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Public Process

APPENDIX 4

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*



Overall Process

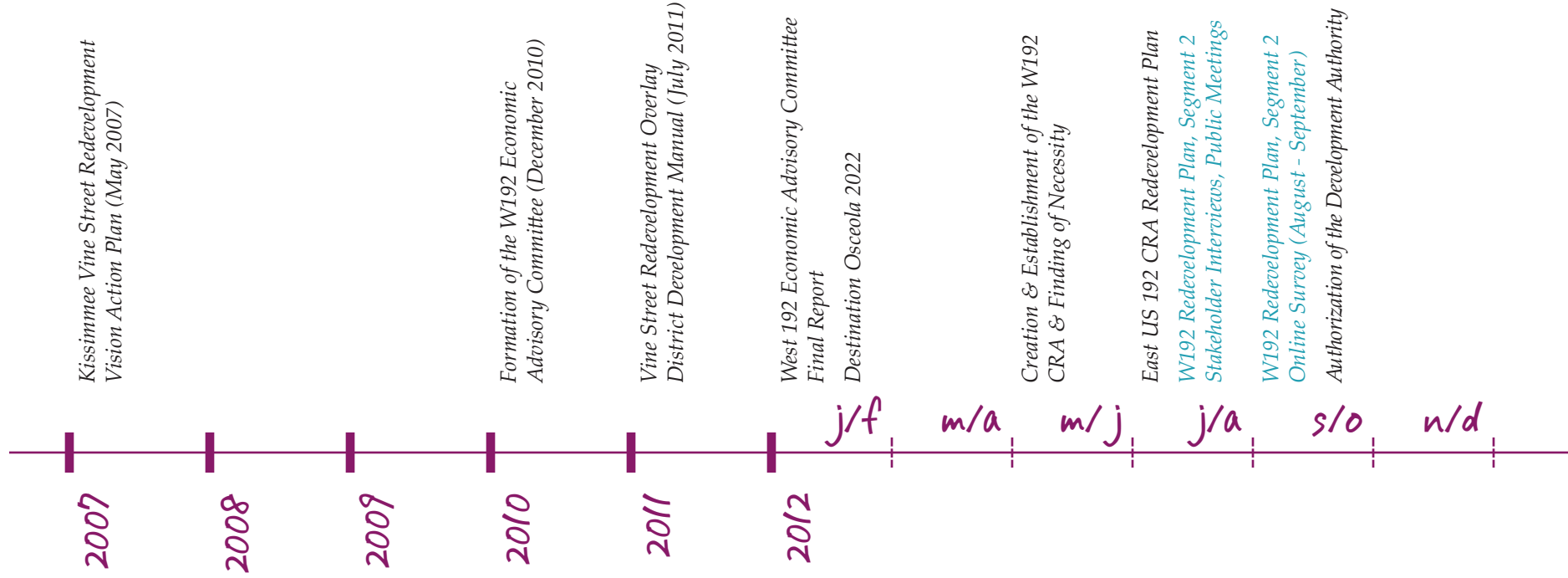
The W192 Economic Advisory Committee (EAC) was established by the BOCC by Resolution 10-153R in December of 2010. The Commissioners recognized the need for direct intervention in the Corridor. Committee membership was structured around stakeholder organizations to provide an efficient and productive 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.

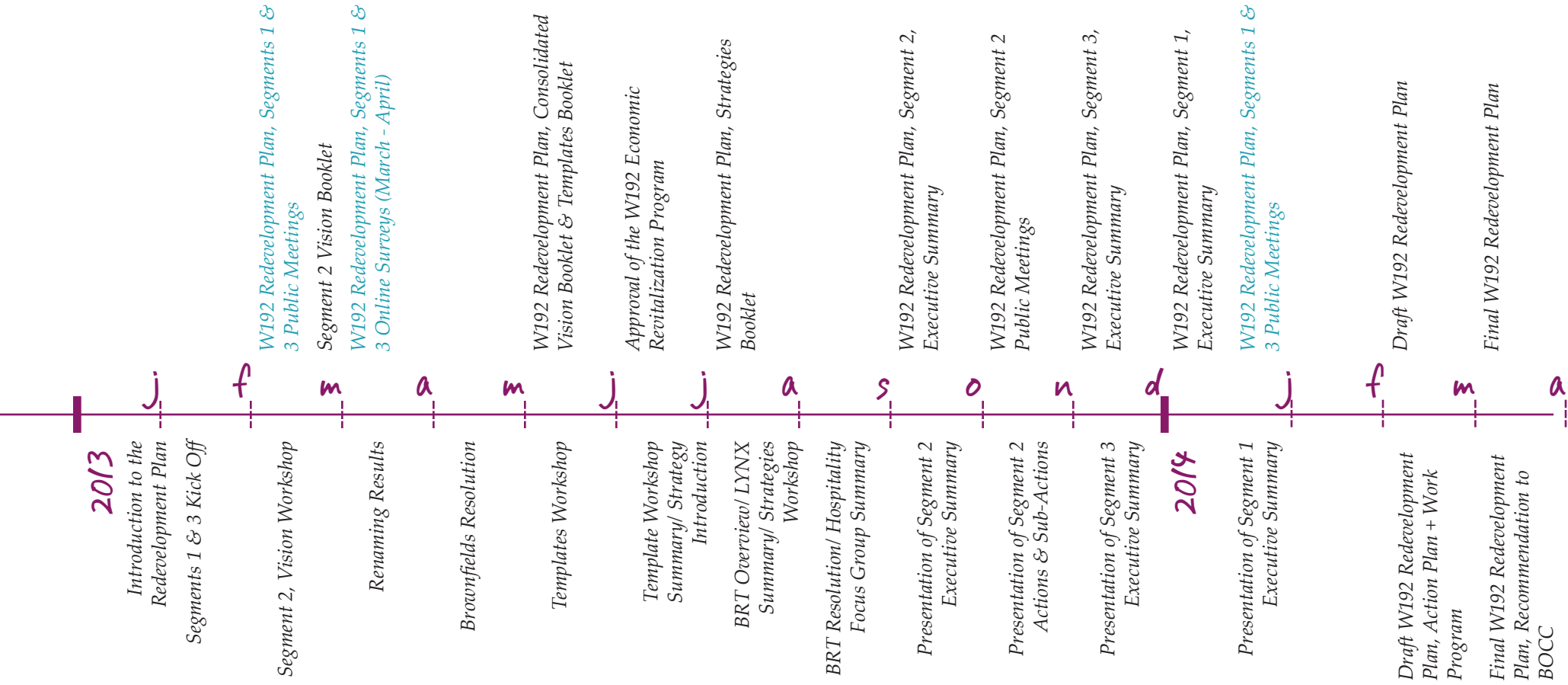
In July of 2013, the BOCC approved a resolution designating the W192 Development Authority District as an area eligible to receive state revitalization funds. Subsequently, the W192 Development Authority was formed. The Development Authority is the management agency responsible to oversee all of the 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





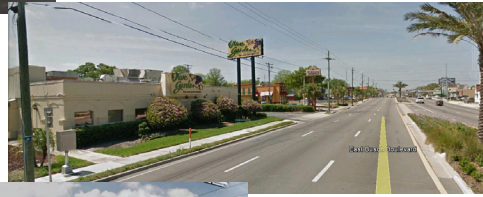


Public workshops

Over the course of the planning process, 11 public workshops were held for all segments, in multiple locations along the Corridor:

	<i>Segment 2, Workshop #1</i>	<i>August 28, 2012</i>	<i>9:00 - 11:00 AM 1:00 - 3:00 PM</i>	<i>Holiday Inn Main Gate East</i>
Vision	<i>Segment 1, Workshop #1</i>	<i>March 5, 2013</i>	<i>9:00 - 11:00 AM 1:00 - 3:00 PM</i>	<i>Ramada Gateway Inn</i>
	<i>Segment 3, Workshop #1</i>	<i>March 6, 2013</i>	<i>9:00 - 11:00 AM 1:00 - 3:00 PM</i>	<i>Embassy Suites ,Lake Buena Vista South</i>
	<i>Segment 2, Workshop #2</i>	<i>November 6, 2013</i>	<i>1:00 - 3:00 PM 6:00 - 8:00 PM</i>	<i>Embassy Suites ,Lake Buena Vista South</i>
Problem Statements, Strategies & Actions	<i>Segment 1, Workshop #2</i>	<i>January 29, 2014</i>	<i>12:00 - 2:00 PM 5:00 - 6:00 PM</i>	<i>Florida Hospital Nicholson Center</i>
	<i>Segment 3, Workshop #2</i>	<i>January 29, 2014</i>	<i>2:00 - 4:00 PM 5:00 - 6:00 PM</i>	<i>Florida Hospital Nicholson Center</i>

The Vision Workshops offered attendees a chance to identify comparable corridors with applicable design elements. The results of those workshops informed the Vision included as Appendix 2. The Actions Workshops helped prioritize and refine the action items for each Segment, and formed the foundation for the Work Plan for the Corridor.

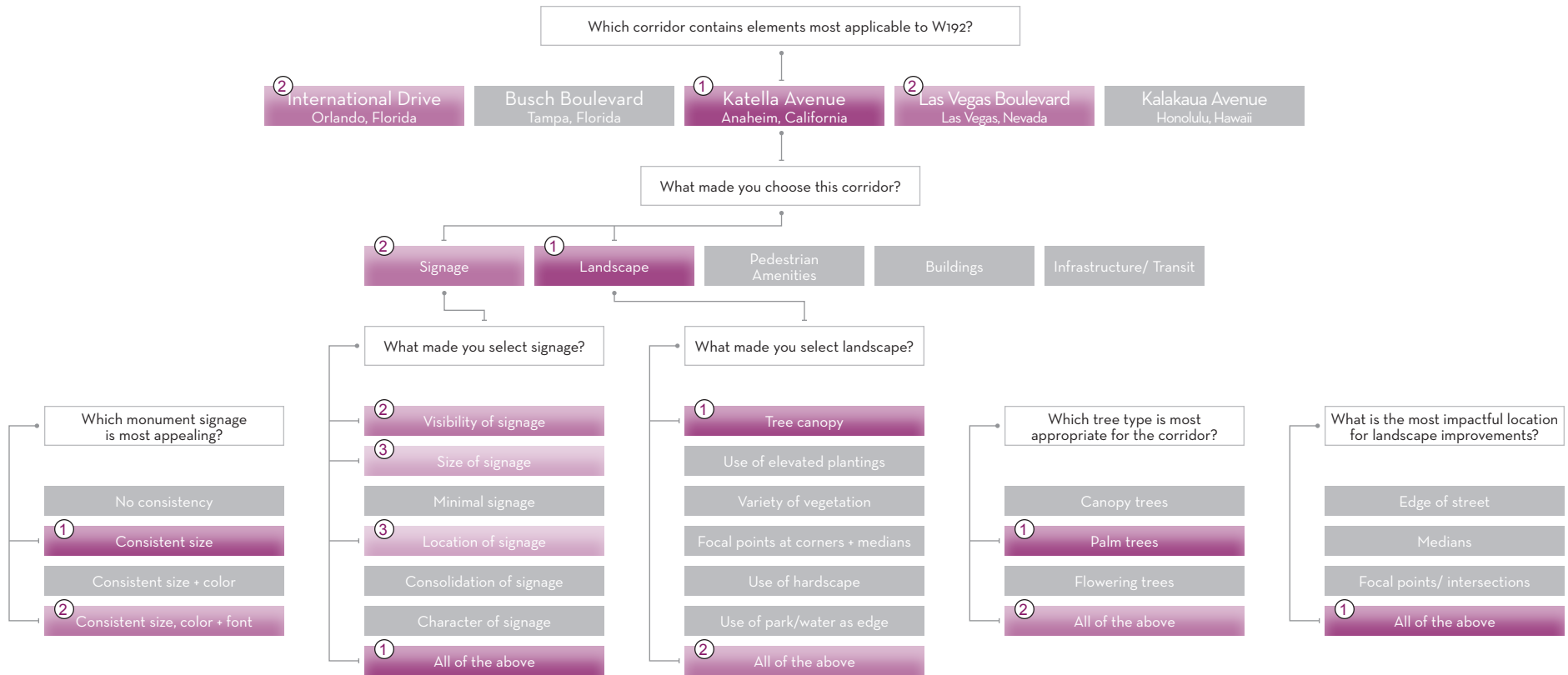


Segment 2 Vision Workshop, 28 August 2012

At Community Event #1, two polling sessions were held that identified elements and amenities that enhance tourist corridors. Images of five comparable tourist corridors were presented:

- International Drive in Orlando, Florida;
- Busch Boulevard in Tampa, Florida;
- Katella Avenue in Anaheim, California;
- Las Vegas Boulevard in Las Vegas, Nevada; and
- Kalakaua Avenue in Honolulu, Hawaii.

After these images were presented, attendees were asked to vote on “Which corridor contains elements most applicable to W192?”. In both sessions, Katella Avenue was the clear favorite, with International Drive and Las Vegas Boulevard capturing second and third places. The second question asked of attendees was “What made you choose this corridor?”. In both sessions, Landscape was chosen by the overwhelming majority, with Signage second. The following tier of questions focused on why attendees chose each of these elements, and what elements would be most appropriate for the W192 corridor. The flowchart of all presented questions and their results are shown at right.



Corridors Studied as part of the Visioning Workshops

International Drive	Orlando	Florida	Universal Studios, Sea World, Convention Center
Busch Boulevard	Tampa	Florida	Busch Gardens
Katella Avenue	Anaheim	California	Disneyland
Las Vegas Boulevard	Las Vegas	Nevada	Las Vegas Strip
Kalakaua Avenue	Mauui	Hawaii	Waikiki Beach/ Hawaii Convention Center
Ocean Drive	Miami	Florida	South Beach
Biscayne Boulevard	Miami	Florida	Beaches
Fowler Avenue	Tampa	Florida	Busch Gardens
International Drive (North)	Orlando	Florida	Universal Studios
Maitland Boulevard	Maitland	Florida	N/A
Orange Blossom Trail/ Sand Lake Road	Orlando	Florida	Universal Studios/ Florida Mall
Park Avenue	Winter Park	Florida	Downtown Winter Park
Daniels Road	Winter Garden	Florida	Winter Garden Village
E. Plant Street/ SR 438	Winter Garden	Florida	Downtown Winter Garden
Buena Vista Drive	Buena Vista	Florida	Walt Disney World
Orange Avenue	Orlando	Florida	Downtown Orlando/ Church Street
Beach Boulevard	Buena Park	California	Knotts Berry Farm
Sunset Boulevard	Los Angeles	California	Venice Beach/ Hollywood
Sea World Drive	San Diego	California	Sea World
Highway 111	Palm Desert	California	Palm Desert
Crown Valley Parkway/ Antonio Parkway	Irvine	California	Ladera Ranch Master Planned Community
Kings Dominion Boulevard	Doswell	Virginia	Kings Dominion
Pocahontas Trail	Williamsburg	Virginia	Busch Gardens/ Colonial Williamsburg/ Anheuser Busch
Hersheypark Drive	Hershey	Pennsylvania	Hershey Park/ Golf
Hamilton Boulevard	Allentown	Pennsylvania	Dorney Park/ Wildwater Kingdom

Monmouth Road	Jackson	New Jersey	Six Flags Great Adventure
Atlantic Avenue	Atlantic City	New Jersey	Atlantic City Boardwalk
Parkway	Gatlinburg	Tennessee	Gatlinburg Convention Center/ Great Smoky Mountains National Park
Broadway	Nashville	Tennessee	Downtown Nashville
Grand Amy of the Republic Highway	Sandusky	Ohio	Cedar Point
Kings Island Drive/ Kings Mills Road	Mason	Ohio	Kings Island
Euclid Avenue	Cleveland	Ohio	Downtown Cleveland
Lakeshore Drive	Chicago	Illinois	Downtown Chicago
Michigan Avenue	Chicago	Illinois	Downtown Chicago
Grand Avenue	Gurnee	Illinois	Six Flags Great America
Wisconsin Dells Parkway	Wisconsin Dells	Wisconsin	Water Parks & Theme Parks/ Lake Delton
Killebrew Drive	Minneapolis	Minnesota	Mall of America
State Street	Salt Lake City	Utah	Downtown Salt Lake City/ Temple Square
4th Street	Louisville	Kentucky	Fourth Street Live
US Highway 60	Lexington	Kentucky	Downtown Lexington/ Horse Capital of the World
US Highway 321/ 71/73 Parkway	Pigeon Forge	Tennessee	Great Smoky Mountains National Park
W 76/ Country Boulevard/ Main Street	Branson	Missouri	Downtown Branson/ Museums/ Golf/ Fishing/ Shopping
Kingshighway Boulevard	St. Louis	Missouri	Washington University Medical Center/ Forest Park/ St. Louis Zoo
Fifth Avenue	New York City	New York	Downtown Manhattan/ Central Park
Broadway	New York City	New York	Times Square/ Downtown Manhattan/ Soho
Park Avenue	New York City	New York	Downtown Manhattan/ Central Park
Main Street	Nantucket	Massachusetts	Downtown Nantucket
Main Street/ SR 3	Bar Harbor	Maine	Downtown Bar Harbor/ Acadia National Park
Avinguda Diagonal	Barcelona	Spain	Downtown Barcelona
Avenue des Champs Elysees	Paris	France	Downtown Paris
Rue Duffour Dubergier	Bordeaux	France	Historic Saint Pierre Quarter



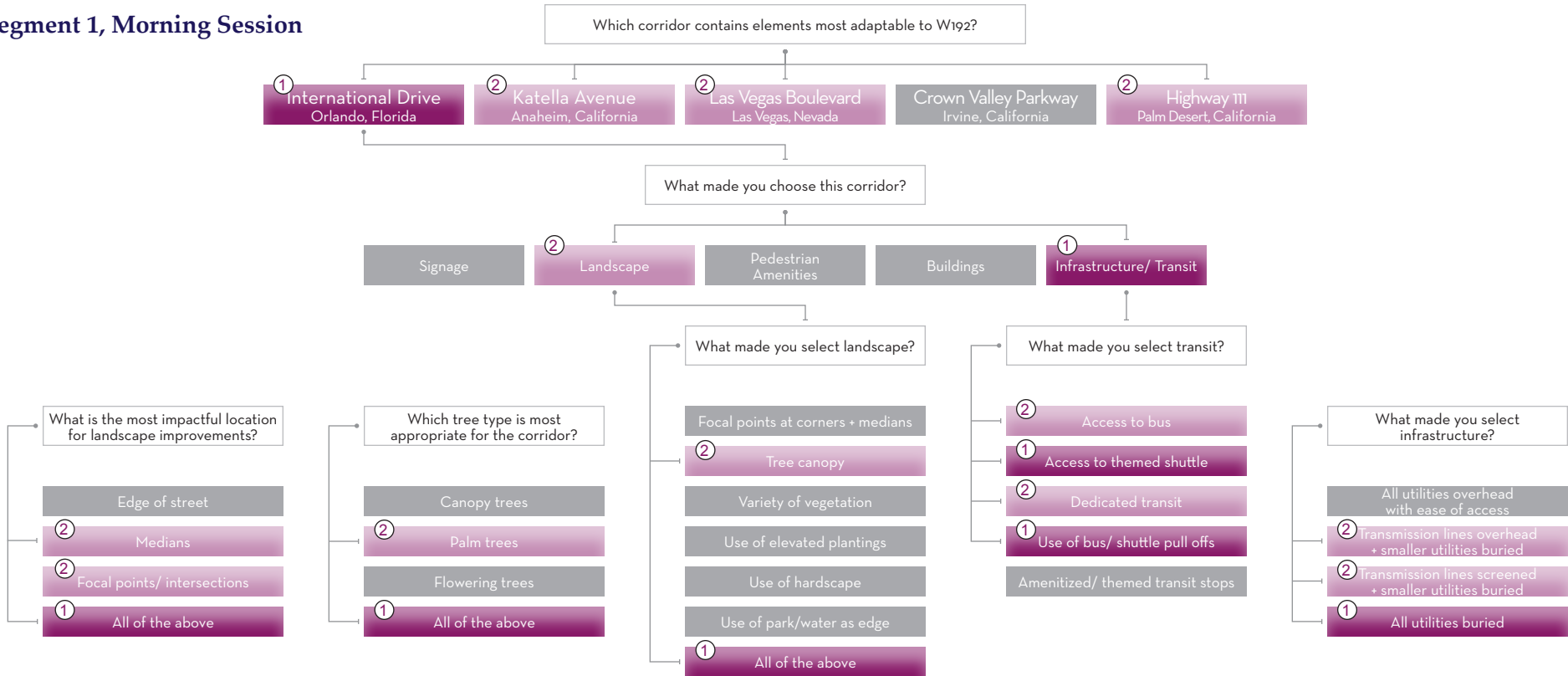
Segment 1 Vision Workshop, March 5, 2013

At Community Event #1, two polling sessions were held that identified elements and amenities that enhance tourist corridors. Images of five comparable tourist and leisure corridors were presented:

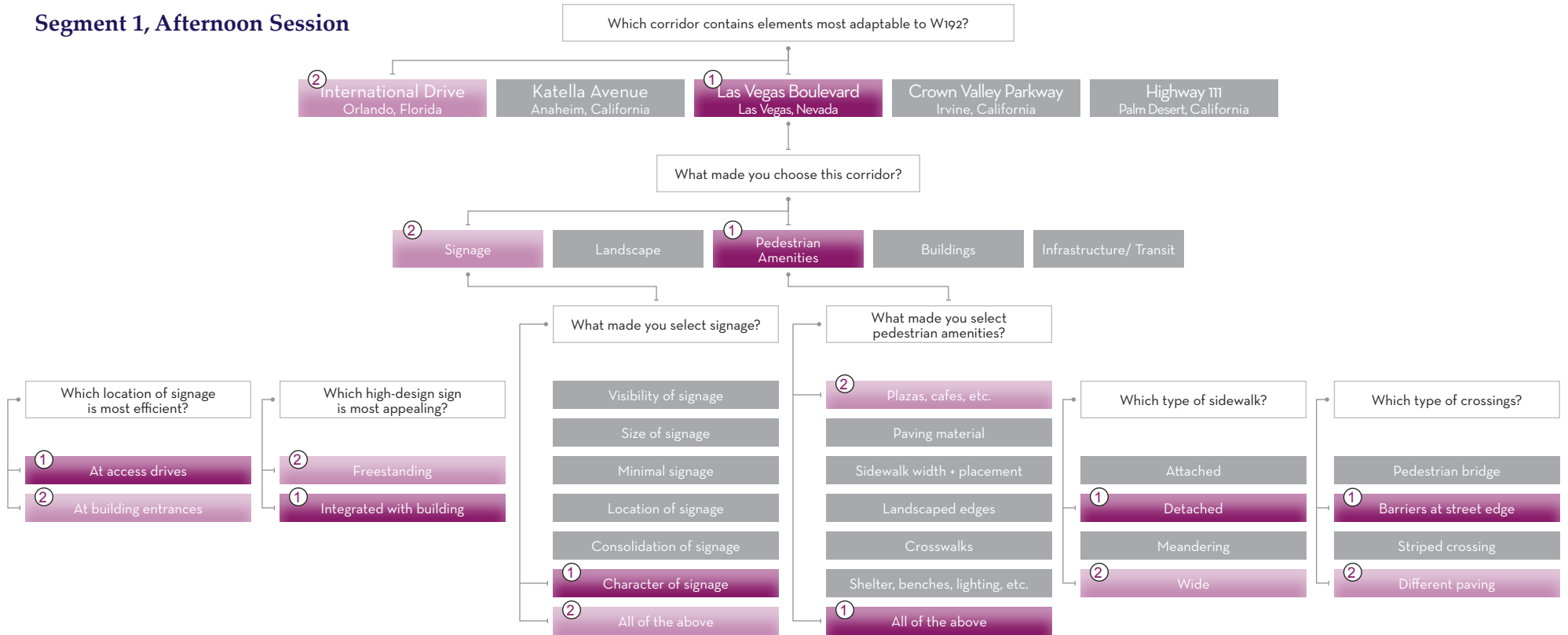
- International Drive in Orlando, Florida;
- Katella Avenue in Anaheim, California;
- Las Vegas Boulevard in Las Vegas, Nevada;
- Crown Valley Parkway in Irvine, California; and
- Highway 111 in Palm Desert, California.

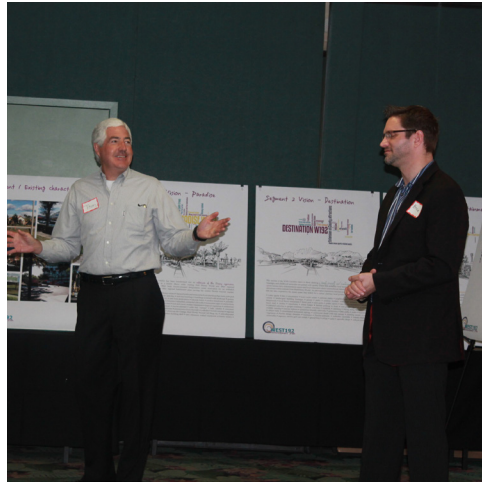
After these images were presented, attendees were asked to vote on “Which corridor contains elements most applicable to W192?”. In the first session, International Drive was the clear favorite, with three other corridors tying for second place. In the second session, Las Vegas Boulevard was the clear favorite, with International Drive capturing second place. The second question asked of attendees was “What made you choose this corridor?”. In regards to International Drive, Infrastructure/ Transit was chosen by the majority, with Landscape second. In regards to Las Vegas Boulevard, Pedestrian Amenities was chosen as the main reason. The flowchart of all presented questions and their results are shown on the following pages.

Segment 1, Morning Session



Segment 1, Afternoon Session







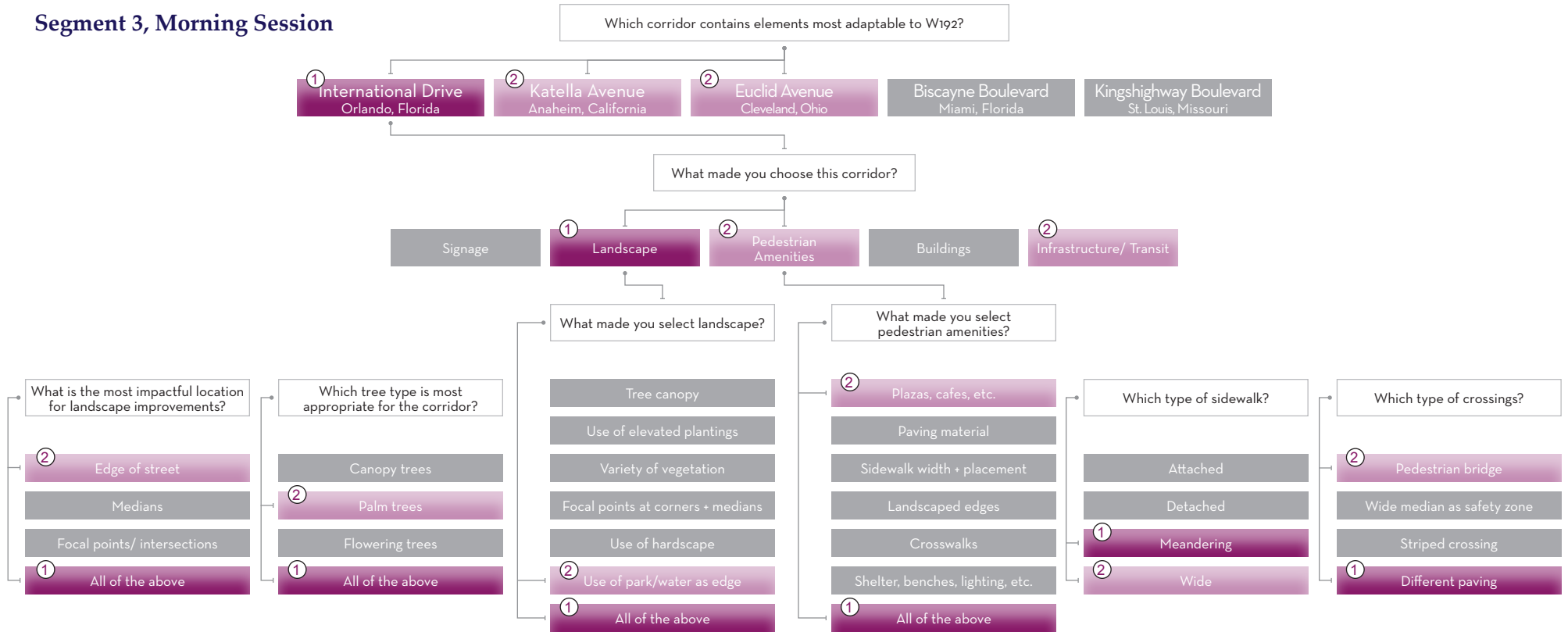
Segment 3 Vision Workshop, March 6, 2013

At Community Event #1, two polling sessions were held that identified elements and amenities that enhance tourist corridors. Images of five comparable tourist and residential corridors were presented:

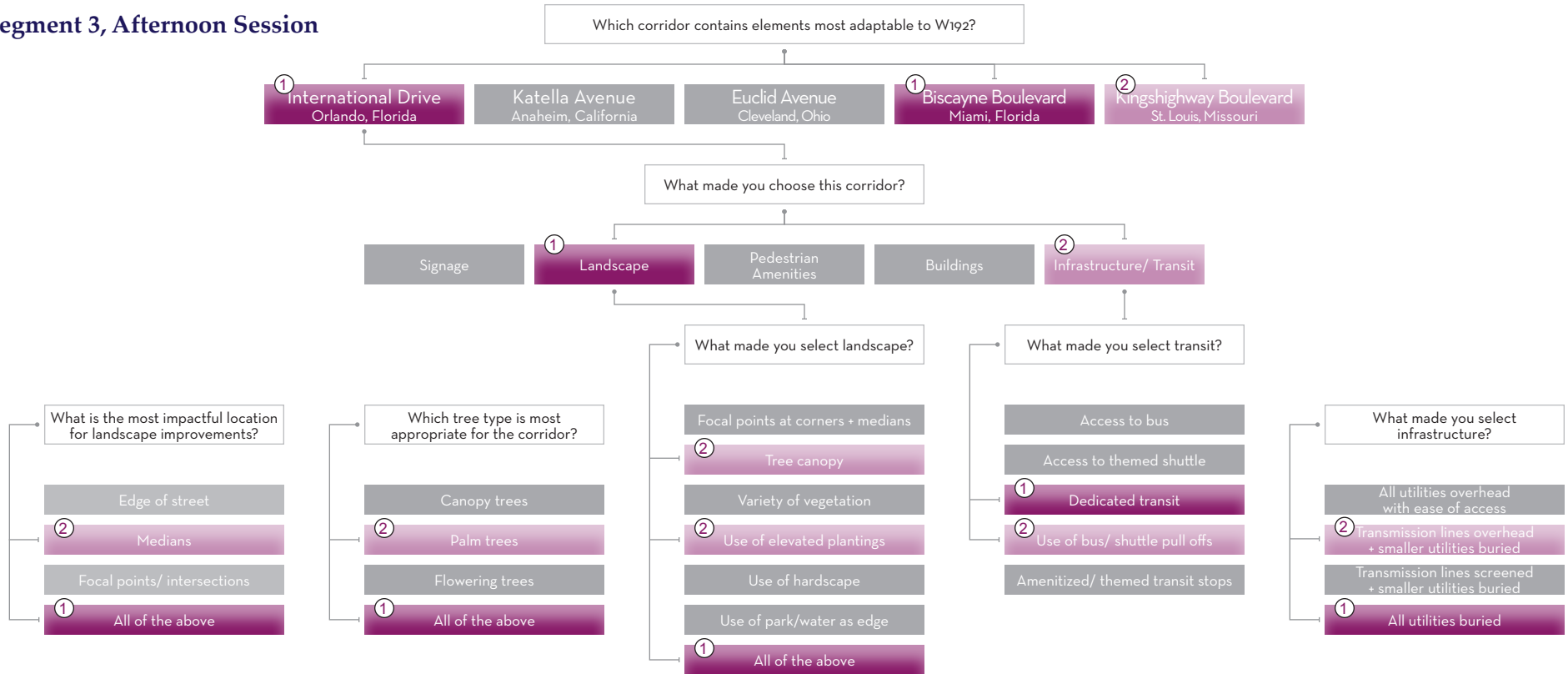
- International Drive in Orlando, Florida;
- Katella Avenue in Anaheim, California;
- Euclid Avenue in Cleveland, Ohio;
- Biscayne Boulevard in Miami, Florida; and
- Kingshighway Boulevard in St. Louis, Missouri.

After these images were presented, attendees were asked to vote on “Which corridor contains elements most applicable to W192?”. In the first session, International Drive was the clear favorite, with Katella and Euclid Avenues tying for second place. In the second session, International Drive and Biscayne Boulevard tied as the favorite, with Kingshighway Boulevard capturing second place. The second question asked of attendees was “What made you choose this corridor?”. In regards to International Drive, Landscape was chosen by the majority, with Infrastructure/ Transit and Pedestrian Amenities coming in second. The flowchart of all presented questions and their results are shown on the following pages.

Segment 3, Morning Session



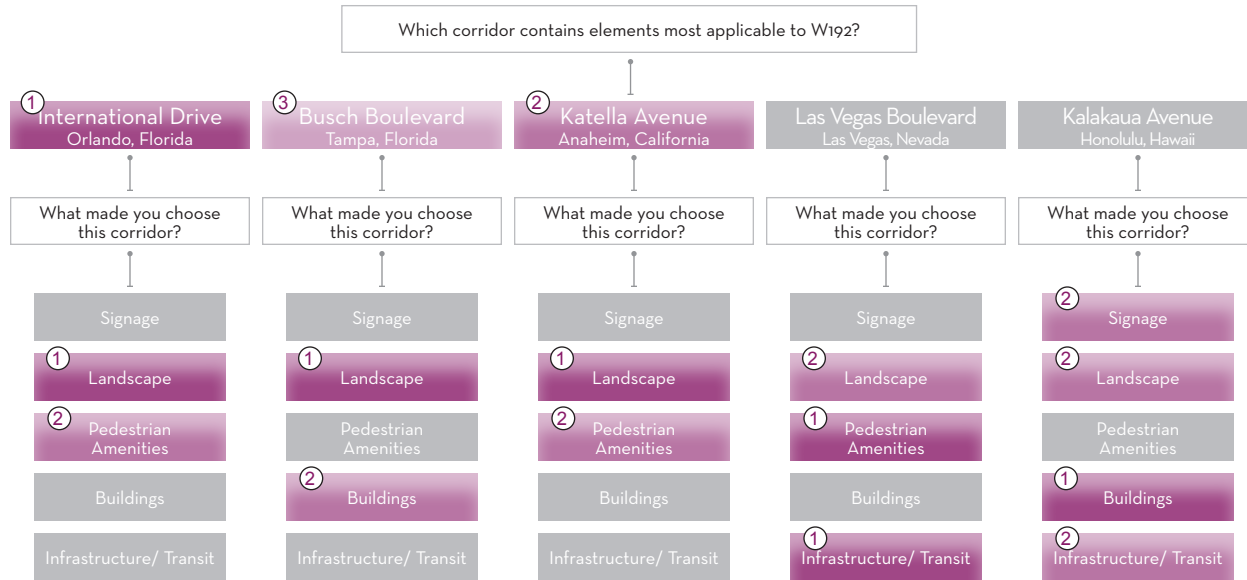
Segment 3, Afternoon Session





Online Survey Summary

Supplemental to the public workshops, the online survey allowed the planning team to reach a larger audience. The survey was structured in the same way as the polling presentations from the workshop, and the results for each segment are shown on the following pages.



**Segment 2 Problem Statements, Strategies & Actions
Workshop, November 6, 2013**

A second round of Public Workshops was held for Segment 2 of the W192 Corridor in November 2013. The purpose of the Public Workshops was to present the Segment's Problem Statements, Strategies, and corresponding Actions to stakeholders. Their comments and reactions helped refine the Actions prior to approval by the Development Authority at their monthly meeting on November 7, 2013.

In order to notify stakeholders, business owners, and residents of the meeting, a 5-prong, multi-media notification approach was used. For each workshop, 3 rounds of direct e-mails, 2 rounds of reverse 911 phone calls, 2 newspaper advertisements, 40 direct calls to hotels and motels within Segment 2, Facebook updates, and updates to the West 192 Redevelopment Plan website.

Participants reviewed each strategy and provided specific comments, as listed on the facing page.

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 destination.*

action	sub-action	comment
1. Destination District/ Catalyst Site Incentives & Guidelines	<i>1a. Destination District Development.</i>	<ul style="list-style-type: none"> • Include non-tourism focused businesses too. We [are] already too heavily dependent on low wage, tourist-dependent jobs. We need to think beyond Mickey Mouse. • For those of us who live here, we spend time and money here, too. • Means to get there – similar to Disney “Magic Express.”
	<i>1b. W192 Destination District & Catalyst Economic Development Program.</i>	<ul style="list-style-type: none"> • We need an entertainment retail district with live-work units. • Include moderate cost housing. Could be above retail outlets.
2. Development-Ready Sites	<i>2a. Development-Ready Sites Initiative.</i>	<ul style="list-style-type: none"> • Streamline [the] development process with [the] County (fast-track program).

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.*

action	sub-action	comment
1. District-Wide Business Plan	1a. Business Plan.	<ul style="list-style-type: none"> • Technology-centered, interactive attraction. • Gambling Centers –Las Vegas Style. <ul style="list-style-type: none"> • No [gambling]! It's a slippery slope. • No gambling centers!!! Tourism is family-oriented. • No minimum wage jobs. We want the people working in the tourism jobs to be able to afford to live here, and to want to stay here, not in Polk County. • Family-created like Destin with restaurants, water fun, theaters entertainment venue, concerts...
2. District-Wide Financial Incentive Package	2a. Predevelopment Matching Fund.	<ul style="list-style-type: none"> • Investor incentives to go towards property (improvements, or demolition etc.). • Incentives for those wanting to improve property. • Current business should have “top billing” – financial help with improvements if necessary. • No cash incentives to move here! – help businesses we have! • Investment match up to \$10k?
	2b. Speculator Fees.	<ul style="list-style-type: none"> • This is a great idea! • Create incentives to “out of state” companies to buy into owning a piece of Florida’s tourist business by buying property from current owners and then developing it. Help “out of state” businesses with prep work to combine companies in order to get sufficient funds to fund project.
	2c. District-Wide Business Grant Program.	<ul style="list-style-type: none"> • Grant should be utilized to improve types of businesses in this area.

Strategy 3. Upgrade, repurpose, reposition, and preserve existing small hotels that are compatible with the future of the Corridor.

action	sub-action	comment
<i>1. Development Authority Business Assistance</i>	<i>1a. Identify necessary changes to the Façade Improvement Grant Program.</i>	<ul style="list-style-type: none"> • Please revisit and re-fund the program and lift restrictions. • Ease the process. • Yes, and too many HUD/wage/labor hoops to get help.
	<i>1b. Enhance Signage Assistance within the FIGP.</i>	<ul style="list-style-type: none"> • Remove blue signs.
	<i>1c. Promote Façade Improvement Grant Program</i>	<ul style="list-style-type: none"> • See comments in #1. • Fix signs or have removed. Ugly eye sores.
<i>2. Existing Business Redevelopment Support Program</i>	<i>2a. Repurpose Program Assistance.</i>	<ul style="list-style-type: none"> • See comments in #1.
	<i>2b. Land Acquisition Assistance.</i>	<ul style="list-style-type: none"> • Especially for those already living (and therefore investing) here.

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.*

action	sub-action	comment
1. W192 Target Marketing	1a. W192 Marketing Campaign.	<ul style="list-style-type: none"> • Market to and about Osceola County’s natural resources – County parks, hiking, bird watching very popular to international visitors. Also keeps visitors IN Osceola County! • Promote hotels rather than decaying vacation homes. Vacation homes tend to not “eat out” at restaurants. • Tax revenue better if folks eat at restaurants and other venues. Need more family-oriented outdoor activities (Think Destin). • Work with Osceola County to brand the community to help drive the Brand message and promise to visitors – Use Experience Kissimmee [as] the conduit to market the Brand regionally, nationally, and internationally. • Great idea, also get the word out about [redevelopment] itself. • Combine entertainment with the heritage of Osceola County –Cowboy theme, wildlife endangered birds, etc.

action	sub-action	comment
<i>2. Wayfinding & Information</i>	<i>2a. W192 Wayfinding & Information.</i>	<ul style="list-style-type: none"> • Kiosks at transit stations [are] a good idea. Phone apps that can be downloaded [are] also good. Smartphones [are a low-cost] tool. • A flyover entrance that welcomes visitors at both ends of W192. • No, unless pedestrian. • Get informational brochures about Osceola County's animals, birds, butterflies, etc. in places where people can easily get them, such as Shingle Creek Welcome Center. Free to the County. • Make maps, kiosks, etc. very simple, but accurate.
<i>3. Art/ Marketing Program</i>	<i>3a. Artwork.</i>	<ul style="list-style-type: none"> • Native landscaping is [the] most beautiful artwork there is! • Create [an] artists' center and feature local artists –murals, digital media, etc. • Include/expand local farmers' markets and craft shows to attract local residents – like Winter Park does, etc. • Art in public places, themed like Chioque's Bulls. We could do bronze statues of cowboys [and] add to history of Osceola. <ul style="list-style-type: none"> • No bull. • Work with local schools to display their art – [and] promote the community. <ul style="list-style-type: none"> • Yes.

Strategy 5. Design aesthetics and amenities to create an environment supportive of existing businesses and to improve the Corridor's competitive advantage.

action	sub-action	comment
1. Signage Code	1a. Consolidate & Redesign Signs.	<ul style="list-style-type: none"> • Make sure they're tall enough to see. • Keep in mind Brand standards for flagged properties – consider financial assistance not grandfather. Tear down signs for nonexistent businesses. • [Referencing Graphic 5-1a] Good. No names higher than indicated here. Limit square footage.
	1b. Billboards.	<ul style="list-style-type: none"> • Limited digital use (it's distracting!). • Sequenced digital signs work only for the sign that is on when I drive by. How will I get my message out there if I am dark when a car drives by not to return again? • [Referencing Map 5-1b] Good development with building-integrated digital signage.
2. Sign Acquisition Program	2a. Sign Acquisition Program.	<ul style="list-style-type: none"> • Designate for community events/civic events. • Monument signs – listing all stores or businesses –similar to International Dr. • Consolidate signs.

action	sub-action	comment
3. Streetscape Improvements	3a. Streetscape Standards.	<ul style="list-style-type: none"> • Do not use oaks with large root systems. Prefer palms and low flowering. • Do something with [the] dead end frontage road at 7470 West 192 and area between to 192. • More planting in center median. • Get rid of invasive plants! • Use more native plants and diverse, native plants. • [Referencing Map 5-3a] Needs more beautification. • [Referencing Map 5-3a] To muffle noise, use diverse trees, not palms. • [Referencing Map 5-3a] Park-like landscape treatment is good!
	3b. Transit Streetscape.	<ul style="list-style-type: none"> • Not template B –too dangerous. • [Referencing Map 5-3b] Plants muffle noise • [Referencing Graphic 5-3b] Planter with native plants • [Referencing Graphic 5-3b] Too much concrete • [Referencing Graphic 5-3b] Hot and noisy in circle.
4. Access/ Mobility Improvements	4a. Preliminary Access Management & Mobility Improvements.	<ul style="list-style-type: none"> • Like the access closures for safety.
5. Electrical Distribution Lines Burial	5a. Utility Code Update.	<ul style="list-style-type: none"> • Get rid of sky trash –clutter, lines, poles, etc. • Go underground –will also aid during hurricanes!

Strategy 6. *Develop a tourism zone overlay allowing uses oriented towards creating a cohesive tourism district.*

action	sub-action	comment
1. Land Use Code Update	1a. Land Use Code Revisions.	<ul style="list-style-type: none"> • Agree to discourage local pawn shops, “massage” parlors, etc. • Decide how “high” we want to build. 5 story? 12 story? Unit. • Write it into the Land Use Code: “Encourage native plants.” Discourage planting of invasive plants such as Mexican Petunia, Taro, Washington Palms, and others. • Better landscaping of property adjacent to property line and edge of 192 – example: area between frontage road at 7470 192 West and Black Angus restaurant. Use as potential trolley type transport turn area? • Number 1 issue. • Better and more and more diverse native landscaping.

Strategy 7. *Phase transportation upgrades over time to provide additional mobility, a focus on new transportation hubs, branding and marketing opportunities, transportation connections, and integration with ongoing transportation plans.*

action	sub-action	comment
1. Phased Transit Service	1a. Transit Service Improvements.	<ul style="list-style-type: none"> • Template B • Transport in the middle of 192 with people having to walk across 192 is suicide. When people do not stop for a fire truck with lights and siren on they will not stop for people. <ul style="list-style-type: none"> • Yes. • Reduce Phase 1 and implement Phase 2 ASAP, then Phase 3 accordingly. "Trolley" style is attractive to tourists. Whereas "bus" style attracts locals. <ul style="list-style-type: none"> • Yes • Concentrate on transit to attractions that cost to park. <ul style="list-style-type: none"> • Yes • Need pedestrian flyovers that will help move foot traffic to the transportation hub. Parking decks – transportation to airport and to theme parks. • Include bicycle-friendly lanes to encourage foot traffic/ encourage people to get out and walk, to visit local businesses! <ul style="list-style-type: none"> • Yes • Good • Use trolley, similar to I-Drive or like OIA. • [Referencing Map 7-1a] Phase 3. Make stops off roadway.

**Segment 1 Problem Statements, Strategies & Actions
Workshop, January 29, 2014**

A second round of Public Workshops was held for Segment 1 of the W192 Corridor in January 2014. The purpose of the Public Workshops was to present the Segment's Problem Statements, Strategies, and corresponding Actions to stakeholders. Their comments and reactions helped refine the Actions prior to approval by the Development Authority at their monthly meeting on January 30, 2014.

In order to notify stakeholders, business owners, and residents of the meeting, a 5-prong, multi-media notification approach was used. For each workshop, there were a series of direct emails, reverse 911 phone calls, newspaper advertisements, and updates to the West 192 Redevelopment Plan website and Facebook pages.

Participants reviewed each strategy and provided specific comments, as listed on the following pages.

Strategy 1. *Advance development requirements within Segment 1, 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.*

action	sub-action	comment
1. Land Use Code Update	<i>1a. Land Use Code Revisions.</i>	<ul style="list-style-type: none"> • Plan building design for each area that stands out • Prohibit massage parlors etc. • Allow some housing to serve local area
2. Signage Code	<i>2a. Consolidate & Redesign Signs.</i>	<ul style="list-style-type: none"> • Yes –allow directional signs to businesses behind • Do not allow compliant signs to be hidden by vegetation (for the sake of business owners)
	<i>2b. Billboards.</i>	<ul style="list-style-type: none"> • Remove billboards that rotate and make noise • Have consolidated billboards (electronic) near stop signs to eliminate “rubber necking”
4. Streetscape Improvements & Completion	<i>4a. Streetscape Standards.</i>	<ul style="list-style-type: none"> • Streetscape like Segment 2 from development west of I-4 to 429 on both sides of 192
	<i>4b. Transit Streetscape.</i>	<ul style="list-style-type: none"> • Layout the walkways that people want to walk. No signs with colorful plants as in display copy book
5. Electrical Distribution Lines Burial	<i>5a. Utility Code Update.</i>	<ul style="list-style-type: none"> • Underground lines, for sure!

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.*

action	sub-action	comment
2. Retrofit of Transportation Directional Signage	<i>2a. Identification of Hierarchical Tourist Transportation Structure.</i>	• Divert Disney traffic from 192 to 429 (bottleneck from 429 to I-4 discourages locals from utilizing businesses)
	<i>2b. Coordination with FDOT, Orange County, OOCEA and OCX.</i>	• Big Picture. Think for the next 50 years and future transportation now! Plan major areas along 192, which would be main stops for transportation
	<i>2c. Installation of Key Signage Improvements.</i>	• Think out of the box on key signage improvement for direction/location of areas.

Strategy 3. *Focus on transit, shuttles, and automobile mobility and connectivity. Construct continuous sidewalks as an option, even where no development currently exists. Initiate transit station improvements on the Corridor and within large commercial and entertainment venues. Promote walkable environments within these commercial and entertainment venues. Increase regional transportation linkages by phasing transportation upgrades over time. This will provide additional mobility, transportation hubs, regional connections, and integration with ongoing transportation plans.*

action	sub-action	comment
1. Commercial and Entertainment Venue Designations	<i>1a. Commercial and Entertainment Venue Incentives.</i>	<ul style="list-style-type: none"> • Movie theater complex • Official overlay zone in code? • Make public transportation improvements and connectivity a priority
2. Commercial and Entertainment Venue Design Standards	<i>2a. Commercial and Entertainment Venue Design Standards.</i>	<ul style="list-style-type: none"> • Can we negotiate with DRI's individually?
3. Phased Transit Service	<i>3a. Transit Service Improvements.</i>	<ul style="list-style-type: none"> • Bus/Trolley/BRT • Stations in development

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; and coordinate streetscape improvements along unimproved areas.*

action	sub-action	comment
1. Reedy Creek Frontage Improvements/ Marketing Program	1a. Reedy Creek Wayfinding & Information.	<ul style="list-style-type: none"> • Loop trail through Celebration / special events / signage • Locational signs to be like Shingle Creek

Strategy 5. *Promote the W192 vision, brand, and marketing strategies, and encourage partnerships between businesses in Segment 2 to enhance a sense of connection to the remainder of the Corridor, as well as to amenities and attractions within Segment 1.*

action	sub-action	comment
1. W192 Target Marketing	<i>1a. W192 Marketing Campaign.</i>	<ul style="list-style-type: none"> • Concern with marketing attributed with the idea of “middle class.” As we improve West 192 we may not want to attract middle class –vacation homes particularly on west end are priced for an AHHI from 150K –that is an affluent market –we also want to attract Flagship hotels that have higher A.D.R. What is Experience Kissimmee marketing to only middle class 50-75K HHI? I think not. • Use beautification strategy improvements throughout Segment, including area between I-4 and Old Lake Wilson Rd. to US-27 • Vacation homes account for 43% of TDT collections. There are more than 4,000 rental homes in Osceola County. Most of these homes are in Section 1 and are critical to our tourism market. • Partnership between timeshare/vacation homes and businesses
2. Partnerships	<i>Identify Strategic Business Partnerships within the Corridor.</i>	<ul style="list-style-type: none"> • Work with Disney / Co-market / Their front door
3. Business Assistance	<i>3a. Identify Necessary Changes to the Façade Improvement Grant Program.</i>	<ul style="list-style-type: none"> • Doesn't fund parking lot improvements (and should)
	<i>3c. Promote Façade Improvement Grant Program.</i>	<ul style="list-style-type: none"> • Market this.

**Segment 3 Problem Statements, Strategies & Actions
Workshop, January 29, 2014**

A second round of Public Workshops was held for Segment 3 of the W192 Corridor in January 2014. The purpose of the Public Workshops was to present the Segment's Problem Statements, Strategies, and corresponding Actions to stakeholders. Their comments and reactions helped refine the Actions prior to approval by the Development Authority at their monthly meeting on January 30, 2014.

In order to notify stakeholders, business owners, and residents of the meeting, a 5-prong, multi-media notification approach was used. For each workshop, there were a series of direct emails, reverse 911 phone calls, newspaper advertisements, and updates to the West 192 Redevelopment Plan website and Facebook pages.

Participants reviewed each strategy and provided specific comments, as listed on the following pages.

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.*

action	sub-action	comment
1. Neighborhood Business District Designation	<i>1a. Neighborhood Business District Incentives.</i>	<ul style="list-style-type: none"> • These seem very costly. Typical funding is usually façade improvement and streetscape redesign. How will these work (i.e. planning and design assistance?) • Eliminate massage parlors in “neighborhood” business districts.
2. Land Use Code Update	<i>2a. Land Use Code Revisions.</i>	<ul style="list-style-type: none"> • Highway frontage best use is not non-profits. • Frontage roads push development away from the streetscape –rear access requirements, neighborhood connectivity and increasing FARs will help create the “vision” in your graphics.

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.*

action	sub-action	comment
1. Residential Development Incentive Package(s)	<i>1a. Residential Development Incentives Package(s).</i>	<ul style="list-style-type: none"> • How is a CRA funded if a tax freeze exists? Tax increases are CRA funds, by definition • Please check on Orlando's 12 year tax incentive program for housing assistance.
2. Housing Assistance Program	<i>2a. Homeless Housing Program.</i>	<ul style="list-style-type: none"> • Why is a homeless housing program a responsibility of a CRA and not the County? Aren't improvements a CRA's responsibility and enforcements the County's? • Solving this problem is critical to short and long term success
	<i>2b. Housing Counseling.</i>	<ul style="list-style-type: none"> • Many families need guidance in acquiring and maintaining housing
3. Affordable Housing Development Incentives	<i>3a. Rental Housing Production & Preservation.</i>	<ul style="list-style-type: none"> • Very important. Tax incentives and infrastructure improvements can help.
4. Neighborhood Street Connections	<i>4b. Infrastructure Improvements.</i>	<ul style="list-style-type: none"> • Improved streetscape will help.

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.*

action	sub-action	comment
1. Enforcement Policy	<i>1a. Develop Departmental Policy & Training.</i>	<ul style="list-style-type: none"> This should be County responsibility and not funded with CRA monies, but will improve the Segment.
2. Additional Law Enforcement	<i>2a. Law Enforcement Presence.</i>	<ul style="list-style-type: none"> Address needs for satellite Law Enforcement presence. Great idea Police should implement 509 code
3. Social Support Services	<i>3a. Service Industry Support Program.</i>	<ul style="list-style-type: none"> This is badly needed I support any social support efforts –the area greatly needs them, but aren’t County services available?

Strategy 4. *Repurpose, reposition, or upgrade properties in support of the overall vision of the Segment.*

action	sub-action	comment
1. Business Assistance	<i>1a. Identify necessary changes to the Façade Improvement Grant Program.</i>	<ul style="list-style-type: none">• This is huge and will make the greatest impact on the area! Great!

Strategy 5. *Emphasize, market, and expand key tourist elements fronting W192 including Shingle Creek as a community asset and focal point.*

action	sub-action	comment
1. W192 Target Marketing	<i>1a. W192 Marketing Campaign.</i>	<ul style="list-style-type: none">• You're missing the County's greatest asset –natural resources. This appeals to tourist, too! Add it to the list! Parks/trails maps, etc.• Unify Segments and connect to the coast –one name 192 –Coastal theme• Promote enjoyment of Shingle Creek Regional Park and multitude of natural resources.• Market and promote Shingle Creek.

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.*

action	sub-action	comment
1. Signage Code	<i>1a. Consolidate & Redesign Signs.</i>	<ul style="list-style-type: none"> This is a good idea. Simple and uncongested is better. [Referencing Graphic 6-1a]: Huge improvement.
	<i>1b. Billboards.</i>	<ul style="list-style-type: none"> As few as possible. [Referencing Graphic 6-1b]: Keep signage simple and uncongested
2. Sign Acquisition Program	<i>2a. Sign Acquisition Program.</i>	<ul style="list-style-type: none"> This is probably important for implementation of a good program.
3. District Streetscape Improvements & Relocation	<i>3a. Streetscape Standards.</i>	<ul style="list-style-type: none"> This is needed. [Referencing Graphic 6-3a]: If this is the choice the plan should reflect the palm-enhanced graphic. [Referencing Graphic 6-3a]: This could be great! And would be distinct
	<i>3b. Transit Streetscape.</i>	<ul style="list-style-type: none"> LYNX doesn't track real-time yet. This should not be funded at all by the CRA. LYNX is paid to do this. [Referencing Graphic 6-3b]: Great!
4. Access/ Mobility Improvements	<i>4a. Preliminary Access Management & Mobility Improvements.</i>	<ul style="list-style-type: none"> All of these are important

Strategy 7. *Encourage a range of new residential development, including housing types, which would appeal to the Corridor's workforce. Integrate adjacent neighborhoods with the Corridor by improving feeder streets and expanding neighborhoods onto the Corridor.*

action	sub-action	comment
1. Phased Transit Service	<i>1a. Transit Service Improvements.</i>	<ul style="list-style-type: none">• Transit hub at Osceola Square was just removed in December. Too close to Kissimmee Intermodal Station –duplicative. Prefer that you ensure that all Disney buses make it to Kissimmee Intermodal ([County] is working on this!)

