rose Avenue Intersection of Mitchell Street and West Neptune Road Intersection of East Oak Street and Palmway Street Intersection of West Park Street and Palmway Street Intersection of Oak Street and Lawrence Silas Boulevard Intersection of Park Street and Main Street Intersection of Oak Street and Main Street	CRA, City	Mid-Term (5-10 Years)	\$320,000
Bicycle and Pedestrian Improvements	Construction of bicycle boulevards, shared lanes, on-street designated bike lanes consistent with the Bike and Pedestrian Master Plan. Some roadways will require lane narrowing, curb modifications, re-striping and signing improvements.	CRA, City, FDOT	Programming and Design: Short- Term (1-5 Years) Construction Mid- Term (5-10 Years)	\$1,200,000
Phase III Streetscape Improvement Program Sproule Street between Church and Drury Avenue Dakin Avenue between Church and Stewart/ Central Beaumont Avenue between Lakeview Drive and MLK Blvd. Neptune Road between Lakeshore and Broadway Drury Avenue between Broadway Avenue and MLK Roundabout Main Street from Broadway Avenue to Vine Street	Complete roadway re-construction from R.O.W. to R.O.W. and streetscape easements where applicable. Improvements include wider sidewalks, back-in on-street angled parking, traffic calming, infrastructure upgrades, and integration of sustainable design features, irrigation system, tree grates, movable planters, concrete bollards at intersections, benches, trash receptacles, bicycle racks, canopy trees, seating walls (mid-block & plaza areas), bus shelters, signage & wayfinding.	CRA, City, FDOT, Private Sector	Programming/Design and Construction: Mid-Term (5-10 Years)	\$11,372,350
Neighborhood Improvements	Complete sidewalk network and streetscape improvements including traffic calming, street lighting, canopy trees, bus shelters, signage and wayfinding; pocket park opportunities.	CRA, City Ongoing TBD	Programming/Design & Construction Long-Term (10+Years)	\$18,700,000
TOTAL ESTIMATED COST				\$41,842,350

Figure 5.3: Capital improvements (1-10 years)

The projects listed within the Capital Improvements Plan (CIP) reflect potential projects to be undertaken by the Community Redevelopment Agency during the planning period. The specific need, project details, and potential costs of these improvements will be evaluated on an annual basis to allow for the Community Redevelopment Agency to make any adjustments due to a change in priorities or specific opportunities that may arise.

CAPITAL IMPROVEMENTS (11-20 YEARS)

PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS*	POTENTIAL FUNDING SOURCES	COSTS*
<p>Phase IV Streetscape Improvement Program</p> <p>Rose Avenue between Hughey Street to Mabbette Street Church Street between Stewart Avenue and Main Street Oak Street between Main Street and Tohopekaliga Avenue MLK Boulevard from John Young Parkway to roundabout Central Avenue from Vine Street to MLK Boulevard Oak Street from Mann Street to Main Street</p>	<p>Complete roadway re-construction from R.O.W. to R.O.W. and streetscape easements where applicable. Improvements include: wider sidewalks, back-in on-street angled parking, traffic calming, infrastructure upgrades, and integration of sustainable design features, irrigation system, tree grates, movable planters, concrete bollards at intersections, benches, trash receptacles, bicycle racks, canopy trees, seating walls (mid-block & plaza areas), bus shelters, signage & wayfinding.</p>	<p>CRA, City, FDOT, Private Sector</p>	<p>Programming/Design & Construction Long- Term (10+ Years)</p>	<p>\$7,346,200</p>	<p>TIGER II Discretionary Grant FTA New Starts (Federal) SAFETEA-LU (Federal) DOT Transportation Enhancement Program (State) Private Sector TIF Funds</p>	<p>\$7,346,200.00</p>
<p>Neighborhood Planning and Improvements</p>	<p>Complete sidewalk network and streetscape improvements including traffic calming, street lighting, canopy trees, bus shelters, signage and wayfinding; pocket park opportunities.</p>	<p>CRA, City Ongoing TBD</p>	<p>Programming/Design & Construction Long-Term (10+Years)</p>	<p>\$18,500,000</p>	<p>CDBG, City General Fund, TIF Funds</p>	<p>\$18,500,000</p>
TOTAL CIP ESTIMATE (YEARS 11-20)						\$ 25,846,200.00
TOTAL OVERALL CIP ESTIMATE (YEARS 1-20)						\$ 67,688,550.00

Figure 5.4: Capital improvements (11-20 years)

The projects listed within the Capital Improvements Plan (CIP) reflect potential projects to be undertaken by the Community Redevelopment Agency during the planning period. The specific need, project details, and potential costs of these improvements will be evaluated on an annual basis to allow for the Community Redevelopment Agency to make any adjustments due to a change in priorities or specific opportunities that may arise.

PART II - REDEVELOPMENT MASTER PLAN

CHAPTER 6 - TIF ESTIMATES



TIF ESTIMATES

Kissimmee CRA - TIF Estimates Low Scenario

FYE	Base + Appreciation	New Construction	New Construction - Cumulative	Less Base	Total TV Subject to TIF	TIF from City	TIF from County	Total to CRA
2011	\$ 210,081,278	-	-	\$67,434,313	\$ 142,646,965	\$ 627,000	\$ 908,000	\$ 1,535,000
2012	210,081,278	-	-	67,434,313	142,646,965	627,000	908,000	1,535,000
2013	189,073,150	-	-	67,434,313	121,638,837	534,000	774,000	1,308,000
2014	183,400,956	-	-	67,434,313	115,966,643	510,000	738,000	1,248,000
2015	183,400,956	-	-	67,434,313	115,966,643	510,000	738,000	1,248,000
2016	185,234,965	-	-	67,434,313	117,800,652	518,000	750,000	1,268,000
2017	188,939,665	-	-	67,434,313	121,505,352	534,000	773,000	1,307,000
2018	193,663,156	-	-	67,434,313	126,228,843	555,000	803,000	1,358,000
2019	198,504,735	-	-	67,434,313	131,070,422	576,000	834,000	1,410,000
2020	203,467,353	-	-	67,434,313	136,033,040	598,000	866,000	1,464,000
2021	208,554,037	-	-	67,434,313	141,119,724	620,000	898,000	1,518,000
2022	213,767,888	-	-	67,434,313	146,333,575	643,000	931,000	1,574,000
2023	219,112,085	-	-	67,434,313	151,677,772	666,000	965,000	1,631,000
2024	224,589,888	-	-	67,434,313	157,155,575	691,000	1,000,000	1,691,000
2025	230,204,635	-	-	67,434,313	162,770,322	715,000	1,036,000	1,751,000
2026	235,959,751	-	-	67,434,313	168,525,438	741,000	1,073,000	1,814,000
2027	241,858,744	-	-	67,434,313	174,424,431	766,000	1,110,000	1,876,000
2028	247,905,213	-	-	67,434,313	180,470,900	793,000	1,149,000	1,942,000
2029	254,102,843	-	-	67,434,313	186,668,530	820,000	1,188,000	2,008,000
2030	260,455,414	-	-	67,434,313	193,021,101	848,000	1,229,000	2,077,000
2031	266,966,800	-	-	67,434,313	199,532,487	877,000	1,270,000	2,147,000
2032	273,640,970	-	-	67,434,313	206,206,657	906,000	1,313,000	2,219,000
2033	280,481,994	-	-	67,434,313	213,047,681	936,000	1,356,000	2,292,000
2034	287,494,044	-	-	67,434,313	220,059,731	967,000	1,401,000	2,368,000
2035	294,681,395	-	-	67,434,313	227,247,082	999,000	1,446,000	2,445,000
2036	302,048,430	-	-	67,434,313	234,614,117	1,031,000	1,493,000	2,524,000
2037	309,599,641	-	-	67,434,313	242,165,328	1,064,000	1,541,000	2,605,000
Total						\$19,672,000	\$28,491,000	\$48,163,000
Avg. Annual						\$728,593	\$1,055,222	\$1,783,815

Millage Rates:
City of Kissimmee: 4.6253
Osceola County: 6.7

Figure 5.5: TIF estimates low scenario

Kissimmee CRA - TIF Estimates Moderate Scenario

FYE	Base + Appreciation	New Construction	New Construction - Cumulative	Less Base	Total TV Subject to TIF	TIF from City	TIF from County	Total to CRA
2011	\$ 210,081,278	\$ -	\$ -	\$ 67,434,313	\$ 142,646,965	\$ 908,000	\$ 627,000	\$ 1,535,000
2012	210,081,278	-	-	67,434,313	142,646,965	627,000	908,000	1,535,000
2013	189,073,150	-	-	67,434,313	121,638,837	534,000	774,000	1,308,000
2014	183,400,956	5,000,000	5,000,000	67,434,313	120,966,643	532,000	770,000	1,302,000
2015	183,400,956	30,000,000	35,050,000	67,434,313	151,016,643	664,000	961,000	1,625,000
2016	185,234,965	-	35,751,000	67,434,313	153,551,652	675,000	977,000	1,652,000
2017	188,939,665	16,000,000	52,644,775	67,434,313	174,150,127	765,000	1,108,000	1,873,000
2018	193,663,156	-	53,960,894	67,434,313	180,189,738	792,000	1,147,000	1,939,000
2019	198,504,735	-	55,309,917	67,434,313	186,380,339	819,000	1,186,000	2,005,000
2020	203,467,353	-	56,692,665	67,434,313	192,725,705	847,000	1,227,000	2,074,000
2021	208,554,037	-	58,109,981	67,434,313	199,229,706	875,000	1,268,000	2,143,000
2022	213,767,888	-	59,562,731	67,434,313	205,896,306	905,000	1,311,000	2,216,000
2023	219,112,085	-	61,051,799	67,434,313	212,729,571	935,000	1,354,000	2,289,000
2024	224,589,888	-	62,578,094	67,434,313	219,733,669	966,000	1,399,000	2,365,000
2025	230,204,635	-	64,142,546	67,434,313	226,912,868	997,000	1,444,000	2,441,000
2026	235,959,751	-	65,746,110	67,434,313	234,271,548	1,029,000	1,491,000	2,520,000
2027	241,858,744	-	67,389,763	67,434,313	241,814,194	1,063,000	1,539,000	2,602,000
2028	247,905,213	-	69,074,507	67,434,313	249,545,407	1,097,000	1,588,000	2,685,000
2029	254,102,843	-	70,801,370	67,434,313	257,469,900	1,131,000	1,639,000	2,770,000
2030	260,455,414	-	72,571,404	67,434,313	265,592,505	1,167,000	1,690,000	2,857,000
2031	266,966,800	-	74,385,689	67,434,313	273,918,176	1,204,000	1,743,000	2,947,000
2032	273,640,970	-	76,245,331	67,434,313	282,451,988	1,241,000	1,798,000	3,039,000
2033	280,481,994	-	78,151,464	67,434,313	291,199,145	1,280,000	1,853,000	3,133,000
2034	287,494,044	-	80,105,251	67,434,313	300,164,982	1,319,000	1,911,000	3,230,000
2035	294,681,395	-	82,107,882	67,434,313	309,354,964	1,359,000	1,969,000	3,328,000
2036	302,048,430	-	84,160,579	67,434,313	318,774,696	1,401,000	2,029,000	3,430,000
2037	309,599,641	-	86,264,594	67,434,313	328,429,921	1,443,000	2,090,000	3,533,000
Total	\$ 51,000,000					\$ 26,294,000	\$ 38,082,000	\$64,376,000
Avg. Annual	\$ 1,888,889					\$ 973,852	\$ 1,410,444	\$ 2,384,296

Millage Rates

City of Kissimmee: 4.6253
Osceola County: 6.7

Assumptions:

Annual appreciation of 2.5% beginning in 2017

New Construction:

Hansel	Osceola Regional	Beaumont
12-15 5,000 SF - restaurant/retail 30,000 SF - office New taxable value = \$5,000,000 in 2014	New tower Parking garage New taxable value = \$30,000,000 in 2015	116 d/u 75,000 SF - office 5,000 SF - retail New taxable value = \$16,000,000 in 2017

Figure 5.6: TIF estimates moderate scenario

Kissimmee CRA - TIF Estimates High Scenario

FYE	Base + Appreciation	New Construction	New Construction - Cumulative	Less Base	Total TV Subject to TIF	TIF from City	TIF from County	Total to CRA
2011	\$ 210,081,278	\$ -	\$ -	\$67,434,313	\$ 142,646,965	\$ 627,000	\$ 908,000	\$ 1,535,000
2012	210,081,278	-	-	67,434,313	142,646,965	627,000	908,000	1,535,000
2013	189,073,150	-	-	67,434,313	121,638,837	534,000	774,000	1,308,000
2014	183,400,956	7,500,000	7,500,000	67,434,313	123,466,643	543,000	786,000	1,329,000
2015	183,400,956	30,000,000	37,575,000	67,434,313	153,541,643	675,000	977,000	1,652,000
2016	185,234,965	-	38,326,500	67,434,313	156,127,152	686,000	994,000	1,680,000
2017	188,939,665	25,000,000	64,284,663	67,434,313	185,790,014	816,000	1,183,000	1,999,000
2018	193,663,156	11,000,000	76,891,779	67,434,313	203,120,622	893,000	1,293,000	2,186,000
2019	198,504,735	-	78,814,074	67,434,313	209,884,496	922,000	1,336,000	2,258,000
2020	203,467,353	25,000,000	105,784,425	67,434,313	241,817,466	1,063,000	1,539,000	2,602,000
2021	208,554,037	-	108,429,036	67,434,313	249,548,760	1,097,000	1,588,000	2,685,000
2022	213,767,888	-	111,139,762	67,434,313	257,473,337	1,131,000	1,639,000	2,770,000
2023	219,112,085	-	113,918,256	67,434,313	265,596,028	1,167,000	1,691,000	2,858,000
2024	224,589,888	-	116,766,212	67,434,313	273,921,787	1,204,000	1,744,000	2,948,000
2025	230,204,635	-	119,685,368	67,434,313	282,455,689	1,241,000	1,798,000	3,039,000
2026	235,959,751	-	122,677,502	67,434,313	291,202,939	1,280,000	1,854,000	3,134,000
2027	241,858,744	-	125,744,439	67,434,313	300,168,871	1,319,000	1,911,000	3,230,000
2028	247,905,213	-	128,888,050	67,434,313	309,358,950	1,359,000	1,969,000	3,328,000
2029	254,102,843	-	132,110,252	67,434,313	318,778,782	1,401,000	2,029,000	3,430,000
2030	260,455,414	-	135,413,008	67,434,313	328,434,109	1,443,000	2,090,000	3,533,000
2031	266,966,800	-	138,798,333	67,434,313	338,330,820	1,487,000	2,153,000	3,640,000
2032	273,640,970	-	142,268,291	67,434,313	348,474,948	1,531,000	2,218,000	3,749,000
2033	280,481,994	-	145,824,999	67,434,313	358,872,680	1,577,000	2,284,000	3,861,000
2034	287,494,044	-	149,470,624	67,434,313	369,530,355	1,624,000	2,352,000	3,976,000
2035	294,681,395	-	153,207,389	67,434,313	380,454,471	1,672,000	2,422,000	4,094,000
2036	302,048,430	-	157,037,574	67,434,313	391,651,691	1,721,000	2,493,000	4,214,000
2037	309,599,641	-	160,963,513	67,434,313	403,128,841	1,771,000	2,566,000	4,337,000
Total		\$ 98,500,000				\$31,411,000	\$ 45,499,000	\$76,910,000
Avg. Annual		\$ 3,648,148				\$ 1,163,370	\$ 1,685,148	\$ 2,848,519

Millage Rates

City of Kissimmee: 4.6253

Osceola County: 6.7

Assumptions:

Annual appreciation of 2.5% beginning in 2017

New Construction:

Hansel	Osceola Regional	Beaumont	SunRail	Medical Arts Village
75 d/u	New tower	216 d/u	150 d/u	150 d/u
5,000 SF - restaurant/retail or 100 room limited service hotel w/structured parking	Parking garage	125,000 SF - office		150,000 SF - office
New taxable value = \$7,500,000 in 2014	New taxable value = \$30,000,000 in 2015	5,000 SF - retail	New taxable value = \$11,000,000 in 2018	New taxable value = \$25,000,000 in 2025
		New taxable value = \$25,000,000 in 2017		

Figure 5.7: TIF estimates high scenario