West 192

Redevelopment Plan

3 April 2014

WEST192 Redevelopment Plan

Prepared for the W192 Development Authority
West US Highway 192, from the Osceola-Polk County line to Hoagland Boulevard

For Development Authority Approval
April 3, 2014

acknowledgments

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Purpose

The W192 Redevelopment Plan is one of the largest redevelopment projects in the nation. With over 50 million visitors to the region annually, a lot is at stake. A Community Redevelopment Area (CRA) and subsequent Tax Increment Financing (TIF) has already been put in place to support this Plan's efforts.

The purpose of the Redevelopment Plan is to identify programs and projects that will enhance the area's appeal to the leisure tourism market and attract new investments. This Plan outlines new initiatives consistent with the W192 Development Authority's efforts 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 planning effort 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, Actions and Sub-Actions have been developed and refined through a nearly 2-year public participation process.

The main objectives of the Plan are:

- to identify programs and projects that can enhance the area's appeal to the leisure tourism market and attract new investments;
- to create a vision and supporting activities that have been selected and developed through a public process;
- to identify actions that best strengthen the Corridor's economic position; and
- to ensure future investments are targeted towards and address the problems and strategies identified in the Final Report by the West 192 Economic Advisory Committee, and those identified throughout this planning process.

Osceola County has a long history of tourism and hospitality, and originally developed in conjunction with the opening of Walt Disney World's Magic Kingdom in 1971. Hotels that subsequently appeared in the 1970s and early 1980s catered to a mid-scale price point. Osceola County's hotel industry grew in support of the tourist destinations in and around northern Osceola County. Larger resort hotels were later constructed off of the W192 Corridor, including Disney's All Star Resorts properties in the 1990s. The theme parks continue to drive huge demand for lodging, entertainment, and other supportive venues.

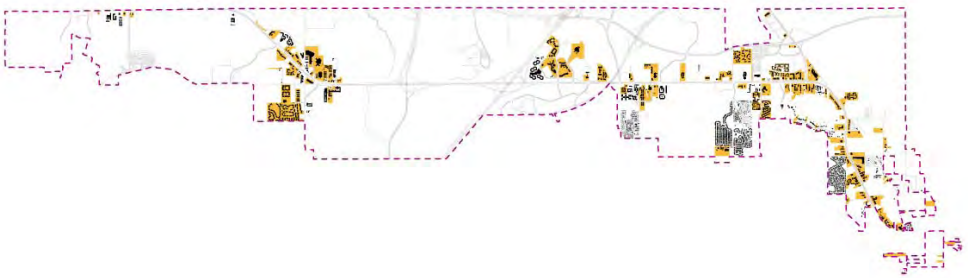
Changing development patterns and demographics over the past two decades have affected local economic sustainability. As part of one of Florida's oldest communities, Kissimmee's Vine Street became a major thoroughfare and entry to the tourist destinations and amenities along W192, but has seen significant decline in recent decades.

Other communities on the W192 Corridor have been more resilient to economic changes: the population of Celebration has almost tripled between 2000 and 2010 and currently has a median household income of $74,231; Walt Disney World has grown to be the top tourist destination in the world.

Tourist demand for mid-priced hotels encouraged a boom of small hotels and motels along W192. But as reinvestment failed to occur, and Disney realized the need for and constructed mid-priced, family-oriented products, the W192 Corridor began to re-position itself as a low-price, budget alternative.

As the W192 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.

Parcels built between 1970 and 1980



Parcels built between 1980 and 1990

Parcels built between 1990 and 2000

Parcels built between 2000 and 2010

Need

As Disney's main gateway, the Corridor is the face of tourism for Osceola County, but the tourism and hospitality focus of the Corridor is vanishing at an increasing rate. Vacant structures, under-performing businesses, and discount-based marketing strategies are prevalent. Inconsistent business signage, poor maintenance, lack of standards for parking and building frontages, a shortage of vertical landscape elements, numerous power poles/distribution lines, and billboard signage promoting non-corridor uses all contribute to an irregular and visually unappealing commercial business corridor. The area's hotel/ motel product does not cater to the largest segment of visitors with some of the highest disposable incomes - middle-income families. This has resulted in the absence of higher-end flag hotels and new entertainment venues. These signs of decline in investment represent a problem that was most likely magnified with the recession, but also reflect a trend that needs significant assistance and redevelopment to reverse. Six statements of overall need are addressed on the following pages.

The corridor accounts for a large portion of the county's tax revenue and continues to drop.

Numerous reports have emphasized the County budget's reliance on the fiscal success of businesses along W192. The County has indicated that as much as 40% of the County's sales, along with one-third of the County's jobs, are located along this fifteen-mile corridor. The decline or failure of this area has much broader implications than just the success or failure of individual properties along the Corridor; the entire County has an invested interest in the area's vibrancy.

The corridor provides primarily lower-end accommodations and lacks entertainment venues.

In order for the Corridor to redevelop and realize its full potential, the Corridor must target middle-income families - specifically flag hotels and large entertainment venues. Many current uses are incompatible with attracting this target audience, and occupancies have continued to fall even as overall attendance at the surrounding theme parks is growing. The amount of these vacancies and disinvestment result in the appearance and perception of an unsafe area, unattractive to families with young children. This decline in prosperity along the Corridor indicates that the area needs to be repositioned.

W192 is not a known quantity.

Although a small segment of tourists choose to stay on W192, the Corridor is not marketed as a unique destination in a coordinated fashion. Efforts to attract middle-income families should be the focus. Attributes, including the numerous destinations within the Corridor and proximity to Disney, Celebration, and Kissimmee, should be the focus.

There is an inadequate housing stock to support the corridor.

There is a shortage of quality, market-rate, multifamily housing in the W192 study area. Many of the newer housing developments built off the Corridor are marketed as vacation homes and are not targeted to Osceola County residents. While these areas are successful due to the strategic proximity to regional tourist attractions, there is also a significant need for long-term housing for the workforce that supports these destinations. Many people want to live on the Corridor, primarily because of its accessibility to transit and employment options. In many cases, development of high-quality housing products could provide a needed replacement for failing or vacant businesses.

Gateways to the county, Kissimmee, and Walt Disney World need to be enhanced.

Osceola County is adjacent to Walt Disney World, Universal Studios, and Sea World, among other attractions. The Corridor historically capitalized on these nearby theme parks by positioning itself as a gateway to Disney. Unfortunately, compared with other areas within the region, the Corridor has not aged well. While the BeautiVacation improvements identified a unique character and unifying theme for the Corridor through streetscape enhancements, these capital investments have not resulted in additional private sector reinvestment. Continual investment is needed into gateways, civic amenities, and existing streetscape to ensure the area's competitive advantage against other corridors.

current transportation facilities do not support a vibrant tourist destination.

In order to support a tourist economy, a phased transportation plan is needed to move visitors efficiently from lodging to destinations. Current vehicular congestion detracts from the visitor experience, and the Corridor lacks a high-quality multimodal system oriented towards the tourist population. Without stabilizing the tourist economy and constructing additional housing, the Corridor doesn't have the capacity and ridership to support these transportation alternatives.


DUNKIN' DONUTS
golden
Buffet
STOP


3 MILES on LEFT
CHEAP TICKETS
WE BUY ALL TICKETS!
LOCATED INSIDE K / Shell
TURN HERE


GATOR
MOTEL
GATOR
GATOR
MOTEL


Orange


SHELL WORLD


ONE WAY
DO NOT
ENTER

Vision

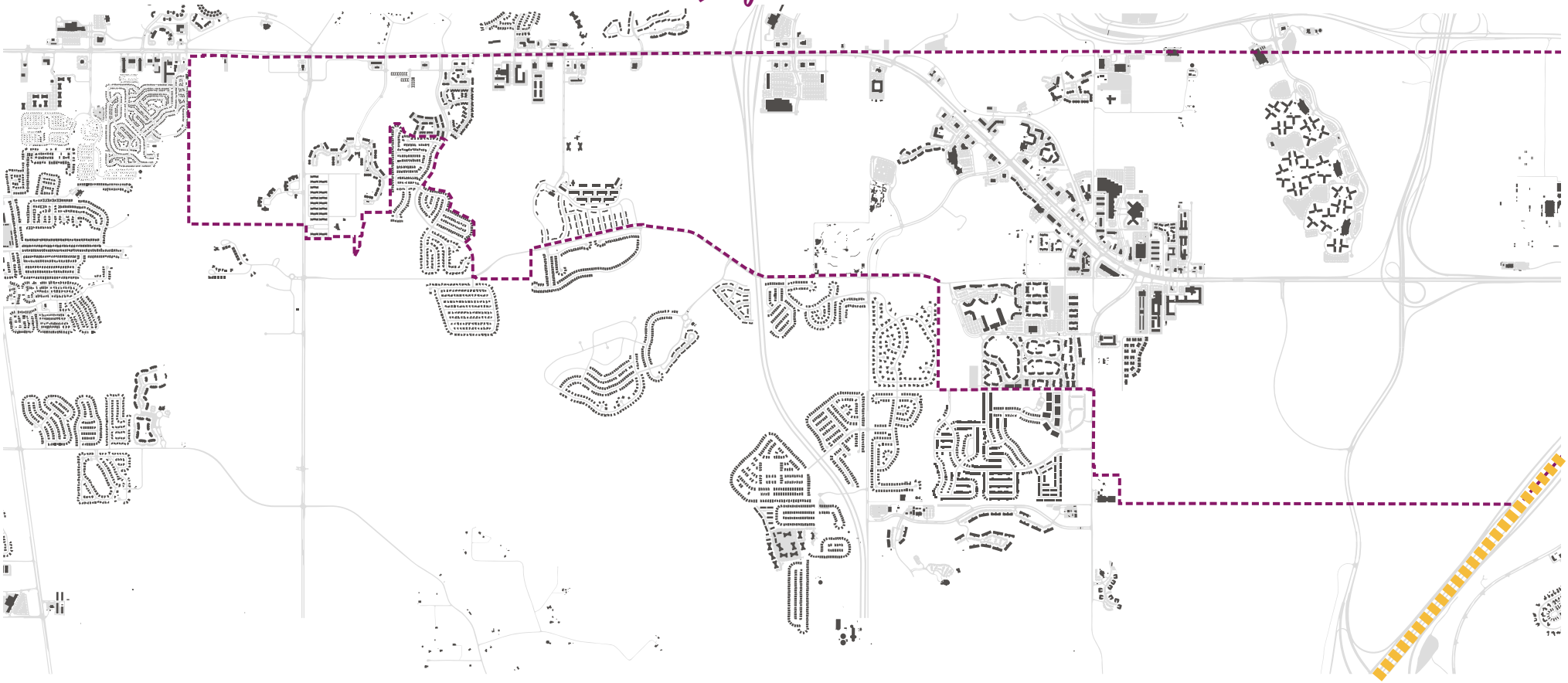
The success of the W192 Redevelopment Plan hinges on redefining the character and economic position first, of Segment 2. By repositioning Segment 2 for more intense tourist uses, creating mixed-use neighborhoods, this area of the Corridor can provide a range of services and amenities necessary for a vibrant tourist economy. Subsequently, each Segment will encourage mutually supportive uses, enhance visual appeal, illustrate individual identities, and provide integrated public transportation options for both residents and visitors.

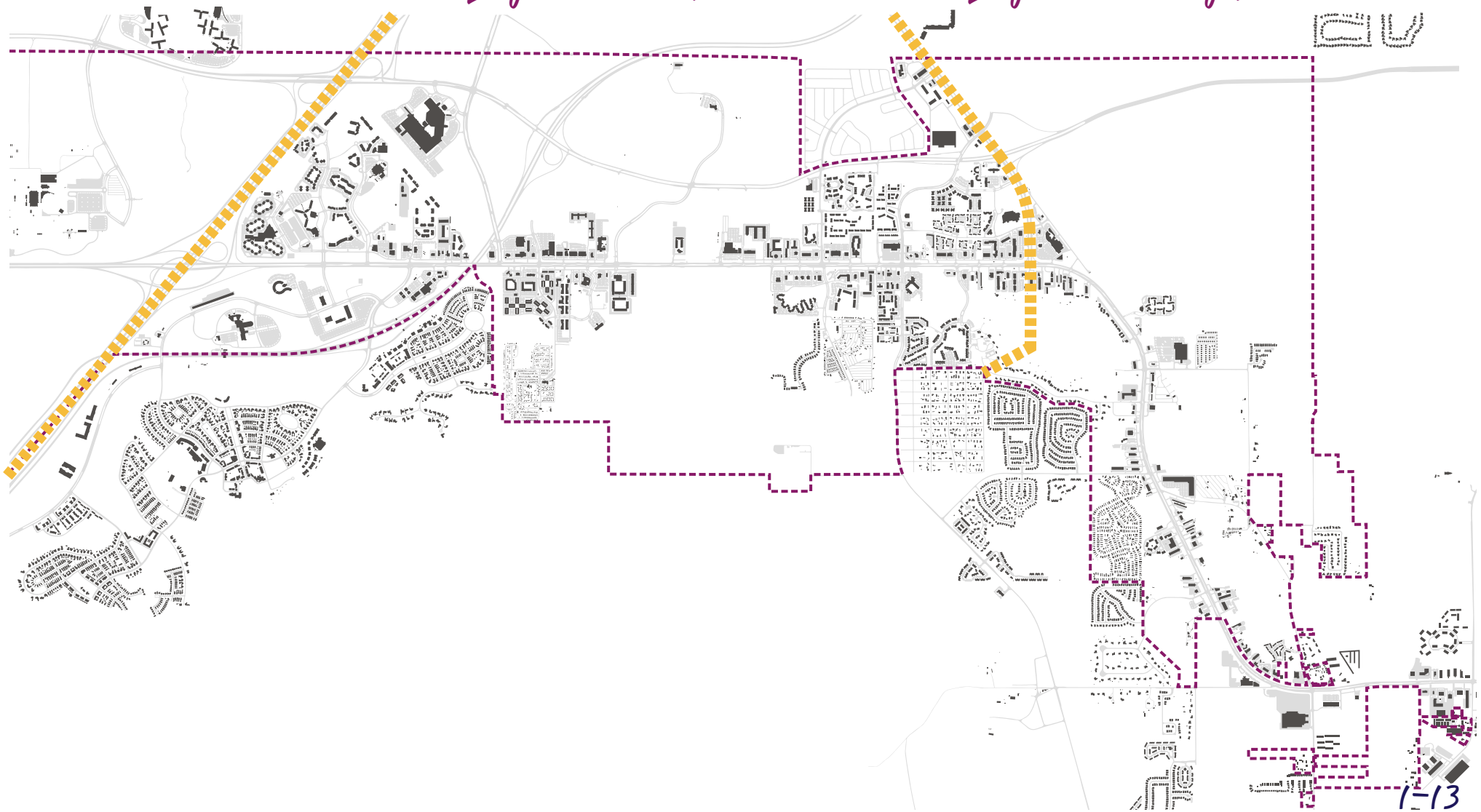
Segment 1's Leisure District will move residents and tourists efficiently to concentrated entertainment venues, large retail areas, power centers, and resort communities. Walkable, master-planned communities with a variety of housing types will flank the Corridor. This area will be transformed into high-quality,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

Segment 2's Destination District will include a diversity and concentration of 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.

Segment 3's Neighborhood District will be a cohesive neighborhood business district consisting of a diverse mix of high-quality, market-rate housing, community-oriented services, and tourist-supportive uses. Neighborhood uses will include high-density housing options against the Corridor and improved street connections to adjacent residential developments. Local restaurants, international eateries and stores, outdoor eating areas, and retail stores will serve both residents and visitors.

Segment 1, Leisure




Segment 2. Destination
Segment 3. Neighborhood

Existing condition

5-year vision, Destination

20-year vision, Destination

20-year vision, Destination

5-year vision, Leisure

5-year vision, Neighborhood

20-year vision, Neighborhood

20-year vision, Leisure

20-year vision, Leisure

20-year vision, Neighborhood

Plan Process

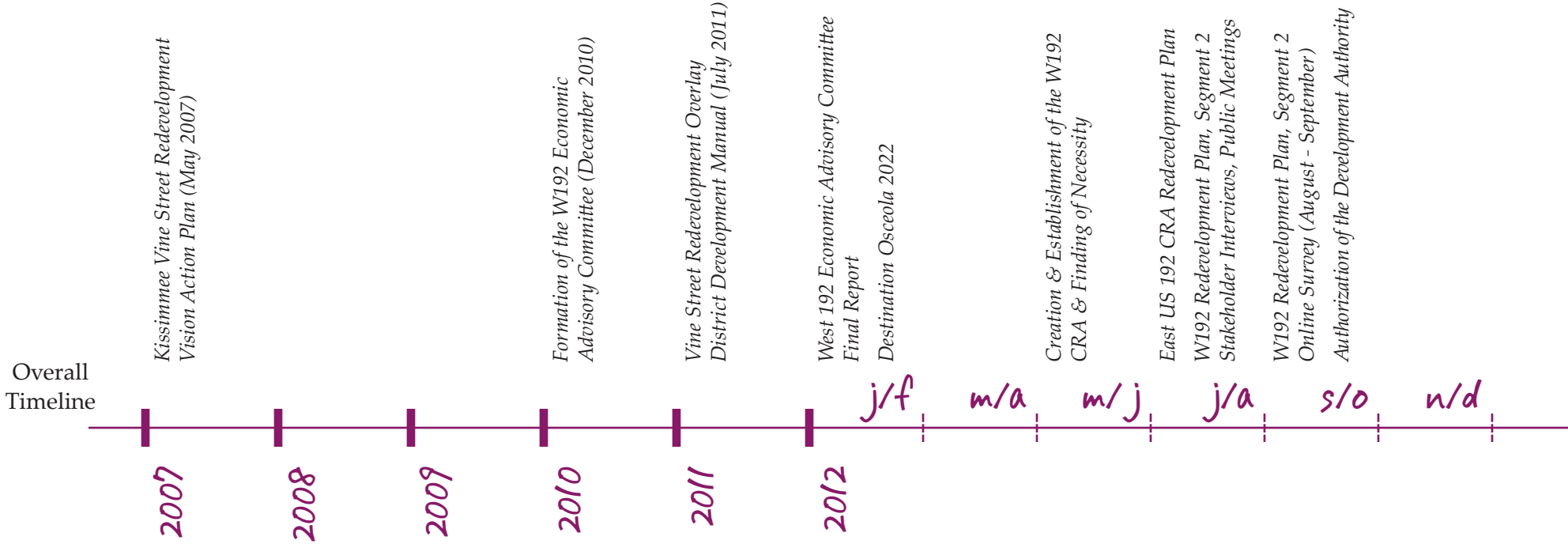
The W192 Economic Advisory Committee (EAC) was established by the BOCC by Resolution 10-153R in December of 2010. The Commissioners recognized the need for direct intervention in the Corridor. Committee membership was structured around stakeholder organizations to provide an efficient and productive means for ensuring meaningful participation from the corridor's business and property owners. Eight organizations comprised the Committee: US192 Redevelopment Advisory Committee, Gateway Advisory Committee, Osceola Resort Area Council, Four Corners Area Council, City of Kissimmee, Tourist Development Council, US192 Business Alliance, and Gateway Finance Committee. The Committee met eleven times during an eight month period. Their key recommendations formed the basis for the development of this plan.

In July of 2013, the BOCC approved a resolution designating the W192 Development Authority District as an area eligible to receive state revitalization funds. Subsequently, the W192 Development Authority was formed. The Development Authority is the management agency responsible to oversee all of the Strategies and Actions related to implementing and managing the revitalization of the W192 Corridor, and has met regularly over the 16 months preparing the Redevelopment Plan.

The W192 and Osceola community played a significant role in the development of this Plan. In total, 11 community events were held between August 2012 and March 2014. In early 2013, the first round of six community events were held for all three Segments to help inform the development of the Plan's Vision.

A second series of five community meetings began in November 2013 to review Strategies, Actions, and Sub-Actions for each Segment of the Corridor. Public meetings were supplemented by online surveys; monthly Development Authority meetings offering opportunities for public comment; and presentations to County departments, non-profit groups, and business owners. A series of worksessions were held with the Development Authority to approve each Segment's Strategies.

Process Timeline



Development Authority Meeting Timeline

2013

- **J.** — *Introduction to the Redevelopment Plan*; *Segments 1 & 3 Kick Off*
- **F** — *Segment 2, Vision Workshop*; *W192 Redevelopment Plan, Segments 1 & 3 Public Meetings*
- **M** — *Renaming Results*; *Segment 2 Vision Booklet*; *W192 Redevelopment Plan, Segments 1 & 3 Online Surveys (March - April)*
- **A** — *Brownfields Resolution*
- **M** — *Templates Workshop*; *W192 Redevelopment Plan, Consolidated Vision Booklet & Templates Booklet*
- **J.** — *Template Workshop Summary/ Strategy Introduction*; *Approval of the W192 Economic Revitalization Program*
- **J.** — *BRT Overview/ LYNX Summary/ Strategies Workshop*; *W192 Redevelopment Plan, Strategies Booklet*
- **A** — *BRT Resolution/ Hospitality Focus Group Summary*
- **S** — *Presentation of Segment 2 Executive Summary*; *W192 Redevelopment Plan, Segment 2, Executive Summary*
- **O** — *Presentation of Segment 2 Actions & Sub-Actions*; *W192 Redevelopment Plan, Segment 2 Public Meetings*
- **N** — *Presentation of Segment 3 Executive Summary*; *W192 Redevelopment Plan, Segment 3, Executive Summary*
- **D** — *W192 Redevelopment Plan, Segment 1, Executive Summary*

2014

- **J.** — *Presentation of Segment 1 Executive Summary*; *W192 Redevelopment Plan, Segments 1 & 3 Public Meetings*
- **F** — *Draft W192 Redevelopment Plan, Action Plan + Work Program*; *Draft W192 Redevelopment Plan*
- **M** — *Final W192 Redevelopment Plan, Recommendation to BOCC*; *Final W192 Redevelopment Plan*
- **A**

Problem Statements, Strategies + Actions Summary

Problem Statements

The 18 Problem Statements are the general issues that each Segment of the Corridor is facing. While many of the Problem Statements are common to all three Segments, some issues exist only for specific areas.

Strategies

The 18 Strategies are the overall approach to investments based on the purpose of the Plan and the Problem Statements. These Strategies correspond to each Problem Statement. Strategies will be annually monitored in order to adjust and prioritize.

Actions + Sub-Actions

The 47 Actions have been drafted in order to provide a targeted solution to improve the economic position of W192. The 82 Sub-Actions have been divided into study, policy, incentive, and project actions. Sub-Actions are further detailed by anticipated cost, and their anticipated effectiveness in influencing change. Actions and Sub-Actions will be annually monitored in order to adjust and prioritize. Each of these Actions and Sub-Actions are described in further detail in the three subsequent chapters.

Segment 1. Leisure

Problem Statement 1. Areas in Decline.

Isolated areas show signs of declining quality in building design and maintenance, use, and landscape. These areas are intermingled with newer commercial areas and higher-end development. Minimum maintenance standards and building requirements encourage outdated, traditional development patterns.

Strategy 1.

Advance development requirements, including sign and aesthetic strategies; transit stations; and building design in order to match the more rigorous requirements of newer chain restaurants, lifestyle, and power centers. Extend the BeautiVacation improvements past their current termination at Black Lake Road.

Actions: *Land Development Code Update • Signage/ Billboard Ordinance Updates • Sign Acquisition Programs • Streetscape Completion • Streetscape Improvements • Electrical Distribution Lines Burial*

Problem Statement 2. Inconsistent Identity.

Aside from the BeautiVacation improvements, this area is not identified as a unique destination for the region. Because it is physically separated from Segment 2 by I-4, Segment 1 cannot easily adopt or capitalize on Segment 2's identity.

Strategy 2.

Develop gateway features at both ends of Segment 1, as well as at key development locations and highway interchanges that create a unique identity associated with this Segment's proximity to regional tourism destinations, and its designation as the gateway to Osceola County.

Actions: *Gateway Design*

Problem Statement 3. Inability to Create an Active Pedestrian Environment.

A pedestrian-friendly environment does not exist due to long sections of the Corridor that are not developed as active commercial or recreational districts. These areas act as a dead zone for visitors since there are no sidewalks, bike lanes, or destinations. Investments have not shifted to transit improvements or the creation of interior, active pedestrian areas.

Strategy 3.

Focus on transit, shuttles, and automobile mobility and connectivity. Construct continuous sidewalks even where no development currently exists. Initiate transit station improvements on the Corridor and promote walkable environments within large commercial and entertainment venues. Phase transportation upgrades over time to provide additional mobility, transportation hubs, regional connections, and integration with ongoing transportation plans.

Actions: *Leisure District Incentives • Transit Service Improvements*

Problem Statement 4. Failure to Capitalize on Assets.

There is a lack of acknowledgment and celebration of both natural, recreational, and entertainment amenities along the Corridor. While there are several wetland strands (such as Reedy Creek) and other recreational destinations on Disney property, none are highlighted as local or regional destinations.

Strategy 4.

Emphasize, market, and expand natural and recreational assets by creating identifiable features, such as signature bridges across wetland systems and new recreational amenities along natural features.

Actions: *Reedy Creek Frontage Improvements & Regional Connections • Wayfinding, Information & Artwork*

Problem Statement 5. No Economic Connectivity.

Segment 1 is physically and economically isolated from the rest of the W192 Corridor. There are several large developments that, while adjacent to the Corridor, face inward and are not directly accessible from or economically linked to the rest of the Corridor.

Strategy 5.

Promote the W192 vision, brand, and marketing strategies, and encourage partnerships between businesses across Segments to enhance a sense of connection to amenities and attractions within Segment 1 and to the remainder of the Corridor.

Actions: *W192 Target Marketing • Facade Improvement Grant Program Development • Existing Business Support Program*

Segment 2. Destination

Problem Statement 1. Limited Product Mix.

The current mix of land uses focuses primarily on lower priced motel accommodations, and provides only a limited variety of the primary entertainment venues and sit-down restaurants vital to attracting suitable development and creating a stand-alone destination. This prevents the area from being recognized as a distinctive and cohesive tourist destination.

Strategy 1.

Diversify the corridor's mix of land uses by targeting other tourism-related activities for key catalyst properties. These uses will include a richer variety of entertainment venues, restaurants, and other supporting facilities or activities vital to attracting additional tourism development and creating a cohesive tourist destination.

Actions: *Land Development Code Update • Destination District Incentives • Development-Ready Sites*

Problem Statement 2. Absence of Flag Properties.

W192 has become a market comprised almost exclusively of value-priced properties. The composition, character, and pricing does not appeal to the region's broader customer base, including middle-class families that dominate attendance at the area's theme parks and major attractions. The Corridor, once containing many franchise properties, now has almost no flag hotels.

Strategy 2.

Attract new development including flag hotels, more diverse restaurants, and higher-end entertainment venues , which appeal to a larger customer base with potentially greater financial resources, primarily middle-class families, and international travelers.

Actions: *District-Wide Financial Incentive Package*

Problem Statement 3. Limited Reinvestment.

Except in some cases, the Corridor's older building inventory does not match the requirements or expectations broadly demanded by today's market. In many cases, minimal reinvestment has occurred, subsequently making the Corridor and its businesses less desirable to a large segment of tourists. Many properties are blighted, unmaintained, vacant, or are financially or physically unsuitable for renovation, deterring new investment.

Strategy 3.

Upgrade, re-purpose, reposition, and preserve existing small hotels that are compatible with the future of the Corridor.

Actions: *Facade Improvement Grant Program Development • Existing Business Support Program*

Problem Statement 4. Failure to Market W192.

Historically, Osceola County has not focused on marketing W192 as a distinct tourist destination; primary emphasis has been on activities or assets lying outside the immediate Corridor. Whatever advantages the Corridor may have are not promoted or celebrated.

Strategy 4.

Promote the W192 vision, brand, and marketing strategies targeted at middle-class families and international markets to maximize length of stay, spending, occupancy, and average daily rates (ADR). Adjust these promotional efforts to incorporate vacation rentals which are discouraged in other counties.

Actions: *W192 Target Marketing • Wayfinding, Information & Artwork*

Problem Statement 5. Competitiveness & Attractiveness.

Much of the Corridor suffers from poor aesthetics stemming from visual clutter, redundant signage, lack of landscape density, disconnected and intermittent sidewalks, numerous curb cuts, limited public amenities, overhead distribution lines, maintenance issues, and other factors limiting its ability to compete with other corridors.

Strategy 5.

Design aesthetics and amenities to create an environment supportive of existing businesses and to improve the Corridor's competitive advantage.

Actions: *Signage/Billboard Ordinance Updates • Sign Acquisition Programs • Streetscape Improvements • Access/ Mobility Improvements • Electrical Distribution Lines Burial*

Problem Statement 6. Challenging Tourist Transportation System.

W192 traffic levels will increase over time, leading to a diminished tourist experience. Some visitors arriving by automobile will expect an efficient shuttle or transit system during key points of their stay to access tourism destinations. Given low ridership by visitors, a transit system must be phased and deliberately planned in order to increase ridership and become a viable option for tourists.

Strategy 6.

Phase transportation upgrades over time to provide additional mobility, new transportation hubs, branding and marketing opportunities, regional connections, and integration with ongoing transportation plans.

Actions: *Transit Service Improvements*

Segment 3. Neighborhood

Problem Statement 1. Incongruous Uses.

Much of the Corridor suffers from an incongruous mix of tourist uses, housing, and commercial uses of varying quality, which together prevent this area from defining its identity. Main tourist thoroughfares, including I-4, Osceola Parkway, SR 535, and W192 create a loop to the west of Segment 3, limiting tourist travel through Segment 3 and making it less suitable as a tourist destination. Surrogates for adequate housing have emerged in the form of motels, while adjacent neighborhoods have little integration with the Corridor. Incompatible uses that inhibit both neighborhood and tourist development are prevalent throughout the Segment.

Strategy 1.

Create a neighborhood business district. Modify zoning along the Corridor to encourage housing, neighborhood-oriented services, mixed use developments, employment, and targeted tourist uses. Prohibit uses not appropriate in neighborhood-oriented districts.

Actions: *Land Development Code Update • Neighborhood Business District Incentives*

Problem Statement 2. Absence of Workforce Housing.

Currently, there is a lack of workforce housing in the area. As a result, many hotels and motels are used for long-term housing due to their availability, low cost, flexibility, and proximity to transit, which is incompatible with their intended built use.

Strategy 2.

Encourage a range of new residential development, including housing types which would appeal to the Corridor's residents and workforce. Integrate adjacent neighborhoods with the Corridor by improving feeder streets and expanding neighborhoods onto the Corridor.

Actions: *Residential Development Incentives • Homelessness Assistance • Neighborhood Street Connections*

Problem Statement 3. Lack of Enforcement.

The need for additional enforcement, consistent interpretation, and application of regulations is needed by all parties in order to create an environment suitable for families, neighbors, and tourists. Loitering, pan-handling, trespassing, vandalism, prostitution, illicit drug use, the use of motels as housing, squatting, and code violations is slowing redevelopment. These incompatible uses are factors which discourage new development and returning customers. The result is a Segment that at times is unsafe, unwelcoming, and uncomfortable for residents and tourists.

Strategy 3.

Develop clear direction on enforcement standards related to minimum maintenance, code, length of stay within motels, and law enforcement of existing regulations. Encourage and educate the County on the need for additional enforcement along the Corridor. Apply neighborhood policing techniques and resources to Segment 3. Support governmental, non-profit, and private efforts to provide additional assistance to the homeless.

Actions: *Law Enforcement • Code Compliance*

Problem Statement 4. Limited Reinvestment.

Except in some cases, the Corridor's older building inventory does not match the requirements or expectations broadly demanded by today's market. In many cases, minimal reinvestment has occurred, subsequently making the Corridor and its businesses less desirable to a large segment of tourists. Many properties are blighted, unmaintained, contain vacant buildings, or are financially or physically unsuitable for renovation, deterring new investment.

Strategy 4.

Re-purpose, reposition, or upgrade properties in support of the overall vision of the Segment and Corridor.

Actions: *Façade Improvement Grant Program Development • Existing Business Support Programs*

Problem Statement 5. Failure to Capitalize on Assets.

There are several areas along the Corridor that are hidden but could be important assets to the community. Shingle Creek is not utilized due to limited visibility, lack of trail connections, and marketing.

Strategy 5.

Emphasize, market, and expand key tourist elements fronting W192, including Shingle Creek as a community asset and focal point.

Actions: *W192 Target Marketing • Shingle Creek Frontage Improvements & Regional Connections • Wayfinding, Information & Artwork*

Problem Statement 6. Competitiveness & Attractiveness.

Segment 3 lacks design elements, pedestrian amenities, and overall aesthetic appeal to allow it to compete with other similar areas. Design features do not invite the development of a distinct and unique place focused on neighborhoods nor allow for the integration of adjacent areas.

Strategy 6.

Include artistic elements, beautification, and aesthetic improvements that support the creation of a distinct neighborhood business district and are supportive of neighborhoods, associated businesses, and community assets.

Actions: *Signage/Billboard Ordinance Updates • Sign Acquisition Programs • Streetscape Improvements • Access/ Mobility Improvements • Electrical Distribution Lines Burial*

Problem Statement 7. Challenging Tourist Transportation System.

W192 traffic levels will increase over time, leading to longer commute times for workforce employees living within the Corridor. Many of these workers rely on an efficient transit system. Given the potential in ridership, a transit system must be phased and deliberately planned in order to increase ridership and remain a viable option for the workforce.

Strategy 7.

Phase transportation upgrades over time to provide additional mobility, transportation hubs, regional connections, and support housing along the Corridor.

Actions: *Transit Service Improvements*

Corridor-Wide Action Plan

A detailed action plan, as developed by the W192 Development Authority, community, and stakeholders is summarized below and fully outlined within Volumes 2, 3, and 4. A total of 18 Strategies, 47 Actions, and 82 Sub-Actions have been identified for the 15-mile Corridor.

Together, these Strategies work to provide a coordinated approach for reversing the Corridor's economic decline, as well as creating a platform for sustainable economic growth. Strategies and their corresponding Actions and Sub-Actions have been ranked within each Segment. Their individual ranking is based on their ability to address the specific issues related to each Segment, but each Action and Sub-Action is intended to be transformative in nature. In order to classify the project packages, the Sub-Actions have been divided into four project types: studies, policies, projects, and incentives.

Prioritization

Although the 18 Strategies, 47 Actions, and 82 Sub-Actions are prioritized individually within each of the three Segments, a comprehensive analysis of priority projects was identified using their overall effectiveness as described below:

- Effectiveness: ***tourism*** - the ability to create and support a primary tourist district; ***impact*** - the ability to improve the economic position of the Corridor based on the individual ranking of each segment; and ***influence*** - the geographic scale of change and the ability to improve all three segments.
- Cost: the potential cost vs. revenue influenced or managed.


Projects/ Incentives
Studies/ Policies
High Anticipated Effectiveness
Low Anticipated Effectiveness
Quadrant 1
0 - 5 Years
(High Effectiveness, High Cost)
Quadrant 2
0 - 2 Years
(High Effectiveness, Low Cost)
Quadrant 4
0 - 20 Years
(Low Effectiveness, High Cost)
Quadrant 3
0 - 10 Years
(Low Effectiveness, Low Cost)
High Cost
Low Cost

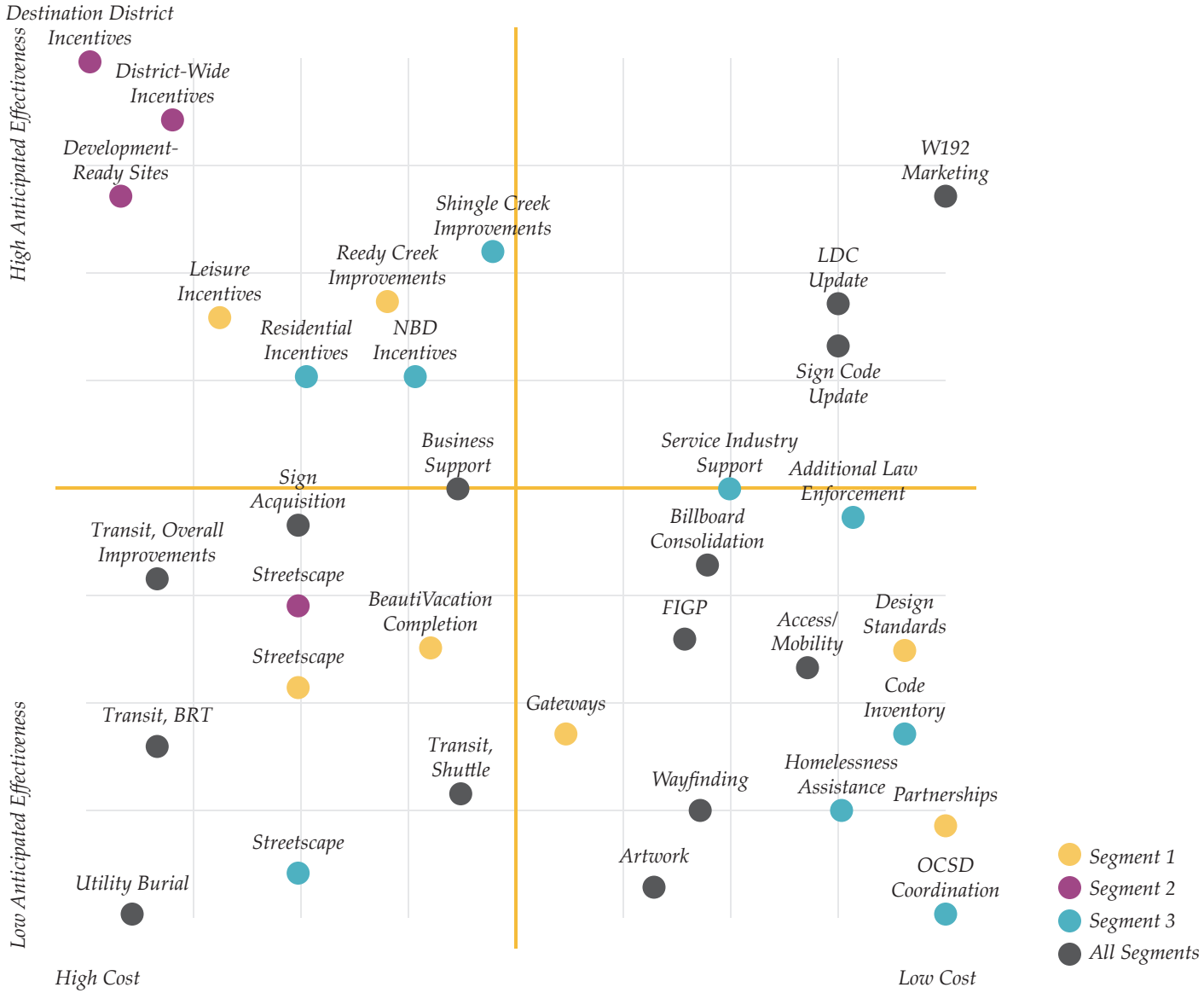
The W192 Development Authority's 20 Year Work Program

All Actions have been ranked based on their cost effectiveness and designated to one of four quadrants as illustrated on the facing page graphic. These Actions are all warranted and should be implemented within the 20-year timeframe of the Plan. 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 will be created and reviewed annually. The initial work program will be created immediately following the Development Authority's and County Commissioners' adoption of this Plan, and will be revisited each year 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, and strategies based on how well the Corridor is adapting to the vision. 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.

However, each project or action should be relevant to a Strategy within this Plan and measured by effectiveness and cost.


Destination District Incentives
District-Wide Incentives
Development-Ready Sites
W192 Marketing
Shingle Creek Improvements
Reedy Creek Improvements
Leisure Incentives
LDC Update
Residential Incentives
NBD Incentives
Sign Code Update
Business Support
Service Industry Support
Additional Law Enforcement
Sign Acquisition
Billboard Consolidation
Transit, Overall Improvements
Streetscape
BeautiVacation Completion
FIGP
Design Standards
Access/ Mobility
Streetscape
Code Inventory
Gateways
Transit, BRT
Transit, Shuttle
Homelessness Assistance
Wayfinding
Partnerships
Streetscape
Artwork
OCSD Coordination
Utility Burial
High Anticipated Effectiveness
Low Anticipated Effectiveness
High Cost
Low Cost
Segment 1
Segment 2
Segment 3
All Segments

The Development Authority 5-Year Work Program

The initial short-term work program focuses on:

- those immediate projects that should result in transformative change within the first two years of implementation;
- a second set of projects where an expected larger economic return will over the next 5 years;
- anticipated Tax Increment Financing (TIF) funding and bonding capacity; and
- the establishment of additional funding structures and mechanisms for other projects.

The overall economic repositioning of W192 in the region is expected to occur in the next 10 to 20 years as described above. The initial work program focuses on anticipated funds available to the Development Authority either annually or through bonding. The initial work program targets six project packages, found in Quadrants 1 and 2.

Quadrant 1 includes projects that are transformative in nature with a higher cost; while Quadrant 2 projects include projects that are a little less costly and will have incremental positive change over time. Quadrant 3 and 4 projects should be pursued as part of the 20-year work program and evaluated annually by the Development Authority. Many of these projects would also require additional funding sources, including special assessments or state or federal agencies.

Project Packages

Project Package 1. Targeted Tourism Industry Development Incentives.

One of the most effective means of quickly improving the Corridor is to utilize an existing and refined set of economic and incentive-based tools to catalyze additional tourist-related industry. These actions are recommended to occur within 5 years, with initial program and policy development happening in years 1 and 2. These projects are further described in PP1, and include the development of a Destination District within Segment 2 with incentives focused on attracting tourist venues and flag hotels. PP1 also includes the development of marketing materials for key sites of development. PP1 encourages enhanced building design to improve the visitor experience. Other actions discourage properties and buildings being left vacant so they can become available for new projects associated with the tourist industry. Final actions include the provision of grants to encourage smaller tourist related businesses to locate in the area or to expand existing operations.

Project Package 2. Land Use + Signage Code Updates.

A low cost, but highly effective set of actions is recommended in PP2. PP2 would include Land Development Code modifications, including code rewrites and new overlays for areas within each of the three segments. The goal of these rewrites is to fulfill specific recommended character goals for each segment and remove incompatible uses not supporting redevelopment and tourism. PP2 would focus on improving the aesthetics, visitor experience, and wayfinding on the Corridor by reducing the amount of signage that does not contribute to economic revitalization. A separate code action would further strengthen the moratorium on billboards and their consolidation. The project package would suggest reserving funds to acquire key billboards in support of PP1.

Project Package 3. County Capital Tourism Projects.

An important part of the vision is to create additional tourist destinations along the Corridor. A proposed Shingle and Reedy Creek looped trail system would build upon existing and proposed amenities at Shingle Creek Regional Park within Segment 3. A new trailhead is proposed within Segment 1 at Reedy Creek, with a trail connections anticipated through Celebration and amenities within Segment 2 and then to the Shingle Creek Regional Park and Trail. Associated bridges and streetscape located at Shingle Creek and Reedy Creek will be improved to denote and identify these amenities. This 10-to 20-mile loop and associated amenities (boating, interpretation, and hiking) would be marketed as a recreational destination. Large races to benefit events could occur here. The project also benefits the clientele and proximity to the adjacent EPSN Wide World of Sports facility and hotels.

Project Package 4. W192 Leisure + Residential Development Incentives.

A program of incentives using an existing and refined set of economic development tools should be prepared with the intent of creating and supporting targeted development for entertainment venues and commercial nodes within Segment 1, and residential areas within Segment 3. The incentive program would investigate options including cash incentives; short-term loans with low interest rates; tax exemptions or rebates of incremental receipts; funds or grant application assistance, assistance with site assembly (as permitted by law); planning and design assistance; fee waivers; public realm/street improvements acceleration; infrastructure and road improvements; expedited permitting; site demolition assistance; assistance in the identification of applicable state program incentives (e.g. EPA and Brownfield Rehabilitation Program). Additional, the incentive program would address timeframes, financial and matching limits; and legibility and application requirements and processes. Once the program is prepared, the Development Authority would be able to determine how funds are used to incentive catalyst and beneficiary development and redevelopment projects.

Project Package 5. Tourism Business Support + Repositioning.

A key focus on the initial work program is to provide support for businesses that will positively contribute to the economic development of the Corridor. In many cases, this includes assistance with transitioning struggling businesses to other uses. In other cases, the Development Authority may choose to acquire and proactively reposition specific properties for tourism development. Other programs further connect existing attractions and hotels in each Segment. For key areas such as Segment 3, the project package includes a training program for small hotels and an incentive program for market rate multifamily residential development to address a portion of housing needs and replace vacant buildings.

Project Package 6. W192 Marketing Program.

A campaign would be developed that would tier from County-wide marketing efforts. The program would help brand and market W192 using the messaging contained in this Plan and promote the attractions along W192. Key messaging described further in the Plan include the numerous attractions and the area's proximity to Kissimmee, Disney, Celebration, vacation homes and hotels focused on the middle class and families.

Targeted Tourism Industry Development Incentives

General Description

A program of incentives using an existing and refined set of economic development tools should be prepared with the intent of creating and supporting targeted development for entertainment venues, restaurants, and flag hotels, fostering a richer experience. The incentive program would investigate options including cash incentives; short-term loans with low interest rates; tax exemptions or rebates of incremental receipts; funds or grant application assistance, assistance with site assembly (as permitted by law); planning and design assistance; fee waivers; public realm/street improvements acceleration; infrastructure and road improvements; expedited permitting; site demolition assistance; assistance in the identification of applicable state program incentives (e.g. EPA and Brownfield Rehabilitation Program). Additional, the incentive program would address timeframes, financial and matching limits; and legibility and application requirements and processes.

Once the program is prepared, the Development Authority would be able to determine how funds are used to incentive catalyst and beneficiary development and redevelopment projects.

A Development-Ready Sites study should be initiated to determine which sites could and should be improved to enhance the likelihood of development/ redevelopment investments. The study should also prioritize any properties that should be acquired, assembled, or demolished with Development Authority funds.

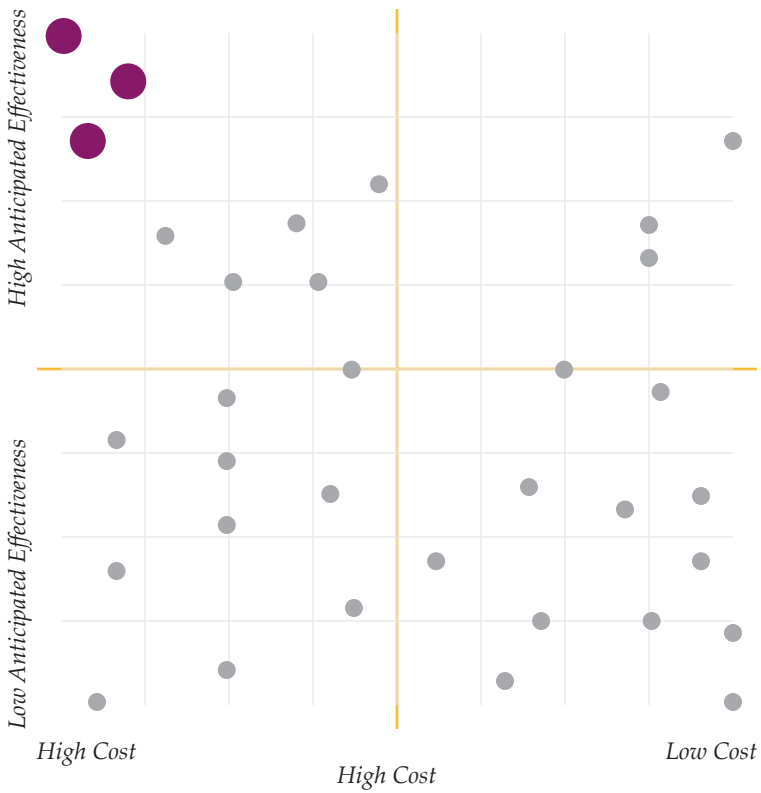
Site Marketing Materials should be prepared for all parcels within the Destination District boundary, and used in tandem with other economic development opportunities and outreach efforts identified by County staff and CVB.

Deviations by Segment

Not applicable, since this project package is only relevant within Segment 2.

Associated Actions + Sub-Actions

Segment 2, Strategy 1	*2. Destination District Incentives* *2a. Destination District Incentives.* *2b. Site Marketing Materials.*
	3. Development-Ready Sites *3a. Development-Ready Sites Initiative.*
Segment 2, Strategy 2	*1. District-Wide Financial Incentive Package* *1a. Predevelopment Matching Fund.* *1b. Speculator Fees.* *1c. District-Wide Business Grant Program.*



Effectiveness + cost

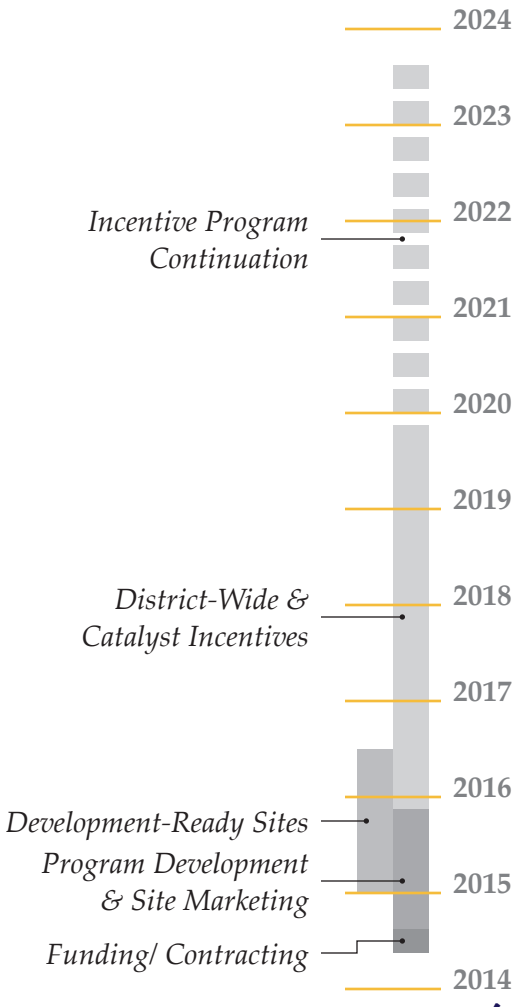
Decisions on how and where to fund catalysts will be a determining factor of this package's effectiveness, and will rely on the Development Authority to make the determination of what projects to assist and at what amount.

While the District-wide incentives programs will identify specific amounts and set limits to funding assistance, catalyst incentive amounts are considered unlimited, and could be expected to be as high as $50 million, given past experience of the County with other catalyst projects such as the Nationals' stadium.

Securing a strategic catalyst, such as a large-scale entertainment venue, attraction or flag hotel could immediately influence the Corridor with the visibility of new improvements and investment. However, its long-term effectiveness, including increased TIF funding for ongoing Development Authority projects; increased tax revenue and "snowball" effect of associated surrounding development and redevelopment; and their ability to fund and stimulate tourism activities and projects have the ability to overhaul the Destination District and influence improvements over the entire Corridor.

Specific Action Steps/ Timeframe

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide scope and anticipated fee for services including: Incentive Program Development; Determination of Development-Ready Sites; and Site Marketing Materials Production
4. DA/ BOCC to approve Consultant scope/ fee
5. County Staff to execute Task Order Authorization & issue PO
6. Consultant to initiate Program Development
7. County Staff, CVB, and Consultant to initiate and distribute Site Marketing Materials
8. Consultant to initiate district-wide study on appropriate sites to ready for development
9. DA to receive monthly updates on progress
10. Initiate internal County review process, including legal review
11. Consultant to submit Draft & Final Incentive Programs to DA
12. County Staff and CVB to use Site Marketing Materials to "sell" properties
13. DA to determine extent of Development-Ready Sites improvements semi-annually
14. DA to review applications for incentives on a monthly basis



Project Package 2a

Land Development code Update

General Description

To ensure unique market segments and identities, three Overlay Zones will be created for specific areas within each Segment of the W192 Corridor. These Overlay Zones will identify allowed uses and conditional uses to ensure consistency with the vision for the Corridor. While each of the three Overlay Zones focus will be different, each the overlay should support other goals including transit-oriented development.

The Overlay Zones will be developed as an amendment to the Land Development Code (LDC), and will need to conform to the County's review and adoption process.

The Overlay Zones should include regulatory policies including:

- limitations on non-conforming and non-tourism uses such as pawn shops, massage parlors, etc;
- minimization of construction projects with extremely low Floor Area Ratios (FARs);
- encouragement of horizontal and vertical mixed use projects;
- consistent design and development standards appropriate for the scale and mobility of a US Highway; and
- encouragement of creative building standards that attract high-quality development.

Deviations by Segment

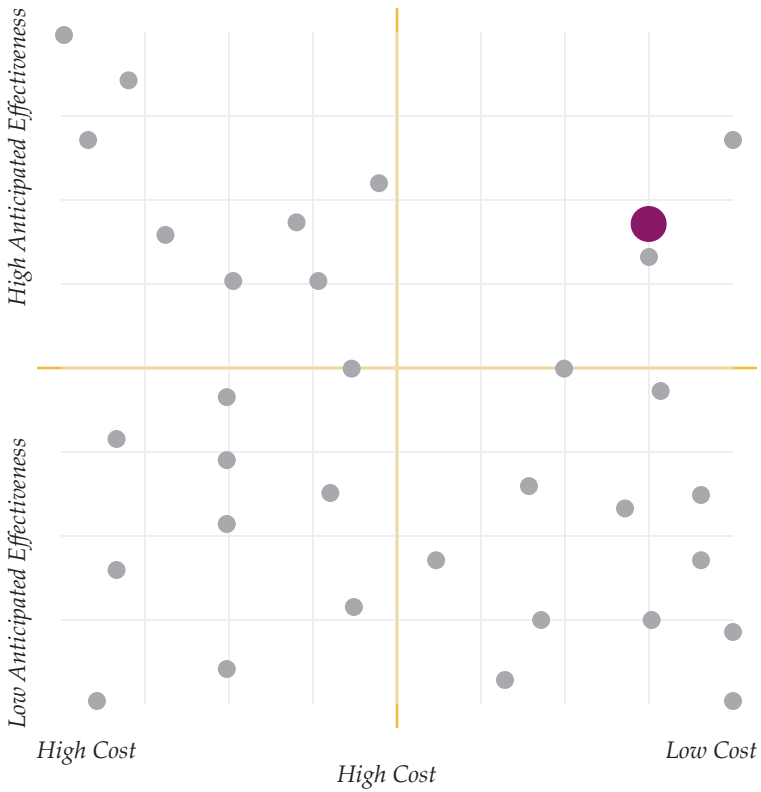
Segment 1: Leisure District:
Code structure and design standards should focus on and retail and entertainment nodes supported by supplementary transit systems.

Segment 2: Destination District:
Code structure and design standards should focus on and support tourism.

Segment 3: Neighborhood Business District:
Code structure and design standards should focus on and support neighborhoods and neighborhood amenities, with encouragement to develop residential housing near transit facilities.

Associated Actions + Sub-Actions

Segment 1, Strategy 1	*1. Land Development Code Update* *1a. Land Development Code Revisions.*
Segment 2, Strategy 1	*1. Land Development Code Update* *1a. Land Development Code Revisions.*
Segment 3, Strategy 1	*1. Land Development Code Update* *1a. Land Development Code Revisions.*



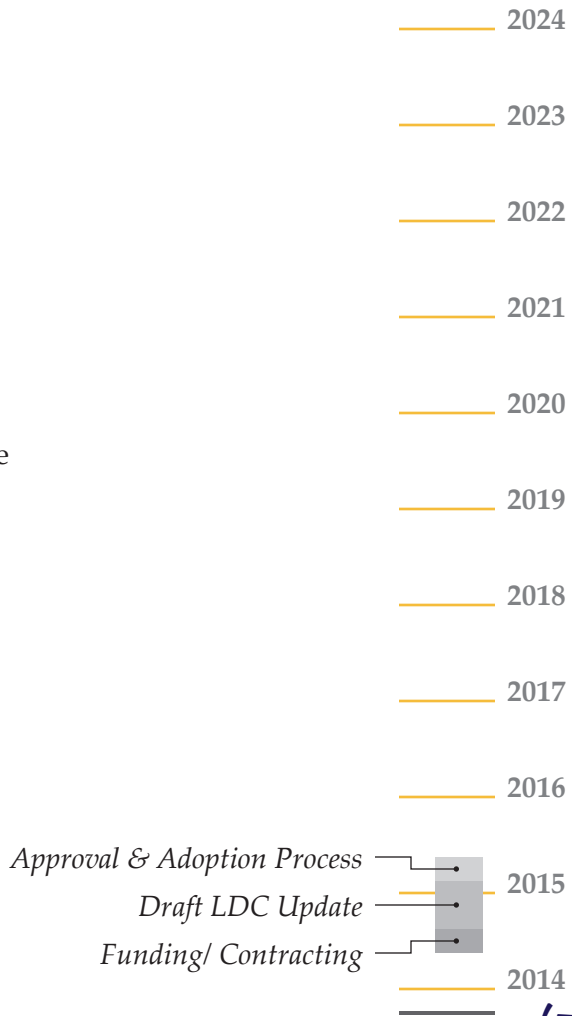
Effectiveness + cost

While any changes to the Land Development Code may be a long-term solution, and would influence properties only as they're developed or redeveloped, the update is considered to be relatively high in effectiveness due to its ability to completely overhaul how development is achieved along the Corridor.

With it's relatively low cost, and short-term time frame since it has the ability to be completed by a third party consultant, it is recommended that code changes be initiated soon after the Redevelopment Plan is adopted. Its priority is also recommended in order to get policies in place prior to additional development and redevelopment occurring.

Specific Action Steps

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide scope and anticipated fee for services
4. DA/ BOCC to approve Consultant scope and fee
5. County Staff to execute Task Order Authorization & issue PO
6. Consultant to initiate LDC Update
7. DA to receive monthly updates on progress of LDC Update
8. Consultant to provide opportunities for public input throughout LDC Update
9. Initiate internal County review process, including legal review
10. Consultant to submit Draft LDC Update for DA review & comment
11. County Staff to initiate DA/ BOCC approval and adoption process



Project Package 2b

Signage/ Billboard Ordinance Update

General Description

Create design standards and applicable sign code that will limit the overall amount and size of signage along the Corridor, and reduce the amount of non-business name signage. Standards should include the following:

- Immediate consolidation of signage to 1 - 2 signs per business, including one sign within a consolidated monument sign per building and one building-mounted sign. Locate consolidated signs at key intersections, within or at the edge of the ROW with high visibility.
- Prohibition of all freestanding pole signs.
- Implementation of an adequate minimum distance between signs and maximum sign size based on lineal foot of building frontage.
- Implementation of required design standards to create consistency.

Billboards

Code language should include regulations on existing billboard retirement and moratorium on development of new, traditional billboards. Language could include a consolidation agreement between billboard owners and the County, which would require a number of traditional billboards to be retired in exchange for the option to include one digital billboard in a County-designated location.

Financial Incentives

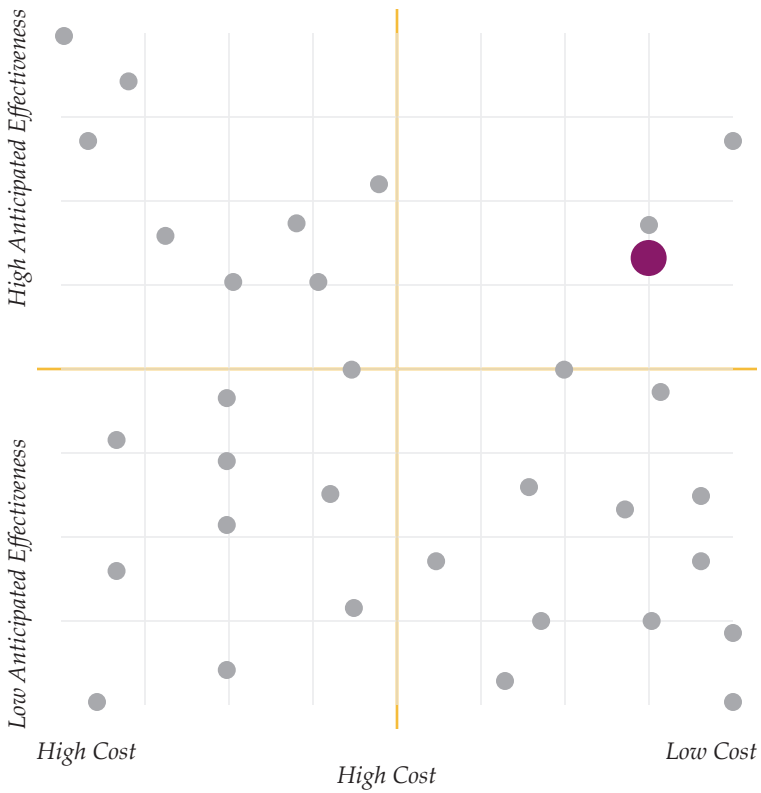
The code update should include language allowing financial incentives to be developed for sign consolidation and code compliance. These incentives should have an associated time limit, but details would be addressed with the development of an overall Sign Acquisition Program (*Refer to Segment 1, Strategy 2, Action 3; Segment 2, Strategy 5, Action 2; and Segment 3, Strategy 6, Action 2 in each*).

Deviations by Segment

Within Segments 1 & 2, digital, building-mounted, entertainment signage should be encouraged in association with destination, commercial, and entertainment areas, and used as an attraction itself. All digital signage would be subject to special permit and additional review.

Associated Actions + Sub-Actions

Segment 1, Strategy 1	*2. Signage/ Billboard Ordinance Updates* *2a. Redesign Sign Ordinance.* *2b. Billboards.*
Segment 2, Strategy 5	*1. Signage/Billboard Ordinance Updates* *1a. Redesign Sign Ordinance.* *1b. Billboards.*
Segment 3, Strategy 6	*1. Signage/Billboard Ordinance Updates* *1a. Redesign Sign Ordinance.* *1b. Billboards.*



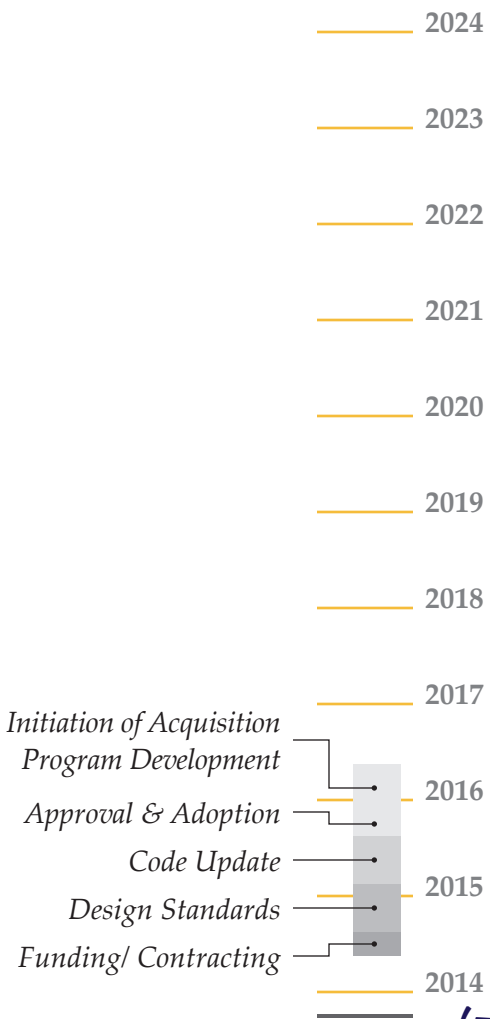
Effectiveness + cost

While any changes to the Signage/ Billboard Ordinance may be a long-term solution, and would influence the Corridor only as change happens, the Update is considered to be relatively high in effectiveness due to its ability to completely overhaul the aesthetic appearance of the Corridor.

With its relatively low cost, of less than $150,000 to implement necessary policies, and short-term time frame since it has the ability to be completed by a third party consultant, it is recommended that code changes be initiated soon after the Redevelopment Plan is adopted. Its priority is also recommended in order to get policies in place prior to additional development and redevelopment occurring.

Specific Action Steps/ Timeframe

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide anticipated scope/ fee
4. DA/ BOCC to approve Consultant scope/ fee
5. County Staff to execute Task Order Authorization & issue PO
6. Consultant to initiate Update
7. DA to receive monthly updates on progress of Update
8. Consultant to provide opportunities for public input throughout Update
9. Consultant to create draft code and design standard language with supporting graphics
10. Consultant to create final code and design standards
11. Consultant to provide recommendations for billboards to be removed/ consolidated
12. Initiate internal County review process, including legal review
13. Consultant to submit Draft Update for DA review & comment
14. County Staff to initiate DA/ BOCC approval and adoption process
15. County Staff to initiate code enforcement of sign consolidation to 1- 2 signs per business and initiate development of Sign Acquisition Programs (Refer to Appendices)



Project Package 3

County Tourism Projects Program Development

General Description

In order to market and expand the natural and recreational assets along the Corridor, the unique assets of Reedy and Shingle Creeks should be emphasized. Improvements will require the identification of a new gateway and trailhead to Reedy Creek, and design and development of new wayfinding signage and gateway features at entrances to both Creeks. Additionally, improvements to each W192 bridge crossing the Creeks, enhancing both visibility and presence of the Creeks.

As part of this improvement package, a trail feasibility study should be done to look at expanding the existing Shingle Creek Regional Trail with a trail spur connecting west, eventually connecting to Reedy Creek. The trail system could encompass a length of over ten miles, and utilize exiting utility and canal easements. The trail alignment should also have connections onto the W192 corridor, at nodes determined through the feasibility study.

After improvements have been completed, both Shingle and Reedy Creeks should be emphasized as destinations by including them on wayfinding signs, tourist guides, marketing materials.

Deviations by Segment

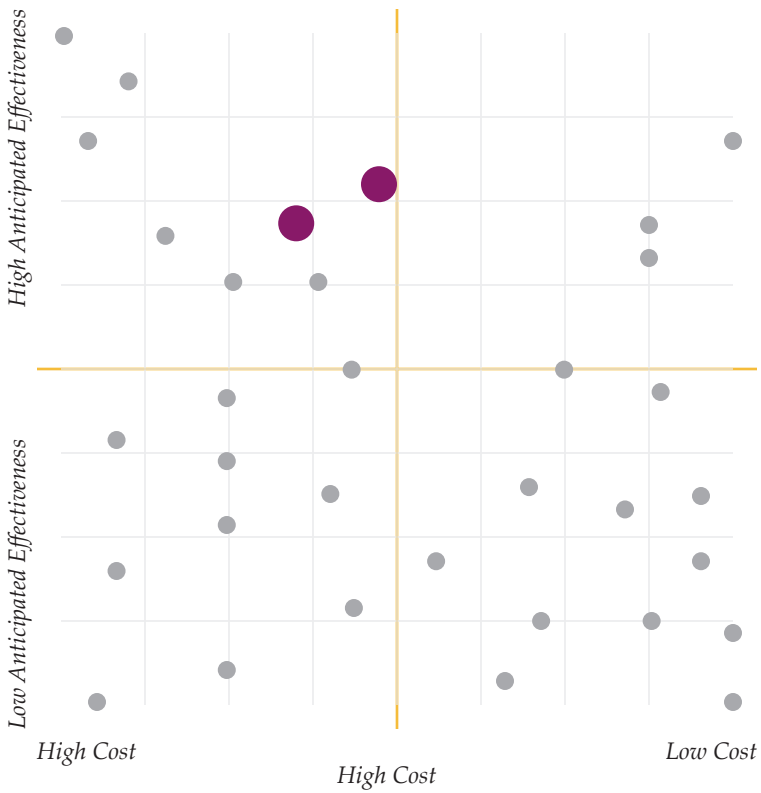
Segment 1: Reedy Creek:
Improvements should focus primarily on the creating a new gateway and trailhead to Reedy Creek, and enhancing the W192 bridge crossing the Creek.

Segment 2: Vacant Properties
Identify a trail alignment through areas within Segment 2 in order to eventually connect a new Reedy Creek Regional Trail to the existing Shingle Creek Regional Trail. This alignment could utilize some of the large parcels of vacant land that exist at the Maharishi property and Seralago. The trail alignment could also utilize existing access and easements along utility lines and canal systems.

Segment 3: Shingle Creek:
Improvements should focus primarily on enhancing the W192 bridge crossing at the Creek, and create more visibility and access from W192 into Shingle Creek Regional Park.

Associated Actions + Sub-Actions

	1. Reedy Creek Frontage Improvements & Regional Connections
Segment 1, Strategy 4	*1a. Reedy Creek Frontage Improvements.*
	1b. Reedy/Shingle Creek Trail Design & Construction.
	2. Shingle Creek Frontage Improvements & Regional Connections
Segment 3, Strategy 5	*2a. Shingle Creek Frontage Improvements.*
	2b. Reedy/Shingle Creek Trail Design & Construction.



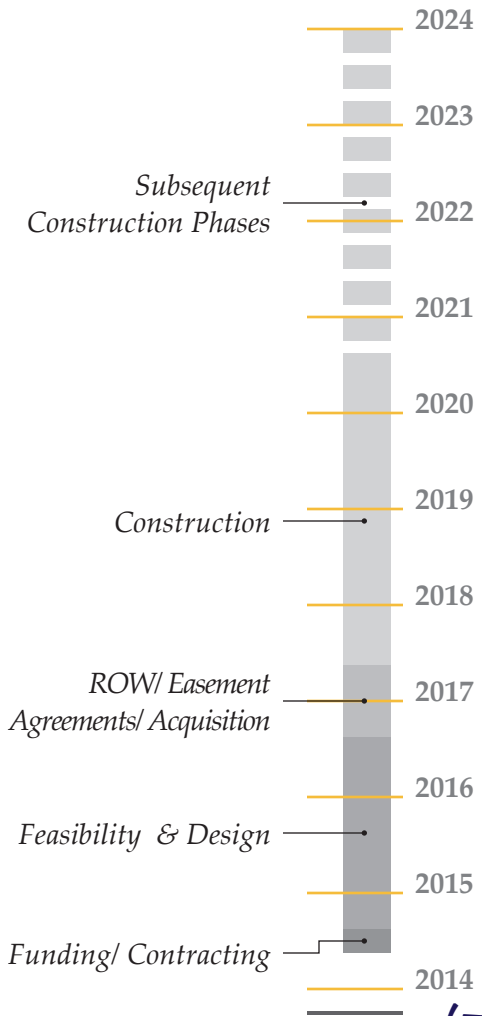
Effectiveness + cost

A regional trail system of this magnitude, would serve as an attraction in itself for the corridor, and could spur additional tourist, recreational, and eco-tourism development. In addition, the trail would serve not only as a destination and attraction, but as a community amenity for Osceola County residents.

While initial feasibility and design study costs are low, easement and ROW access, agreements and/or acquisition, and overall construction cost for a project of this scale would be relatively high. However, there exist many opportunities for additional funding from local and state agencies, with numerous opportunities for grant funding and donations as well.

Specific Action Steps/ Timeframe

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide scope and anticipated fee for services for design and feasibility studies for regional trail alignments, and gateway, frontage and bridge designs
4. DA/ BOCC to approve Consultant scope/ fee
5. County Staff to execute Task Order Authorization & issue PO
6. Consultant to initiate design and feasibility studies
7. DA to receive monthly updates on progress
8. Initiate internal County design review process
9. Consultant to submit draft and final design and feasibility studies to DA
10. Consultant to identify partnership and funding opportunities for improvements
11. Consultant/ County Staff to initiate donor requests/ activities
12. Consultant/ County Staff to initiate ROW/ easement agreements/ acquisition
13. DA and County to determine extent of initial phase improvements
14. DA and County to solicit bids for construction services
15. Initiate construction for initial phases



Project Package 4

Leisure + Residential Development Incentives

General Description

A program of incentives using an existing and refined set of economic development tools should be prepared with the intent of creating and supporting commercial and entertainment nodes and residential housing. The incentive program would investigate options including cash incentives; short-term loans with low interest rates; tax exemptions or rebates of incremental receipts; funds or grant application assistance, site assembly assistance (as permitted by law); planning and design assistance; fee waivers; public realm/street improvements acceleration; infrastructure and road improvements; expedited permitting; site demolition assistance; assistance in the identification of applicable state program incentives (e.g. EPA and Brownfield Rehabilitation Program). Additional, the incentive program would address timeframes, financial and matching limits; and legibility and application requirements and processes.

Once the program is prepared, the Development Authority would be able to determine how funds are used to incentive catalyst and beneficiary development and redevelopment projects.

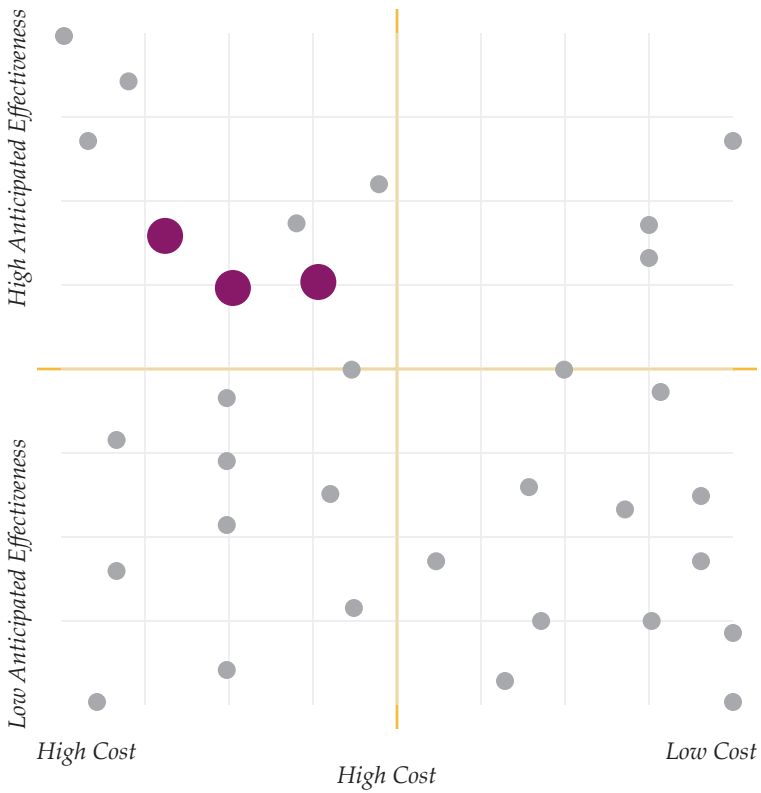
Deviations by Segment

Segment 1: Leisure District:
Segment 1 incentives would focus on assisting with the future development of commercial and entertainment venue districts. This focus is based on recent retail area developments in Orange County and the future development of Flamingo Crossings outside Disney. By catalyzing equally high-quality development as is being provided in Orange County, the anticipation is that Segment 1 can continue to remain competitive.

Segment 3: Neighborhood Business District:
Segment 3 incentives should focus on assisting those projects that would build a base residential community to support both corridor-oriented commercial areas, as well as support the future transit enhancements. Neighborhood amenities, market-rate and rental multifamily housing options should be incentivized, while the additional development of connected, single-family neighborhoods should be supported.

Associated Actions + Sub-Actions

Segment 1, Strategy 3	*1. Leisure District Incentives* *1a. Commercial & Entertainment Venue District Incentives.*
Segment 3, Strategy 1	*2. Neighborhood Business District Incentives* *2a. Neighborhood Business District Incentives.*
Segment 3, Strategy 2	*1. Residential Development Incentives* *1a. Residential Development Incentives Package(s).*



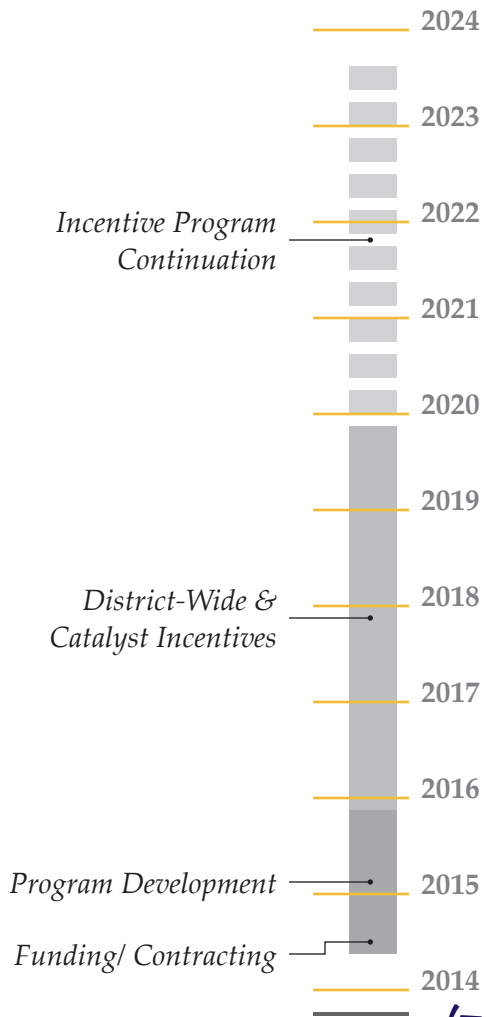
Effectiveness + cost

Decisions on how and where to assist new development will be a determining factor of this package's effectiveness, and will rely on the Development Authority to make the determination of what projects to assist, and at what amounts.

While it is intended for the Destination District's incentive program to be a higher priority and higher effectiveness due to its ability to help reposition its two adjacent segments, these incentive programs are still ranked highly in effectiveness due to their inherent ability to help improve some of the additional issues on the Corridor, such as the lack of workforce housing and the lack of competitive nature of Segment 1. By incentivizing some of these uses in both segments, the intent is to spur some new development oriented towards the new vision and goals for both Segments, catalyzing additional growth in the same types of land uses.

Specific Action Steps/ Timeframe

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide scope and anticipated fee for services for Incentive Programs Development
4. DA/ BOCC to approve Consultant scope/ fee
5. County Staff to execute Task Order Authorization & issue Purchase Order
6. Consultant to initiate Program Development
7. Consultant to initiate Segment-wide studies on appropriate extent of Leisure and Neighborhood Business Districts
8. DA to receive monthly updates on progress
9. Initiate internal County review process, including legal review
10. Consultant to submit Draft & Final Incentive Programs to DA
11. DA to determine extent and success of improvements semi-annually
12. DA to review applications for incentives on a monthly basis



Project Package 5

Tourism Business Support + Repositioning

General Description

A key focus on the initial work program is to provide support for businesses that will positively contribute to the economic development of the Corridor. In many cases, this includes assistance to transition struggling businesses to other uses. In other cases, the Development Authority may choose to directly acquire and proactively reposition specific properties for tourism development.

The project package includes a training program for existing businesses to ensure consistent, high-quality customer service. These programs further connect and reinforce existing attractions and hotels in each Segment, and work toward uniformally raising the bar for quality services and development.

Deviations by Segment

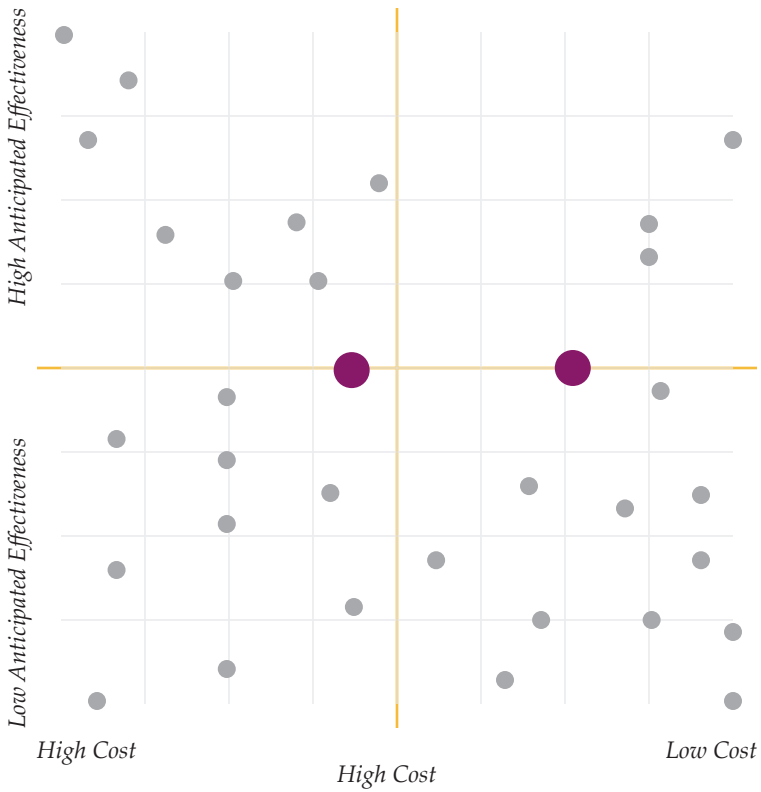
Assistance packages and support programs would ultimately be available for all Segments, but certain programs may initially be more applicable in specific areas.

Segment 2: Land Acquisition:
Buying property will depend on the land availability and willingness of property owners to sell. If land and funds to acquire land are limited, efforts should be focused on Segment 2 due to the geographic and scale of influence on the tourism market.

Segment 3: Service Industry Support:
Due to the higher need to support existing businesses and hotels in Segment 3, the Service Industry Support Program would first target this area and then expand to the rest of the Corridor.

Associated Actions & Sub-Actions

Segments 1, Strategy 5	*2. Existing Business Support Programs* *2a. "Exit Strategy" Assistance* *2b. Land Acquisition*
Segment 2, Strategy 3	*2. Existing Business Support Programs* *2a. "Exit Strategy" Assistance* *2b. Land Acquisition*
Segment 3, Strategy 4	*2. Existing Business Support Programs* *2a. "Exit Strategy" Assistance* *2b. Land Acquisition*
Segment 3, Strategy 4	*2. Existing Business Support Programs* *2c. Service Industry Support Program*



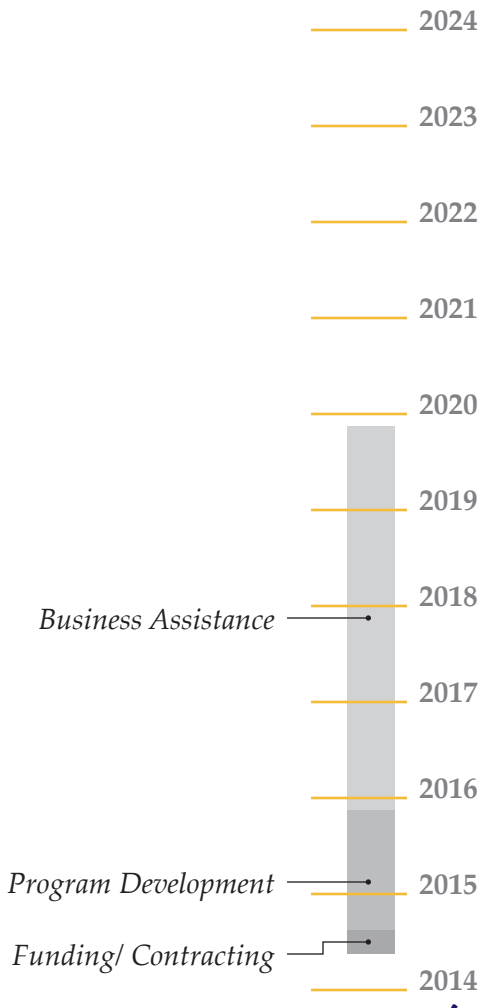
Effectiveness + cost

By assisting under-performing businesses on the Corridor in either selling their business and property, or vacating the property, the Development Authority can continue to target those vacated buildings and unmaintained lots, and transition those properties into more successful ventures. While this approach may be piecemeal, its potential in cleaning up unmaintained buildings and properties could create a more aesthetic appearance to the Corridor, incentivizing additional change and improvements. Costs would depend on the amount of businesses applying and qualifying for the assistance program, but is intended to be relatively low.

The Support Service program is complementary to the Land Acquisition and "Exit Strategy" Assistance because the approach targets the quality of services that are provided, not just the visual or environmental impact of businesses that choose to remain on the Corridor. Providing an effective customer service training, a shadowing program, and outlining universal standards for local businesses can be achieved with relatively low cost.

Specific Action Steps/ Timeframe

1. DA/BOCC to approve & adopt the W192 Redevelopment Plan
2. County Staff to initiate general funding request to the DA
3. Consultant to provide scope and anticipated fee for services for Assistance Programs Development
4. DA/ BOCC to approve Consultant scope/ fee
5. County Staff to execute Task Order Authorization & issue PO
6. Consultant to initiate Programs Development
7. DA to receive monthly updates on progress
8. Initiate internal County review process, including legal review
9. Consultant to submit Draft & Final Programs to DA
10. DA to determine extent and success of improvements semi-annually
11. DA to review applications for assistance on a monthly basis



Project Package 6

W192 Marketing Program

General Description

The DA should provide a policy recommendation to the BOCC in support of the redirection of a portion of CVB funding for marketing specifically identifying the W192 Corridor and its tourist destination products.

The campaign should tier from County-wide marketing efforts. The effort should highlight consistent messaging contained within this Plan and promote the unique attributes of W192, including its 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, Disney, and Celebration, and could also address the emerging vacation home market.

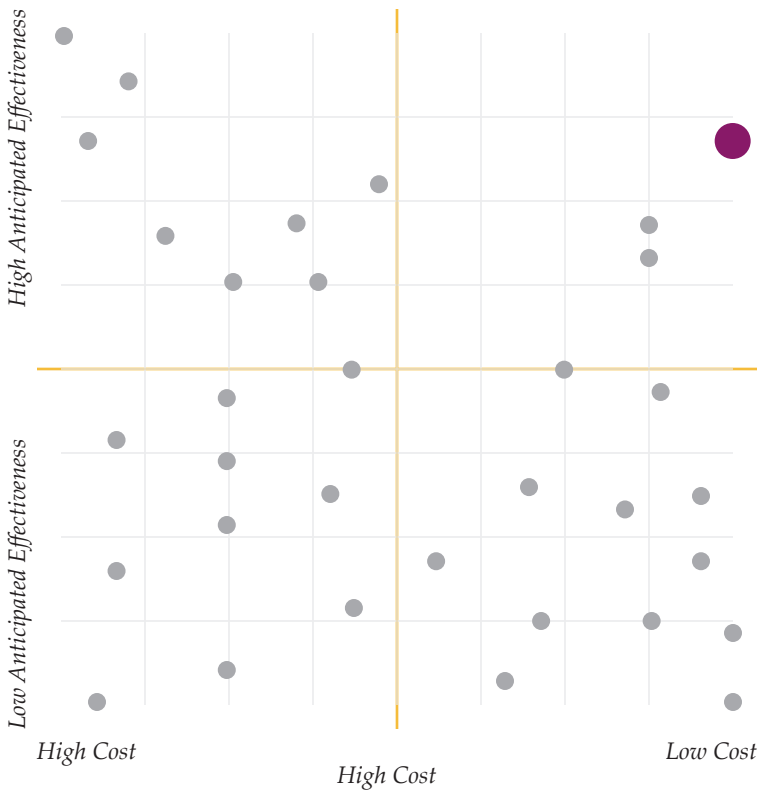
Identified funds should be used for conferences, websites, and search optimization, in order to identify and attract specific catalyst projects for the Corridor. Once projects are identified, the Development Authority may choose to use those incentives defined in Packages A and D to further attract catalyst development to the Corridor.

Deviations by Segment

The marketing campaign should address the entire Corridor, yet focus on the assets within each Segment.

Associated Actions + Sub-Actions

Segment 1, Strategy 5	*1. W192 Target Marketing* *1a. W192 Marketing Campaign.*
Segment 2, Strategy 4	*1. W192 Target Marketing* *1a. W192 Marketing Campaign.*
Segment 3, Strategy 5	*1. W192 Target Marketing* *1a. W192 Marketing Campaign.*



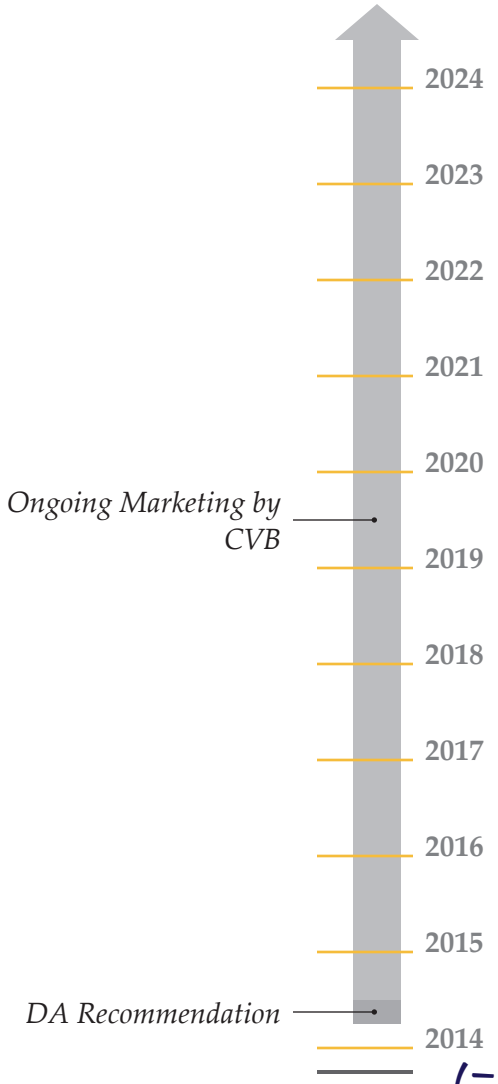
Effectiveness + cost

Due to the project's lack of cost, it is recommended that the Development Authority immediately craft and submit a statement to the BOCC suggesting that a portion of CVB funding should specifically address the W192 Corridor and its tourist destination products.

By specifically marketing the Corridor's current assets, such as flag hotels, tourist destinations, it is anticipated that not only tourist traffic could increase, but that investment interest on the Corridor will increase as well.

Specific Action Steps/ Timeframe

1. DA to craft a written policy recommendation on the redirection of funds
2. DA to present recommendation to BOCC
3. DA to monitor and comment on CVB efforts to specifically market the Corridor
4. CVB to give monthly updates on progress and successes to DA



Initial Work Program Recommendations

Project Package 1. Targeted Tourism Industry Development Incentives.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Incentives Costs	Funding Sources
Segment 2, Strategy 1	*1*	*2a. Destination District Incentives*	*~ $25,000*	*Incentives over $10,000,000*	*TIF, TDC*
		2b. Site Marketing Materials	*~ $125,000*	*Not applicable*	*TIF, Experience Kissimmee*
Segment 2, Strategy 1	*1*	*3a. Development-Ready Sites Initiative*	*~ $25,000*	*Incentives up to $5,000,000*	*TIF*
Segment 2, Strategy 2	*1*	*1a. Predevelopment Matching Fund*	*~ $10,000*	*$250,000 annually (assuming 5 grants per year at $50,000 each)*	*TIF*
		1b. Speculator Fees	*~ $15,000*	*Not applicable*	*TIF*
		1c. District-Wide Business Grant Program	*~ $25,000*	*$250,000 annually (assuming 5 grants per year at $50,000 each)*	*TIF*
		Project Package 1 Subtotal	***Approximately $225,000***	***Over $10,000,000***	

Project Package 2. Land Use + Signage code updates.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Incentives Costs	Funding Sources
Segments 1, 2 & 3, Strategy 1	*2*	*1a. Land Development Code Revisions*	*~ $80,000*	*Not applicable*	*TIF*
Segment 1, Strategy 1; Segment 2, Strategy 5; Segment 3, Strategy 6	*2*	*1a. Redesign Sign Ordinance*	*~ $80,000*	*Not applicable*	*TIF/ County*
		1b. Billboards	*~ $20,000*	*Not applicable*	*TIF*
		Project Package 2 Subtotal	***Approximately $180,000***	***Not applicable***	

Project Package 3. county capital Tourism Projects.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Project Costs	Funding Sources
Segment 1, Strategy 4	*1*	*1a. Reedy Creek Frontage Improvements*	*~ $50,000*	*~ $1,500,000*	*TIF, FDEP, County, Disney, RCID*
		1b. Reedy/ Shingle Creek Trail Design + Construction	*~ $50,000*	*~ $2,500,000*	*TIF, FDEP, County, Disney, RCID*
Segment 3, Strategy 5	*1*	*2a. Shingle Creek Frontage Improvements*	*~ $50,000*	*~ $500,000*	*TIF, FDEP, County*
		2b. Reedy/ Shingle Creek Trail Design + Construction	*~ $50,000*	*~ $2,500,000*	*TIF, FDEP, County*
		Project Package 3 Subtotal	***Approximately $200,000***	***Approximately $7,000,000***	

Project Package 4. Leisure + Residential Development Incentives.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Incentives Costs	Funding Sources
Segment 1, Strategy 3	*1*	*1a. Commercial + Entertainment Venue Incentives*	*~ $25,000*	*Up to $2,000,000*	*TIF, Special Assessment, PIF*
Segment 3, Strategy 1	*1*	*2a. Neighborhood Business District Incentive*	*~ $25,000*	*Up to $2,000,000*	*TIF, Special Assessment, PIF*
Segment 3, Strategy 2	*1*	*1a. Residential Development Incentive Packages*	*~ $25,000*	*Up to $5,000,000*	*TIF, Special Assessment, PIF*
		Project Package 4 Subtotal	***Approximately $75,000***	***Over $2,000,000***	

Project Package 5. Tourism Business Support + Repositioning.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Incentives Costs	Funding Sources
Segments 1, Strategy 5;	*1*	*2a. "Exit Strategy" Assistance*	*~ $15,000*	*$375,000 annually (assuming 5 grants per year at $75,000 each)*	*TIF*
Segment 2, Strategy 3;	*1*	*2b. Land Acquisition*	*~ $15,000*	*Up to $5,000,000*	*TIF*
Segment 3, Strategy 4					
Segment 3, Strategy 4	*2*	*2c. Service Industry Support Program*	*~ $50,000*	*$50,000 annually*	*TIF, Chamber of Commerce*
		Project Package 5 Subtotal	***Approximately $80,000***	***Over $5,000,000***	

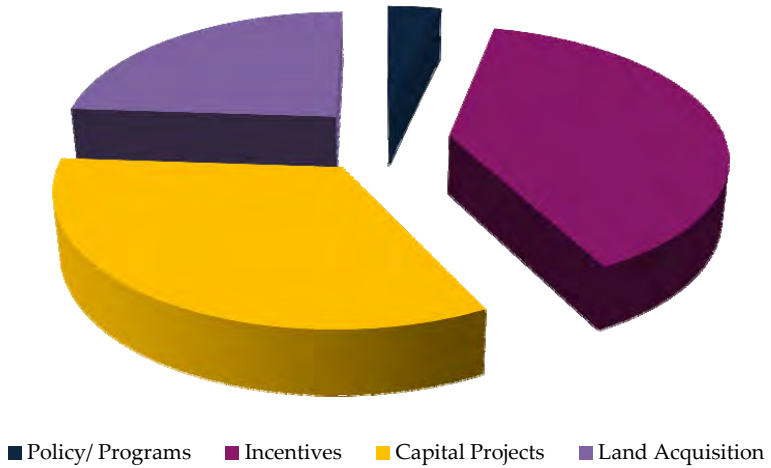
Project Package 6. W192 Marketing Program.

Segment #, Strategy #	Quadrant	Sub-Action	Estimated Program/ Policy Development Costs	Estimated Incentives Costs	Funding Sources
Segment 1, Strategy 5; Segment 2, Strategy 4; Segment 3, Strategy 5	*2*	*W192 Marketing Campaign Development*	*Not applicable*	*Not applicable*	*Experience Kissimmee* *TDT*
		Project Package 6 Subtotal	***Not applicable***	***Not applicable***	

work Program Totals

Project Package	Estimated Program/ Policy Dev. Costs	Estimated Incentives Costs
Project Package 1. Targeted Tourism Industry Development Incentives.	*Approximately $225,000*	*Over $10,000,000*
Project Package 2. Land Use + Signage Code Updates.	*Approximately $180,000*	*Not applicable*
Project Package 3. County Tourism Projects Program Development.	*Approximately $200,000*	*Approximately $7,000,000*
Project Package 4. Leisure + Residential Development Incentives.	*Approximately $75,000*	*Over $2,000,000*
Project Package 5. Tourism Business Support + Repositioning.	*Approximately $80,000*	*Over $5,000,000*
Project Package 6. W192 Marketing Program.	*Not applicable*	*Not applicable*
Initial Work Program Subtotal	*$760,00*	*Over $7,500,000*
2013 TIF Revenue for Work Program:	*$761,073*	
Estimated 2014 TIF Revenue:	*$1,330,000 - $1,550,000*	

Allocation of costs



Logan Simpson Design Inc.