

West 192 Redevelopment Plan

2021 UPDATE



RENEW192

July 2021

JAN. 28
to
FEB. 3

SILVER SPURS
RODEO

SEGWAY &
BIKE
SHOP

MEXICAN
GRILLE

VETERANS
PROFESSIONAL CC

Security

Sea
Dive





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BIG CITY

ENTERTAINMENT

BIRMG

W 19th



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THE CAPITAL PLACE

THE CAPITAL PLACE

Purpose

The purpose of the Redevelopment Plan Update is to *identify programs and projects that continue to enhance the area's appeal to the local and regional vacation market and the quality of life for the area's workforce*. This Plan outlines continued and new initiatives consistent with the West 192 Development Authority's mission to redevelop, improve, and sustain this area, which has long been associated with the region's tourist and hospitality industries. These initiatives focus on the best means of upgrading, improving, repositioning, or constructing major lodging, entertainment, and attraction facilities within the geographical area extending from the Osceola-Polk County line east to Hoagland Boulevard.

The initial planning effort, completed in 2014, was designed as a community-based initiative, and focuses on those actions that best strengthen the Corridor's economic position, ultimately offering an overall vision and associated supporting development activities. Vision, Strategies, and Actions were developed and refined through a nearly two-year public participation process. This Update has not altered, but built on that publicly-defined Vision, and ongoing improvement efforts undertaken by the West 192 Development Authority, such as those defined in Setting the Stage for Improvements.

The main objectives of the Plan Update continue that vision, and remain relatively unchanged. They are:

- To identify programs and projects that can enhance the area's appeal to the leisure tourism market and attract new investments;
- To continue to build on the initial Plan's vision, further detailed through the West 192 Design Guidelines Reference Book, and other supporting documents and policies; and
- To identify actions that best strengthen the Corridor's economic position.

As the West 192 Corridor is Osceola County's primary base for economic growth, job creation, and tax generation, the Corridor's economic position is a primary priority for the County.

Osceola-Polk County Line

SR 429

World Drive

Disney's
Animal
Kingdom

Margaritaville

Disney's
All-Star Resort

ESPN Wide
World of
Sports

Overview

In 2014, the West 192 Development Authority adopted the first West 192 Redevelopment Plan to guide and support development and redevelopment efforts for the Community Redevelopment Area (CRA). The West 192 CRA is one of the largest redevelopment projects in the nation, with over 75 million visitors to the region annually. The CRA is comprised of land along 15 miles of the West US 192 Highway corridor within Osceola County, Florida which is home to a large portion of the region's hospitality and tourism industries.

In January 2020, the West 192 Development Authority initiated the process to complete the recommended Five-Year Plan Update. This effort will consist of three major components:

- 1) Reassessing the vision;
- 2) Auditing the original strategies and actions for success; and
- 3) Developing and prioritizing new strategies to focus on for the next five, ten, and twenty years.

This Update celebrates the successes achieved within the first five years of plan implementation and serves as a reminder of the importance of the West 192 Development Authority's direction and guidance moving forward.



Redevelopment Districts

The 15-mile corridor extends from the Osceola-Polk County line to Hoagland Boulevard at Kissimmee’s city limits. It is bisected by I-4, runs through Walt Disney World Property, and serves as the southern border to ESPN’s Wide World of Sports.

Within the West 192 District, there are approximately 1,800 businesses, with major employers including Walt Disney World, and the Gaylord Palms Resort and Convention Center. As a major tourism district, West 192 sees approximately 1,000,000 vehicular trips, 3,500 pedestrians, and 800 bicyclists on any given day according to the County’s tracking system, PedTrax, Iteris dashboard.

Process and Responsibility

Process

The West 192 Economic Advisory Committee (EAC), established in 2010, and the West 192 Development Authority District, formed in 2013 led the development of the original West 192 Redevelopment Plan. The West 192 and Osceola community played a significant role in the development of the original Plan. In total, 11 community events were held between August 2012 and March 2014, to help inform the development of the Plan's Vision, and to approve each Segment's Strategies.

This update has been undertaken primarily by the West 192 Development Authority, and has relied on individual interviews, public updates at Development Authority meetings, and has taken into account all of the public comment obtained through the original process, as well as subsequent projects, such as the West 192 Sign Code Updates, West 192 Design Guidelines, etc.

Responsibility of the Development Authority

The West 192 Development Authority has been responsible for overseeing all of the programs and projects related to planning, coordinating, implementing, and managing the redevelopment and revitalization of the West 192 Corridor. It includes the West 192 Community Redevelopment Area (CRA) and the West 192 Municipal Service Benefit Unit (MSBU) areas and will plan, design, construct, administer, operate, and maintain programs and projects that enhance the functioning and aesthetics of the District, including public transit facilities.

A Community Redevelopment Area (CRA) and Tax Increment Financing (TIF) are already in place to support this Plan's efforts of enhancing the area's appeal to the leisure tourism market and attract new investments.

Vision

The foundation for theming three large areas of the Corridor were set out by the initial West 192 Redevelopment Plan. Through subsequent work, these three areas have been further detailed and refined into eight Segments for the Corridor. This transition between original and Segment-specific visions is detailed on the following pages.

The success of the West 192 Redevelopment Plan hinges on the continuation of improvements and increasing economic position of Segments 2, 3, 4, and 5. By continuing to attract and reinvest in intense tourist uses, this area of the Corridor can provide a range of services and amenities necessary for a vibrant tourist economy. Subsequently, the other Segments will encourage mutually supportive uses, enhance visual appeal, illustrate individual identities, and provide integrated public transportation options for both residents and visitors.

Through the recent West 192 Design Guidelines process, the three original segments were further broken down into eight specific segments, and further refined in regard to design aesthetic, suggested uses and character. The overall vision statement for the Corridor in its entirety is:

The West 192 Corridor will efficiently move residents and tourists between entertainment venues, retail areas, commercial centers, and resort communities. West 192 will include a diversity of vacation oriented uses while promoting a positive and inviting image. West 192 will be a cohesive district with various entertainment experiences to a diverse mix of housing and services to serve both residents and visitors.

Original to Segment-Specific Visions

The Leisure District (Segments 1, 2, and 3) will move residents and tourists efficiently to concentrated entertainment venues, large retail areas, power centers, and resort communities. Walkable, master-planned communities with a variety of housing types will flank the Corridor. This area will be transformed into high-quality, vehicular-focused, retail centers, and neighborhoods oriented to residents and tourists.



20-year vision, Leisure

Four Corners



County Line to SR 429

Four Corners serves as the gateway to the West 192 Corridor with an eclectic mix of buildings indicative of the architectural styles of Central Florida. Single-family, multifamily, and mixed uses are surrounded by shade trees and broad sweeping lawns.

Paradise



SR 429 to Formosa Gardens Blvd

Paradise serves as the tourist gateway into Osceola County, with housing, hotels, entertainment venues, and supporting mixed uses, connected by active public space and bright, colorful landscape.

Imagination



Formosa Gardens Blvd to Reedy Creek Blvd

Imagination is the family friendly, destination-oriented hospitality area, noticeable by local theme parks and adjacent tourist attractions. Bold landscape palette with playful sculptures, whimsical topiary planting, and public gathering spaces.

The **Destination District (Segments 4 and 5)** will include diverse and concentrated, high-quality tourist uses oriented toward the largest market segment, while promoting a positive image inviting to tourists. Tourist venues include entertainment, lodging, dining, and shopping experiences oriented toward a broad array of tourists.



20-year vision, Destination

The **Neighborhood District (Segments 6, 7, and 8)** will be a cohesive neighborhood business district with a mix of high-quality, market-rate housing, services, and tourist-supportive uses. Uses will include high-density housing options and improved street connections to adjacent residential developments. Local restaurants, international eateries and stores, and retail stores will serve both residents and visitors.



20-year vision, Neighborhood

Celebration



Interstate 4 to SR 417

Entertainment



SR 417 to Poinciana Blvd

Celebration relies on an Americana style architecture, with heavy tree canopy and broad, sweeping lawns. Uses along the Corridor include housing, small-scale commercial/retail, restaurant, and small-scale hotels and entertainment areas.

Entertainment is a vibrant, lively experience representing the center of West 192 with a concentration of amenities, bold-colored features, and eye-catching landscape. Uses consist of large-scale resort, and entertainment, with supporting mixed uses.

Lake District



Poinciana Blvd to Lake Cecile Dr

The Lake District focuses on a mid- to high-density, walkable neighborhood center with commercial spaces and active public places, and serving as the transition area between the tourist Corridor and residential.

Neighborhood



Lake Cecile Dr to Bass Rd

Neighborhood focuses on linking homes to services, providing a more residential character with pedestrian and bike-friendly pathways, and landscape to provide a pleasant pedestrian experience.

Creek District



Bass Rd to Hoagland Blvd

The Creek District serves as the Gateway to the Corridor from the east and is inspired by nearby Shingle Creek. Native landscape integrates residential with commercial areas, and uses focus more on residential and supporting uses.

1

Four Corners
County Line to
SR 429

2

Paradise
SR 429 to
Formosa Gardens Blvd

3

Imagination
Formosa Gardens Blvd
to Reedy Creek Blvd



4

Celebration
Interstate 4 to
SR 417

5

Entertainment
SR 417 to
Poinciana Blvd

6

Lake District
Poinciana Blvd to
Lake Cecile Dr

7

Neighborhood
Lake Cecile Dr to
Bass Rd

8

Creek District
Bass Rd to
Hoagland Blvd





Setting the Stage for Improvements

The first five years of plan implementation were successful in setting the foundation for additional and accelerated change on the West 192 Corridor. Although much of the effort continues behind the scenes through numerous updates to the Land Development Code and development and adoption of the West 192 Design Guidelines, physical changes are highlighted as follows:

Sign Replacement

The West 192 Sign Grant Program is the most visible improvement along large stretches of the West 192 Corridor, due to the number of installations; and consistency in design, location, and color. The program has directed nearly \$6.25 M in funding to property owners, resulting in the installation of 160 new monument signs, and replacing the eclectic mix of varying heights of pole signs, cleaning up the cluttered view of the West 192 Corridor. The majority of replacements have taken place in Segments 7 and 8.

Facade Improvement Program

The West 192 Facade Improvement Grant Program, has provided \$1.25 M in visible improvements for a number of buildings along the West 192 Corridor. The program made it possible for properties to receive a building and/or property face-lift, continuing to clean up the front door of the West 192 Corridor.





Increased Safety and Maintenance

Code enforcement efforts have increased substantially in the last five years. This effort can be seen through general increased activity, amount of additional bikers and walkers utilizing the pathways due to increased level and perception of safety, and overall increased aesthetics and clean up along the Corridor.



Landscape Enhancements

Over the last year, the West 192 Development Authority has been working to install and replace much of the median landscaping to reduce maintenance and provide additional plant variety. Along with the additional private property additions, and large-scale redevelopment options, an increasing amount of diversity in plants and lushness is emerging along the Corridor.



Lighting Improvements

In 2020, an intensive replacement program was initiated to replace all of the purple sign poles, light poles, and mast arms with black to reduce long term maintenance costs and overall aesthetics. Additionally, all of the street lights have been slated for replacement with new poles and LED light fixtures, an effort currently underway.



Pedestrian Monitoring

The West 192 Development Authority installed a PedTrax System that monitors the vehicle, pedestrian, and bicycle activity at 19 crosswalks and major intersections along the West 192 Corridor. The system is already in place, and tracks the number, direction, and speed of users. It has been used to support safety initiatives, and will continue to inform additional roadway improvements.

Influencing Private Investment

The dedicated reinvestment in the Corridor by the County and West 192 Development Authority, has resulted in multiple private-sector investment, subsequently increasing overall property values, along with TIF revenue. These additional revenues will continue to be used to implement public investment.

Margaritaville Resort Orlando

The design, development and 2019 opening of Margaritaville transformed a once vacant field with a vibrant new tourist attraction changing the dynamic of a large portion of Segment 2 of the West 192 Corridor, and catalyzing adjacent supporting development, including retail and restaurants. The opening of Margaritaville has been a huge tourist draw to the area with a grand hotel, water park, vacation homes and walkable retail area filling up fast with new restaurants and shops.

Island H2O Live! at Margaritaville

Island H2O Live! is a 12-acre high-tech water park connected to the Margaritaville Resort, with frontage right on West 192. This facility is the first of its kind; themed around social media with a high-tech wristband that allows users to document and customize their experience. Since opening its doors in summer 2019, Island H2O Live! has become a popular destination, even for those that aren't guests or residents of Margaritaville's hotel and vacation homes.





Old Town Reinvestment

Old Town has long been a sought after destination for locals and tourists alike. New ownership and a multi-million dollar reinvestment in entry gateway, new carousel and ferris wheel, infrastructure, buildings, access, vendors and additional events has led to a noticeable change.



Flag Hotels

The addition of several new flag hotels has helped the Corridor transition from a focus on value-priced properties. Notably, the new Fairfield Inn & Suites by Marriott and Embassy Suites by Hilton appeal to a larger customer base of middle-class families and international travelers. These hotels generally provide conference or event space as well, for business travelers or special events.



Vacation Homes and Timeshares

The market for vacation homes and timeshares has really taken off in the last few years. New developments at Storey Lake, Margaritaville's Cottages, and Magic Village are just some of the new residential options along West 192. Storey Lake is building 581 new units, offering a mix of condos, single-family homes, and townhomes. Magic Village has started phase 1 and 2 development of 374 luxury townhouse vacation rentals, and a 68-unit timeshare condo tower. Margaritaville Cottages has 449 vacation home units for sale, and a new condo hotel.



Commercial Development

Along with new vacation homes and timeshares, there has been significant additional commercial development along the Corridor. Margaritaville's Promenade at Sunset Walk offers a different retail experience, with a walkable main street feel and oriented inward off the West 192 Corridor. New restaurants and services have also filled in areas along West 192 and out-parcels at the gateway to Celebration.

Continuing to Implement the Vision

Through conversations with the West 192 Development Authority, the following projects have been identified as the highest priorities within this Plan Update.

West 192 Design Guidelines Implementation

Once power lines are buried, and as development continues along the Corridor, public improvements (such as streetscape, landscaping, walkways, outdoor seating, etc.) will need to be consistent with the Design Guidelines.

Utility Burial

In order to efficiently move forward with the implementation of the West 192 Design Guidelines, ultimately, the utility distribution lines need to be buried. This will provide a clean palette for new trees, street lights, signage, etc. and also provide a level of safety and resiliency along the Corridor in event of power loss. Interim landscape improvements continue to be made prior to overall burial of utilities.

Improved Incentives

Continue to strengthen the West 192 Development Authority incentive offerings and develop aggressive plans to draw new catalytic business to the area in addition to the new catalyst incentive program currently being launched.

Strategic Land Acquisition

Acquire strategic properties to enable more predictability over future development.

West 192 Marketing

Celebrate and enhance the overall West 192 brand by continuing to elevate the social media presence and expanding on additional media and marketing sources.

Continued Code Enforcement Support

Address distressed and vacant properties and double up on code enforcement efforts to continue improving the overall look and feel of the West 192 Corridor.

Promenade Shops

shop
dine





Corridor-Wide Strategies and Actions

Strategies are the overall approach to investments based on the purpose of the Plan. Over the past year, the Development Authority has reconfirmed and created new strategies to guide the updated actions for the Plan Update.

Strategies and Actions will continue to be annually monitored in order to adjust and prioritize Actions. KCVB's Experience Kissimmee Metrics Report should be the primary source of this information, with modifications to include West 192-specific metrics. Metrics could include: occupancy; average daily rate (ADR); revenue per available room; supply; demand; sales tax by land use type; and major events.

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

Strategy 2. Enhance consistency with and enforcement of regulations.

Strategy 3. Encourage the acquisition of land by the West 192 Development Authority for redevelopment.

Strategy 4. Enhance marketing of the corridor as a premier vacation destination.

Strategy 5. Emphasize, market and expand natural and recreational assets.

Strategy 6. Enhance the overall pedestrian environment.

Strategy 7. Enhance information and communication technologies.

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

Strategy 9. Encourage pride of ownership through maintenance support.

Strategy 10. Develop an "exit strategy" for failing, undesirable, or under-performing businesses.

Strategy 11. Continue to ensure land uses and type of improvement are consistent with the West 192 Design Guidelines Reference Book.

The 10 Corridor-Wide Strategies are the overall approach to investments based on the purpose of the Plan, and have been ordered based on priority of each Strategy's associated actions. Strategies are to be annually monitored in order to adjust and prioritize.

The 33 Corridor-Wide Actions have been drafted in order of priority under their associated Strategy, and have been detailed by improvement category: study, policy, incentive, and project. Actions are also intended to be annually monitored in order to adjust and prioritize.

Corridor-Wide Strategies + Actions

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

	Action	Category/ Cost
1-1.	<i>Continue the West 192 street light replacement project.*</i>	<i>project</i>
1-2.	<i>Bury and/or relocate distribution lines with key considerations for phasing to include aesthetics, visual clutter, and emergency management.</i>	<i>project</i>
1-3.	<i>Continue the existing facade improvement grant program.*</i>	<i>program</i>
1-4.	<i>Continue the existing sign grant program through the end of the amortization period in 2022.*</i>	<i>program</i>
1-5.	<i>Negotiate with billboard owners to consolidate traditional billboards into one new digital billboard, with consolidation as a stand-alone project or in conjunction with catalyst projects.*</i>	<i>program</i>
1-6.	<i>Install right-of-way landscaping and street furnishings per the Segment theme, and consistent with the rest of the West 192 Corridor.</i>	<i>project</i>
1-7.	<i>Implement a conceptual design for both streetscape and pathways throughout each Segment.</i>	<i>project</i>
1-8.	<i>Install artwork and wayfinding signage at bus/transit stops including directions to walkable destinations within one-half mile.</i>	<i>project</i>

Strategy 2. Enhance enforcement of regulations.

	Action	Category/ Cost
2-1.	<i>Conduct an inventory and analysis of properties that have been issued non-conformance citations for Minimum Maintenance Standards and create a schedule and process for inventory updates.</i>	<i>study</i>
2-2.	<i>Work with property owners to convert existing PD zoning to commercial zoning, in order to implement design standards consistently along the West 192 Corridor.</i>	<i>policy</i>
2-3.	<i>Identify a solution and process for reconciliation of citations, consistent with legal requirements.</i>	<i>study/policy</i>

Strategy 3. Encourage the acquisition of land by the West 192 Development Authority for redevelopment.

	Action	Category/ Cost
3-1.	<i>*Implement the 2020 West 192 Catalytic Incentive Policy Consideration Program.</i>	<i>program</i>
3-2.	<i>Develop a program and plan to acquire property prior to or after tax foreclosures to position them for redevelopment. After adequate warning, the County should enforce existing regulations associated with properties delinquent in taxes.</i>	<i>program/policy</i>
3-3.	<i>Initiate a development-ready sites initiative whereas sites can be prepared for development and RFPs issued for development.</i>	<i>project</i>

Strategy 4. Enhance marketing of the corridor as a premier vacation destination.

	Action	Category/ Cost
4-1.	<i>Continue to enhance the West 192 marketing campaign to highlight the West 192 Corridor's niche as a middle-class, family-oriented, destination for lodging, entertainment, shopping, innovation, and restaurant venues. All messaging should promote the area's proximity to Kissimmee, Walt Disney World, and Celebration, and could also address the emerging vacation home market.</i>	<i>program</i>
4-2.	<i>Prepare project development sheets for all vacant properties along the West 192 Corridor for purposes of marketing to local, regional, and national realtors and developers. Sheets should include vision, property information, site opportunities and constraints, and potential incentives.</i>	<i>study</i>
4-3.	<i>Identify businesses of which to partner to offer packages or incentives to tourists and residents, in order to mutually benefit individual businesses as well as the overall West 192 Corridor.</i>	<i>program</i>
4-4.	<i>Install innovative West 192-branded electronic kiosks at existing and future bus/transit stops to market and guide users to destinations along the West 192 Corridor, and include advertising areas.</i>	<i>program/project</i>

Strategy 5. Emphasize, market and expand natural and recreational assets.

	Action	Category/ Cost
5-1.	<i>Identify trail alignments through the Reedy Creek and Shingle Creek trail systems, to strategic points within the West 192 Corridor and larger County and region.</i>	<i>study/ plan</i>
5-2.	<i>Highlight Reedy Creek and Shingle Creek as local natural assets and regional destinations on nearby wayfinding signs and tourist guides.</i>	<i>project</i>
5-3.	<i>Capitalize on local wetlands, ponds, and greenways by incorporating boardwalks and waypoints in strategic locations.</i>	<i>study/ plan</i>

Strategy 6. Enhance the overall pedestrian environment.

	Action	Category/ Cost
6-1.	<i>Prioritize and implement safety improvements to at-grade pedestrian and bicycle crossings based transportation data collected within the Corridor.</i>	<i>study/project</i>
6-2.	<i>Conduct a roadway safety audit and recommend additional improvements to enhance pedestrian safety.</i>	<i>study/ plan</i>
6-3.	<i>Plan for and design pedestrian bridges at key locations.</i>	<i>study/ project</i>

Strategy 7. Enhance information and communication technologies.

	Action	Category/ Cost
7-1.	<i>Create a Smartphone Directional Enterprise Zone that can be downloaded to cell phones, iPads, etc. and would promote attractions and businesses on within the West 192Corridor.</i>	<i>project</i>

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

	Action	Category/ Cost
8-1.	<i>Initiate a circulator extension along the eastern portion of the West 192 Corridor and connecting to Walt Disney World.</i>	<i>project</i>
8-2.	<i>Develop an express bus or micro-transit service to provide connections to existing and proposed transit centers at Celebration Place, Plaza del Sol, Kissimmee Intermodal Facility, and Walt Disney World.</i>	<i>project</i>
8-3.	<i>Develop a supplementary transit system to serve the West 192 Corridor and support established LYNX service.</i>	<i>project</i>
8-4.	<i>Initiate a shared micro-mobility system (i.e. electric bikes, scooters, etc.) throughout the West 192 Corridor.</i>	<i>project</i>
8-5.	<i>Initiate a pilot circulator service along the eastern portion of the West 192 Corridor.</i>	<i>project</i>
8-6.	<i>Initiate a circulator extension along the western portion of the West 192 Corridor.</i>	<i>project</i>
8-7.	<i>Add West 192-branded buses to the LYNX system.</i>	<i>project</i>
8-8.	<i>Develop an airport express bus service.</i>	<i>project</i>

Strategy 9. Encourage pride of ownership through maintenance support.

	Action	Category/ Cost
9-1.	<i>Develop maintenance grant programs to subsidize basic painting and maintenance for vacant properties.</i>	<i>program</i>
9-2.	<i>Develop a program to replace the messaging on monument signs for vacant businesses with a solid color panel or a West 192 logo.</i>	<i>program/project</i>

Strategy 10. Develop an “exit strategy” for failing, undesirable, or under-performing businesses.

Action	Category/ Cost
10-1. Provide assistance in identifying buyers and possible incentives for development/ redevelopment for key sites.	program
10-2. Target financial assistance to properties more than 20 years old and have either been at least 25% vacant for two years or are more than a year behind on taxes.	policy

Strategy 11. Continue to ensure land uses and type of improvement are consistent with the West 192 Design Guidelines Reference Book.

Action	Category/ Cost
11-1. Initiate a private/public partnership with the owners of the vacant former Hyatt property to master plan the site for highest and best use.	partnership
11-2. Acquire and master plan and ready for development identified properties identified in the above strategy, and redevelop for highest and best use.	program/ plan/ study
11-3. Encourage the continued development of restaurants, small-scale hotels, and entertainment venues along the West 192 Corridor frontage within Segment 2.	program
11-4. Encourage the development of a subarea plan, code, and regulations to promote primary residency, single-family and small-scale multifamily development within Segment 1.	plan/study
11-5. Initiate a conceptual master plan for the Segment 5 area, illustrating land use and redevelopment opportunity; access control and frontage road vacation; expanded festival streets and public areas; and pedestrian connections.	plan/study
11-6. Acquire, master plan, and ready for development contiguous properties, and redevelop as a mixed use site incorporating workforce housing and support services within Segment 6.	plan/study
11-7. Encourage the continued development of restaurants and office space along the West 192 Corridor frontage within Segment 1.	program
11-8. Develop a mixed use, office (including medical) catalyst site plan and incentive package for a key area within Segment 1, and through public/private coordination.	project/ partnership

Segment-Specific Actions



Four Corners
County line to SR 429

Corridor-Wide Strategies also apply to a number of Actions identified as specific to certain Segments within the West 192 Corridor. The following pages identify those actions, by Segment. Some actions are generally the same, but cater to Segments, in regard to type of use, incentive, type of improvements, etc.

Segment 1. Four Corners

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

- | | | |
|------|--|------------|
| 1-1. | Consider consolidation of access points and driveways along the W192 frontage to improve pedestrian safety within Segment 1. | project |
| 1-2. | Develop a coordinated Corridor Character Plan with all four counties (i.e. Polk, Orange, Lake, and Osceola). | plan/study |
| 1-3. | Install W192 gateway signage at the western entrance to the W192 Corridor. | project |

Strategy 6. Enhance the overall pedestrian environment.

- | | | |
|------|---|---------|
| 6-1. | Install ten-foot meandering sidewalks the full length of Segment 1 and Segment 2 to be consistent with the rest of the W192 Corridor. | project |
|------|---|---------|

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

- | | | |
|------|--|---------|
| 8-1. | Install lighting, mile markers, and bus stops upgrades and new stops within Segment 1 to be consistent with the rest of the W192 Corridor. | project |
|------|--|---------|

Segment 2. Paradise

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

- 1-1. *Install gateway signage along the W192 Corridor at the point in which both sides of frontage are within Osceola County (i.e. approximately Black Lake Road).* *project*

Strategy 6. Enhance the overall pedestrian environment.

- 6-1. *Install ten-foot meandering sidewalks the full length of Segment 1 and Segment 2 to be consistent with the rest of the W192 Corridor.* *project*
- 6-2. *Work with the Margaritaville property owner to replace the gray sidewalks with the ten-foot, colored concrete walks per the W192 Design Guidelines Reference Book.* *project/
partnership*



Paradise
SR 429 to Formosa Gardens Blvd



Imagination
Formosa Gardens Blvd to Reedy Creek Blvd

Segment 3. Imagination

Strategy 4. Enhance marketing of the corridor as a premier vacation destination.

4-1. *Capitalize on Segment 3's proximity to Walt Disney World to attract businesses in the hospitality, convention, and sport markets.* *program*

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

8-1. *Develop an Access Control and Frontage Road Vacation Plan for the W192 Corridor within Segment 3 through Segment 7.* *plan/study*

8-2. *Work with property owners to vacate frontage roads per the Access Control and Frontage Road Vacation Plan within Segment 3 through Segment 7.* *plan/study*

Segment 4. Celebration

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

1-1. *Install a Celebration-themed white post and rail fence on the north side of the W192 Corridor frontage.* *project*

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

8-1. *Develop an Access Control and Frontage Road Vacation Plan for the W192 Corridor within Segment 3 through Segment 7.* *plan/study*

8-2. *Work with property owners to vacate frontage roads per the Access Control and Frontage Road Vacation Plan within Segment 3 through Segment 7.* *plan/study*



Celebration
Interstate 4 to SR 417



Entertainment
SR 417 to Poinciana Blvd

Segment 5. Entertainment

Strategy 6. Enhance the overall pedestrian environment.

- | | | |
|------|---|----------------|
| 6-1. | <i>Design and construct a pedestrian bridge across the W192 Corridor at Old Town.</i> | <i>project</i> |
|------|---|----------------|

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

- | | | |
|------|--|-------------------|
| 8-1. | <i>Develop an Access Control and Frontage Road Vacation Plan for the W192 Corridor within Segment 3 through Segment 7.</i> | <i>plan/study</i> |
| 8-2. | <i>Work with property owners to vacate frontage roads per the Access Control and Frontage Road Vacation Plan within Segment 3 through Segment 7.</i> | <i>plan/study</i> |

Segment 6. Lake District

Strategy 3. Encourage the acquisition of land by the West 192 Development Authority for redevelopment.

- | | | |
|------|---|---------------------------------|
| 3-1. | <i>Work with property owners in Segments 6, 7, and 8 to identify contiguous properties for acquisition and consolidation by the W192 Development Authority.</i> | <i>program/
partnership</i> |
|------|---|---------------------------------|

Strategy 4. Enhance marketing of the corridor as a premier vacation destination.

- | | | |
|------|---|----------------|
| 4-1. | <i>Capitalize on Segment 6's location intersecting SR 535 to attract new hotels and convention space.</i> | <i>program</i> |
|------|---|----------------|

Strategy 5. Emphasize, market and expand natural and recreational assets.

- | | | |
|------|--|----------------|
| 5-1. | <i>Initiate restoration of existing stormwater ponds and redesign to include parks and recreation amenities.</i> | <i>project</i> |
|------|--|----------------|

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

- | | | |
|------|--|-------------------|
| 8-1. | <i>Develop an Access Control and Frontage Road Vacation Plan for the W192 Corridor within Segment 3 through Segment 7.</i> | <i>plan/study</i> |
| 8-2. | <i>Work with property owners to vacate frontage roads per the Access Control and Frontage Road Vacation Plan within Segment 3 through Segment 7.</i> | <i>plan/study</i> |
| 8-3. | <i>Enhance mobility through a secondary transit system targeted at providing more efficient options for the local workforce.</i> | <i>project</i> |

Strategy 11. Continue to ensure land uses and type of improvement are consistent with the West 192 Design Guidelines Reference Book.

- | | | |
|-------|--|----------------|
| 11-1. | <i>Partner with and provide funding assistance to organizations helping to relocate families from extended-stay facilities to permanent housing.</i> | <i>program</i> |
|-------|--|----------------|



Lake District
Poinciana Blvd to Lake Cecile Dr



Neighborhood
Lake Cecile Dr to Bass Rd

Segment 7. Neighborhood

Strategy 3. Encourage the acquisition of land by the West 192 Development Authority for redevelopment.

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|------|---|---------------------------------|
| 3-1. | <i>Work with property owners in Segments 6, 7, and 8 to identify contiguous properties for acquisition and consolidation by the W192 Development Authority.</i> | <i>program/
partnership</i> |
|------|---|---------------------------------|

Strategy 5. Emphasize, market and expand natural and recreational assets.

- | | | |
|------|--|----------------|
| 5-1. | <i>Initiate restoration of existing stormwater ponds and redesign to include parks and recreation amenities.</i> | <i>project</i> |
|------|--|----------------|

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

- | | | |
|------|--|-------------------|
| 8-1. | <i>Develop an Access Control and Frontage Road Vacation Plan for the W192 Corridor within Segment 3 through Segment 7.</i> | <i>plan/study</i> |
| 8-2. | <i>Work with property owners to vacate frontage roads per the Access Control and Frontage Road Vacation Plan within Segment 3 through Segment 7.</i> | <i>plan/study</i> |
| 8-3. | <i>Enhance mobility through a secondary transit system targeted at providing more efficient options for the local workforce.</i> | <i>project</i> |

Strategy 11. Continue to ensure land uses and type of improvement are consistent with the West 192 Design Guidelines Reference Book.

- | | | |
|-------|--|--------------------------------|
| 11-1. | <i>Develop an incentive program to provide multifamily housing with supporting neighborhood-scale commercial uses. Incentives could include property tax freeze; acquisition of land for development of new multifamily housing; and/or flat-rate grants or loans for new residential development.</i> | <i>program/
incentives</i> |
| 11-2. | <i>Partner with and provide funding assistance to organizations helping to relocate families from extended-stay facilities to permanent housing.</i> | <i>program</i> |
| 11-3. | <i>Develop hotel/motel conversion design guidelines.</i> | <i>program/ policy</i> |

Segment 8. Creek District

Strategy 1. Continue to beautify the corridor through aesthetic enhancements.

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| 1-1. | <i>Celebrate Shingle Creek Regional Park by enhancing the park entrance, and increasing prominence and visibility of the entry signage.</i> | <i>project</i> |
| 1-2. | <i>Install W192 gateway signage at the eastern entrance to the W192 Corridor.</i> | <i>project</i> |

Strategy 3. Encourage the acquisition of land by the West 192 Development Authority for redevelopment.

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|------|---|---------------------------------|
| 3-1. | <i>Work with property owners in Segments 6, 7, and 8 to identify contiguous properties for acquisition and consolidation by the W192 Development Authority.</i> | <i>program/
partnership</i> |
|------|---|---------------------------------|

Strategy 5. Emphasize, market and expand natural and recreational assets.

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|------|---|---------------------------------|
| 5-1. | <i>Contribute to the continuation of the Shingle Creek Regional Blueway to Lake Tohopekaliga.</i> | <i>project</i> |
| 5-2. | <i>Partner with property owners to incentivize trail connectivity between the W192 sidewalks and pathways system and the Shingle Creek Regional Trail. This could be accomplished via a grant or shared cost of installation.</i> | <i>project/
partnership</i> |
| 5-3. | <i>Initiate restoration of existing stormwater ponds and redesign to include parks and recreation amenities.</i> | <i>project</i> |

Strategy 8. Enhance multimodal transportation options indicative of a vibrant vacation destination.

- | | | |
|------|--|----------------|
| 8-1. | <i>Enhance mobility through a secondary transit system targeted at providing more efficient options for the local workforce.</i> | <i>project</i> |
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Creek District
Bass Rd to Hoagland Blvd



Short- and Long-Term Work Program

The West 192 Development Authority's Long-Term Work Program

The Redevelopment Plan is designed to be flexible in order to allow the Development Authority to be adaptive, responsible, and decisive in implementing these projects. As such, feedback mechanisms should provide a structure to continuously evaluate the course of the Corridor to ensure that the desired economic position is realized.

A work program for implementing the Redevelopment Plan has been, and will continue to be created and reviewed annually as part of the budgeting process. In setting the work program, the Development Authority should evaluate which projects are most needed by reviewing work completed over the past year, annual indicators, trends, other County priorities and needs, consistency in implementation, and strategies based on how well the Corridor is adapting to the vision. Discussion should be initiated yearly on the prioritization of Segments, either by action, or overall Segment. The work program process may also result in the reprioritization of projects if expected results are not realized.

These preemptive, corrective actions will ensure the desired end result is achieved. Resources required to implement the strategy will be considered, along with parties responsible for implementing the project and the timeframe for implementing the strategy. Moreover, as strategies are completed and/ or new best practices, technology, and information become available, the work program may include projects not listed in this document.

The Development Authority 5-Year Work Program

The highest priority Actions, as selected by the Development Authority are noted on the following pages. These Actions are anticipated to be part of the work program for the next two to five years, and generally continue to focus on projects already underway or anticipating initiation; respond to current County needs and other trends; and begin to implement additional projects and partnerships that could further contribute to transformative change along the Corridor.

Short-Term Work Program Recommendations

Strategy #	Action	Estimated program/ policy development costs	Estimated incentives costs	Funding sources
11	<i>Develop hotel/motel conversion design guidelines.</i>	<i>Already included in budget</i>	<i>Not applicable</i>	<i>Not applicable</i>
3	<i>Implement the 2020 W192 Catalytic Incentive Policy Consideration Program.</i>	<i>~ \$25,000</i>	<i>Incentives over \$10,000,000</i>	<i>County allocation</i>
1	<i>Continue the W192 street light replacement project.</i>	<i>\$4M materials and installation</i>	<i>Not applicable</i>	<i>County allocation</i>
1	<p><i>Bury and/or relocate distribution lines with key considerations for phasing to include aesthetics, visual clutter, and emergency management.</i></p> <ul style="list-style-type: none"> <i>Prioritize at a more detailed level to identify where the focus should be (e.g. areas of obvious need, or areas that have already seen improvements, and would allow additional enhancement).</i> 	<i>~ \$6M/mile</i>	<i>Not applicable</i>	<i>County allocation, FEMA</i>
2	<i>Conduct an inventory and analysis of properties that have been issued non-conformance citations for Minimum Maintenance Standards.</i>	<i>\$0 (assumes existing County code enforcement staff time)</i>	<i>Not applicable</i>	<i>Not applicable</i>

Strategy #	Action	Estimated program/ policy development costs	Estimated incentives costs	Funding sources
6	<i>Prioritize and implement safety improvements to at-grade pedestrian and bicycle crossings based transportation data collected within the Corridor.</i>	<i>~ \$1M/ crossing</i>	<i>Not applicable</i>	<i>County allocation</i>
2	<i>Work with property owners to convert existing PD zoning to commercial zoning, in order to implement design standards consistently along the W192 Corridor.</i>	<i>\$0 (assumes existing County Planning Department staff time)</i>	<i>Not applicable</i>	<i>Not applicable</i>
11	<i>Initiate a private/public partnership with the owners of the vacant former Hyatt property to master plan the site for highest and best use.</i>	<i>\$100,000 - \$500,000</i>	<i>Not applicable</i>	<i>County allocation</i>
11	<i>Acquire and master plan and ready for development identified properties identified in the above strategy, and redevelop for highest and best use.</i>	<i>over \$20M</i>	<i>Not applicable</i>	<i>County allocation</i>

For more information, please contact:

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