



Leisure

VOLUME 2



The logo for WEST 192 features a stylized 'W' composed of concentric, overlapping brushstrokes in shades of blue, yellow, and purple. To the right of this graphic, the text 'WEST 192' is written in a bold, teal, sans-serif font. Below 'WEST 192', the words 'Redevelopment Plan' are written in a purple, cursive script font.

WEST 192 Redevelopment Plan

Prepared for the W192 Development Authority

Volume 2, Segment 1, Leisure

Osceola-Polk County line to I-4



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context

This W192 Redevelopment Plan for Segment 1 is designed to provide a forward-looking Plan with a targeted focus. The Redevelopment Plan reflects more than two years of work with stakeholders and committees. The Plan provides a vision for the future character of this developing Segment stemming from a set of realistically attainable Strategies and Actions. The Plan provides the Development Authority and the Board of County Commissioners (BOCC) with a grounded roadmap for Strategies and Actions that support new, emerging neighborhoods and commercial centers while enhancing key tourism operations. It recognizes the unique tourism market and conditions that exist within this Segment and its proximity to the largest tourism venues in the nation. This locational advantage is combined with outdoor, cultural, tourism and historic attributes that are unique to Osceola County.

The Plan provides focus to an already successful, emerging area. The Segment's Strategies ensure a coordinated approach with the Actions associated with Segment 2's planned projects and tourism focus. A large portion of Segment 1's surrounding area has been developed as single-family and timeshare housing; hotels; and resorts. Parcels adjacent to Segment 1 have been developed as parts of isolated, individual Developments of Regional Impacts (DRIs), with uses ranging from small-scale tourist commercial to newer, large-scale retail centers. Both areas lack connections between. As Osceola County's primary tourism corridor and west entry to Walt Disney World, the Corridor's economic position must be reinforced and further connected to W192 Segments 2 and 3.

The coordinated development of future high quality mixed use centers; large housing and timeshare products; and tourism attractions served by an efficient transit system will help ensure the Segment's success. The Strategies and Actions below are targeted toward improving the economic vitality and viability of this Segment.







Vision

Segment 1 of the W192 Corridor 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. Transit will offer residents convenient access to neighborhood amenities within the area and connect to commercial areas along the Corridor. This area will be transformed into high-quality, vehicular focused, retail centers, and neighborhoods oriented to residents and tourists.

The beauty of the undeveloped, natural environment of Florida will remain the focus of this section of the W192 corridor. As the western edge of the County, this length of W192 serves as the western gateway to the Walt Disney World area. Protection, restoration, and enhancement of the existing native ecosystem will offer residents peaceful surroundings. Dense tree canopies, brightly planted medians, art, and minimal signage will offer travelers a respite from the high intensity bustle of the remainder of the Corridor. The Corridor's focus will be on the road and gateways.

The area will capitalize on ESPN's Wide World of Sports and related activities. Visiting teams will have their choice of hotels oriented towards larger groups. Teams competing in the numerous events hosted within ESPN's Wide World of Sports will choose to stay within this area of W192, due to its large number of sporting retailers, sports-themed restaurants, and proximity to practice facilities. Hotels and resorts will redevelop to cater to these larger groups, incorporating private grouped villas with amenities and services oriented towards amateur athletes. Other hotels on Disney property will continue to provide guests with a variety of choices, while additional integration and development of higher-end hotels will allow an increased number of visitors to stay along the Corridor.







The Problem

As properties have aged at the east end of the Segment, newer retail areas and hotels have been built as replacements further west, continuing a pattern of highway commercial with limited opportunities for transit and pedestrian connectivity. Large areas of land, while entitled, still remain vacant, and add to the lack of connectivity and consistent character. The BeautiVacation improvements have only been applied to the central stretch of the Segment; from Disney property to approximately Black Lake Road. Through Disney property and west of Black Lake Road has few or no sidewalks, and transitions to a rural highway cross section. Transit stops are unimproved, with no shelters, pedestrian amenities, or connecting sidewalks.

Generally, development does not front the Corridor, and for a significant portion of the Segment there are properties without direct access to W192. Limited reinvestment in amenities within Segment 1 prevents W192 from further evolving into a vital economic corridor. Even with these challenges, the larger redevelopment area has seen economic recovery related to timeshare and vacation homes. A focus must be redirected toward higher-end businesses and accommodations fronting W192.

The issues facing Segment 1 are demonstrated by five problem statements:

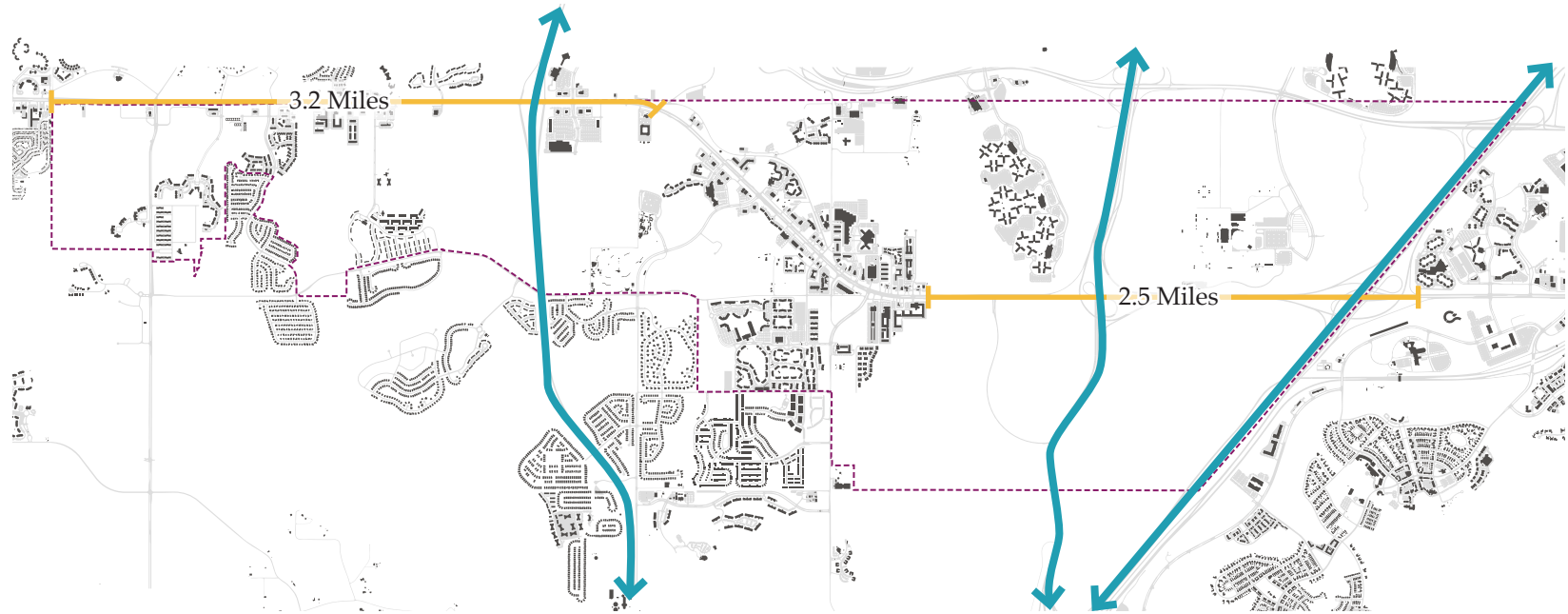


Problem Statement 1. Areas in Decline.

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.

Over half of the parcels within Segment 1 are now over 20 years old, and are located primarily at the central portion of the area, between Disney property and Black Lake Road. As part of the Finding of Necessity for the creation of the CRA, a comprehensive analysis was completed to identify blighted areas. The majority of these areas clustered within the central area of Segment 1.

Newer areas, and those parcels developed within the past five years, are located further west along the Corridor, and are isolated from the denser, tourist-supportive areas at the central portion of the Segment. In the past five years, only 10 parcels have built new buildings directly along W192, while close to 500 new buildings have been built within neighborhoods off the Corridor. This indicates that the investment in commercial areas along the Corridor is not keeping up with the newer residential areas nearby.



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.

Due to 2.5 miles of undeveloped Corridor frontage and large transportation interchanges between Segments 1 and 2, no obvious connection exists between their tourist-supportive uses. Exacerbating this disconnect is the lack of streetscape improvements and gap of sidewalks between Segments, which ultimately creates a dead zone within this central portion of the Corridor.

BeautiVacation improvements only extend west to Black Lake Road, leaving 3.2 miles at the western end of the Corridor as a completely unimproved rural street. Additionally, the western end lacks recognizable gateway signage to indicate an entry from Polk County into Osceola County, meaning that this Segment does not have many features that identify it as part of a regional destination.

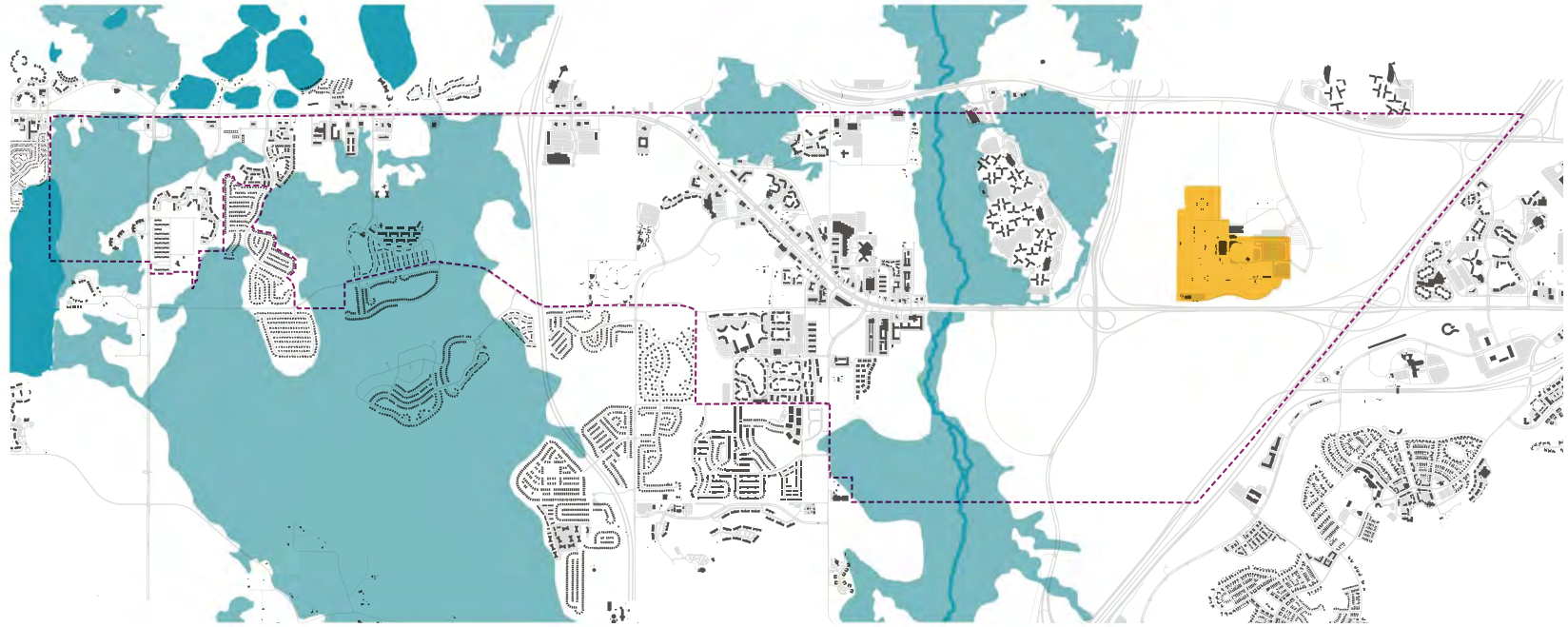


Problem Statement 3. Inability to create an Active Pedestrian Environment.

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.

More than 75%, or over 4,000 acres, of Segment 1 is vacant, undeveloped land. This amount of inactive space deters users by not providing destinations. The most vibrant pedestrian area occurs at the 1.25-mile area between Formosa Gardens Boulevard and Reedy Creek Boulevard, but the lack of sidewalks and pedestrian facilities deter further pedestrian use. Less than 2 miles of the 7.2-mile Segment is continuously paved with sidewalks. Additional areas, such as the retail center at Rolling Oaks Boulevard, are also paved, but limited to the currently developed area, and lack overall connections to the larger pedestrian network.

Many individual DRIs have included pedestrian sidewalks along their main thoroughfares, yet all except for those within the Lindfields DRI are over a 1/4-mile walk from the Corridor. In addition, while sidewalks may connect residential neighborhoods behind the Corridor to W192, sidewalks don't extend laterally along the Corridor.



Problem Statement 4. Failure to capitalize on Assets.

There is a lack of acknowledgement 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.

With over 40% covered by wetlands, part of the Reedy Creek watershed, and the larger Kissimmee Chain of Lakes, Segment 1 has the largest amount of natural amenities of the three Segments. However, neither signage nor features denote either of these large wetland strand crossings, which account for 1.5 miles of Corridor frontage.

The 230-acre ESPN Wide World of Sports, though adjacent to the Corridor, is hidden from view by an earthen berm along 1-mile length of the property boundary. With the main entrance located within Disney property, and only one sign denoting the ESPN sports facility, it is essentially invisible from the Corridor.



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.

There are six DRIs, covering a total of 35% of Segment 1. Only two currently have commercial development facing the Corridor, while the others are primarily focused on interior residential development.

Within Orange County to the north, five resort or residential developments exist, which include Disney's Animal Kingdom and Orange Lake Resort. Even though Disney's All-Star Music Resort provides close to 5,500 units, which is just shy of 50% of all Segment 1's hotel rooms, there is not an entrance directly to the Corridor. The Corridor loses a huge opportunity to capitalize on existing economic drivers when these locations are isolated and disconnected from the rest of the Corridor.



Strategies

Strategies are the overall approach to investments based on the purpose of the Plan and the Problem Statements. Over the last two years, stakeholders, committees, and the Development Authority have discussed topics ranging from marketing to transportation. The Development Authority has drafted Strategies and corresponding Actions in order to provide a targeted solution to improve the economic position of W192. Strategies and Actions will be annually monitored in order to adjust and prioritize Actions.

These five Strategies respond to the five Problem Statements and create the structure for a series of fourteen primary Actions and twenty-six Sub-Actions.

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.

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.

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.

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.

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

The five Strategies include a series of fourteen primary Actions and twenty-six Sub-Actions, which are then divided into study, policy, project, and incentive categories. Sub-Actions are further detailed by estimated cost, and their anticipated effectiveness in influencing change.

strategy	primary action
Strategy 1	<ol style="list-style-type: none">1. Land Development Code Update2. Signage/ Billboard Ordinance Updates3. Sign Acquisition Programs4. Streetscape Completion5. Streetscape Improvements6. Electrical Distribution Lines Burial
Strategy 2	<ol style="list-style-type: none">1. Gateway Design
Strategy 3	<ol style="list-style-type: none">1. Leisure District Incentives2. Transit Service Improvements
Strategy 4	<ol style="list-style-type: none">1. Reedy Creek Frontage Improvements & Regional Connections2. Wayfinding, Information & Artwork
Strategy 5	<ol style="list-style-type: none">1. W192 Target Marketing2. Façade Improvement Grant Program Development3. Existing Business Support Programs

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.*

action	sub-action	category/ cost	quadrant
1. Land Development Code Update	<p>1a. Land Development Code Revisions.</p> <p>To ensure unique market segments and identities, a Leisure District Overlay Zone will be created for retail and entertainment areas within Segment 1.</p> <p>Design code standards should support tourism as well as other goals, such as connectivity and transit-oriented development. Key goals of the Overlay Zone would include:</p> <ul style="list-style-type: none"> • Minimization of construction projects with extremely low FARs and extremely high parking ratios • Encouragement of both horizontal and vertical mixed use projects • Encouragement of commercial nodes near transit facilities • Encouragement of a supplementary transit system to serve the Corridor LYNX service 	<p>Policy</p> <p>Approximately \$80,000 for all three Segments</p>	2
	<p>1b. Leisure District Design Standards.</p> <p>In order to increase Segment 1’s competitiveness with the Orange Lake Town Center and Flamingo Crossings, a more stringent series of design standards would be developed to influence the high-quality design of interior-focused, walkable, community-oriented, commercial, and entertainment areas.</p> <p>Any development applying for incentives (see Strategy 3) must meet all design standards.</p>	<p>Policy</p> <p>Approximately \$30,000</p>	3

action	sub-action	category/ cost	quadrant
2. Signage/ Billboard Ordinance Updates	2a. Redesign Sign Ordinance. Create a new sign ordinance to address the following: <ul style="list-style-type: none"> • Prohibit freestanding pole signs. • Implement an adequate minimum distance between signs. • Implement a maximum total sign area based on linear foot of building frontage. • Implement required design standards to create consistency. • Consolidate signage to 1 - 2 signs per business, including one within a consolidated monument sign and one building-mounted sign. • Locate consolidated signs at key intersections, within or at the edge of the ROW with high visibility. 	Policy Approximately \$80,000 for all three Segments	2
	2b. Billboards. <ul style="list-style-type: none"> • Negotiate with billboard owners to consolidate traditional billboards into one new digital billboard, with consolidation as a stand-alone project or in conjunction with a catalyst project. • Initiate a moratorium on new development of traditional billboards. • Encourage digital, building-mounted, entertainment billboards in association with commercial and entertainment areas, and capitalize on the billboard as an attraction in itself. These billboards would be allowed with permit and through special review. Considerations could include: <ul style="list-style-type: none"> • Association with intensity of land use or larger entertainment venues • Functionality as an attraction in itself • Integration with the overall design of the building 	Policy Approximately \$20,000 for all three Segments	2

action	sub-action	category/ cost	quadrant
3. Sign Acquisition Programs	3a. Billboard Consolidation Program. <ul style="list-style-type: none"> • Enter into agreements with billboard owners to consolidate signs. • Identify and acquire billboards that conflict with other strategies in this Plan or that financially inhibit redevelopment of a site. • No billboard improvements or digital billboards should be completed without decommissioning and deconstructing existing billboards. 	Project Approximately \$500,000 per billboard	3
	3b. Sign Update Assistance. <ul style="list-style-type: none"> • Provide financial matching for consolidation and code compliance if improvements are completed within four years. • After four years, consolidation and sign code compliance would be required in conjunction with any redevelopment on property (any demolition and reconstruction or substantial renovation of existing buildings or infrastructure). 	Incentive Variable	4
4. Streetscape Completion	4a. BeautiVacation Completion. Extend and complete the BeautiVacation effort for the remainder of the Corridor, from its current termination at Black Lake Road, to the Osceola-Polk County line.	Project MSBU: funding with Orange County and Polk County	4

action	sub-action	category/ cost	quadrant
<p>5. <i>Streetscape Improvements</i></p>	<p>5a. Streetscape Improvements.</p> <p>Implement streetscape standards for the Corridor that create an aesthetic environment. The treatment should build on and enhance the existing landscaping completed as part of the BeautiVacation program. Enhancements should include:</p> <ul style="list-style-type: none"> • Sidewalk widening and extension • Additional street trees and pockets of dense landscaping • Safety improvements to pedestrian and bicycle crossing points • Enhanced street furniture at high volume pedestrian areas • Enhanced street and pedestrian lighting • Gateway features and landscaping <p>Implementation of streetscape enhancements should be prioritized by 1/2-mile segments. Improvements associated with gateways at I-4 and SR535, or in conjunction with catalyst or transportation projects should occur first.</p>	<p>Project</p> <p>Approximately \$1,500,000/ mile</p>	<p>4</p>

Strategy Graphic 1-2a. consolidate & Redesign Signs.

Baseline Corridor Signage Conditions Illustrating Wall-Mounted & Pole Signage.

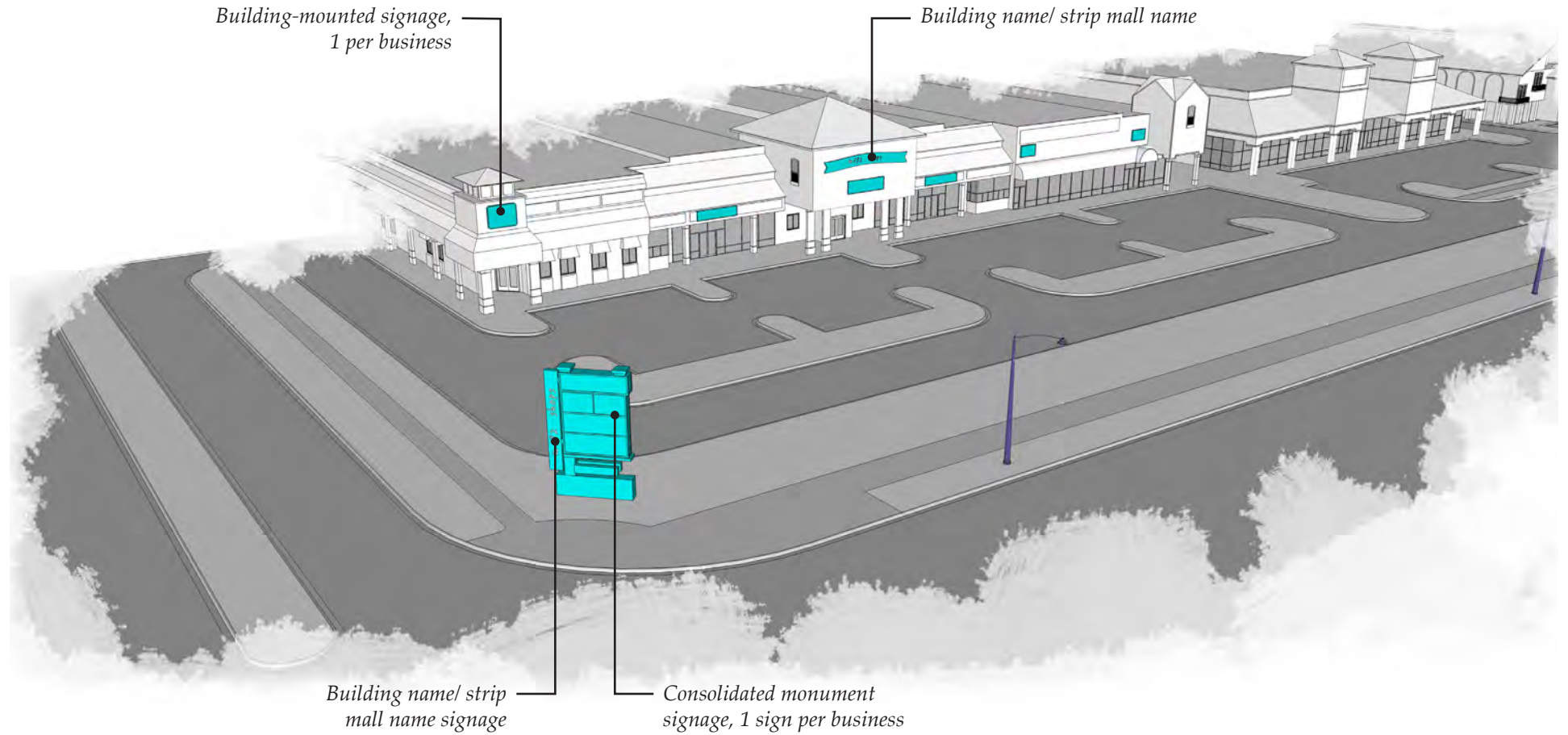


Existing freestanding signs, typical

Existing building-mounted signs, typical

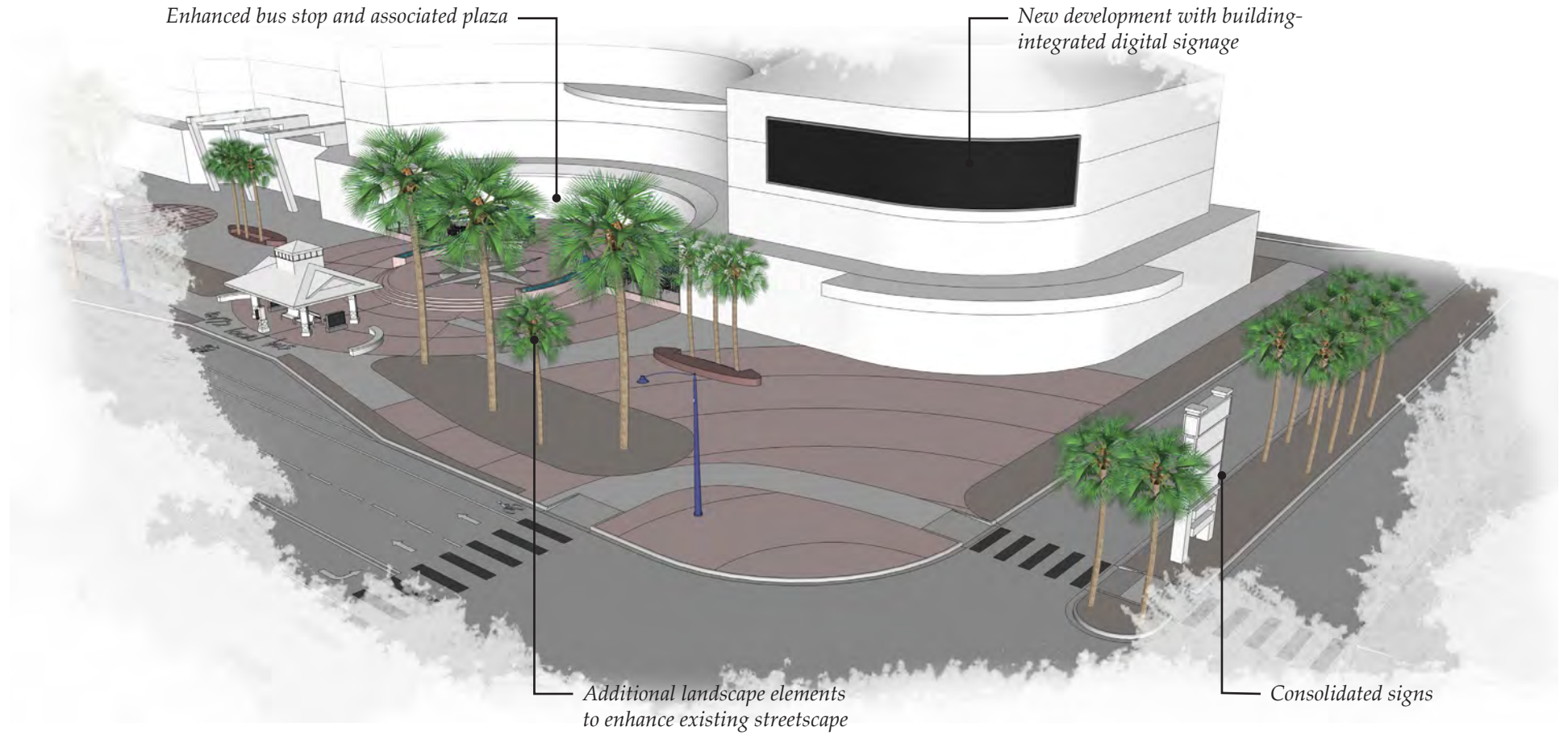
Strategy Graphic 6-1a. consolidate & Redesign Signs.

Implementation of New Signage Code Standards Applying Consolidated Signage.



Strategy Graphic 1-2b. Billboards.

Digital Billboard Integrated with New Development.



Strategy Map 1-4a. Streetscape Standards.

Alternative Streetscape Enhancement Solutions.



Palm-themed landscape treatment



Park-like landscape treatment



Urban landscape treatment

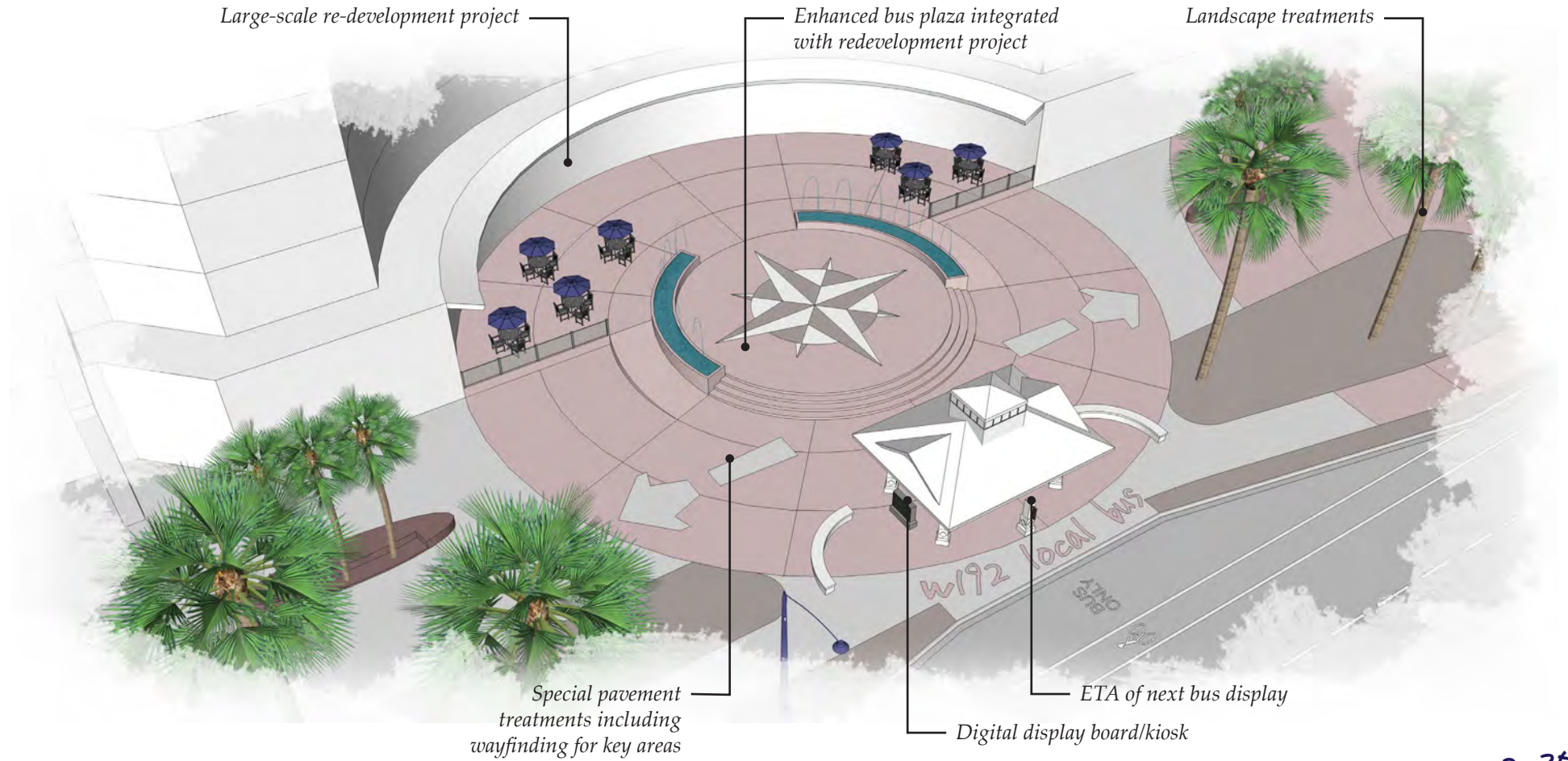
Strategy Graphic 1-4b. Transit Streetscape.

Baseline Transit Stop with Selected Enhancements.



Strategy Graphic 1-4b. Transit Streetscape.

Implementation of Transit Streetscape Enhancements.



action	sub-action	category/ cost	quadrant
	<p>5b. Transit Streetscape.</p> <p>Use streetscape elements at transit station areas to reinforce key transit transfer points, the vision, provide wayfinding, and enhance the overall user experience. Improvements could include:</p> <ul style="list-style-type: none"> • Electronic bus timing signs with real time arrival/departure for buses and their destination • Associated smart phone apps for tracking buses • Wayfinding systems at key stations (could be inlaid in pavement) including directions to destinations within a 1/4- to 1/2-mile walking distance • Enhanced W192-sepcific electronic kiosks, with enhanced plaza areas and paving elements 	<p>Project</p> <p>Approximately \$20,000 Timing Signs</p> <p>\$150,000 Smart Phone App</p> <p>\$20,000 Kiosks</p> <p>\$150,000 Plaza Improvements</p> <p>= \$200,000 per Plaza</p>	4
<p>6. Electrical Distribution Lines Burial</p>	<p>6a. Utility Burial.</p> <p>Bury and/or relocate distribution lines in conjunction with landscape improvements, redevelopment, or catalyst projects. Key considerations for phasing include aesthetics, visual clutter, and emergency management.</p>	<p>Project</p> <p>Approximately \$6,000,000/mile</p>	4

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	category/ cost	quadrant
1. Gateway Design	1a. Identification of Gateway Areas and Identifiable Distinguishing Features. Identify appropriate areas for installation of gateway features, through coordination with Orange and Polk Counties, Disney and FDOT on gateways at the County line and at I-4, and coordination with Disney on improvements to the Reedy Creek crossing.	Study Approximately \$15,000	3
	1b. Development of Gateway Design Standards and Incentives. Further enhance the streetscape standards for gateway points to the W192 Corridor, such as the County Line, I-4, and SR 429, and focus gateway standards on the creation of entries to the tourist corridor, and accommodate scale appropriate to a 4- and 6-lane highway.	Study Approximately \$30,000	3

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.*

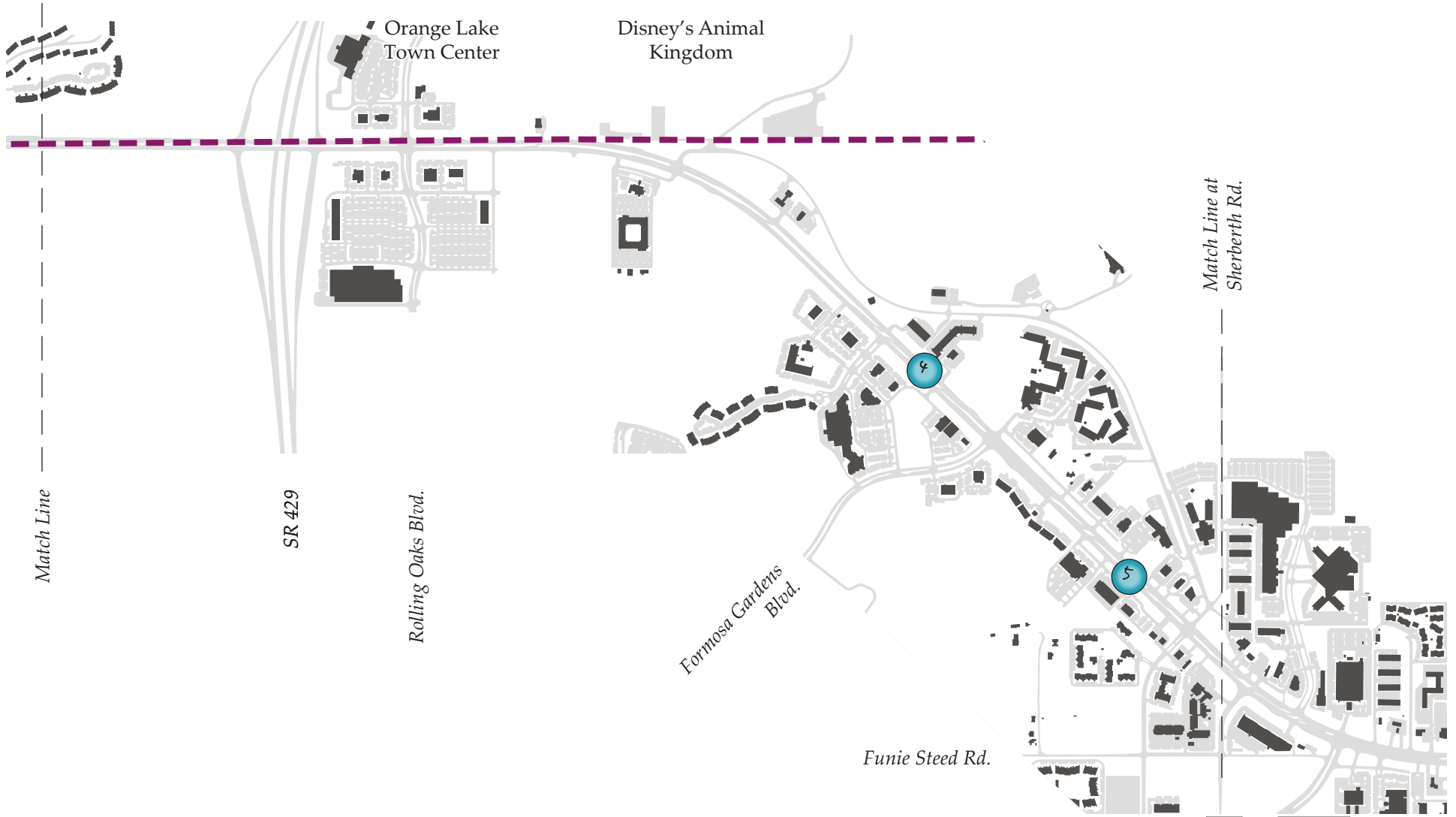
action	sub-action	category/ cost	quadrant
1. <i>Leisure District Incentives</i>	<p>1a. Commercial & Entertainment Venue District Incentives.</p> <p>A program of incentives using an existing and refined set of economic development tools should be prepared with the intent of creating and supporting targeted development for nodal, community and tourist-serving, walkable, retail centers and entertainment areas. Eligible properties would need to meet all standards set forth in this Plan and associated code. Incentive package options could include:</p> <ul style="list-style-type: none"> • 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) 	<p>Incentive</p> <p>Variable, but generally up to \$2,000,000</p>	1

action	sub-action	category/ cost	quadrant
<p>2. <i>Transit Service Improvements</i></p>	<p>2a. Transit Service Improvements.</p> <p>The transit system should be designed to accommodate residents, workforce, and visitors. The system should build off of and complement existing transit service by:</p> <ul style="list-style-type: none"> • decreasing headway times, • capitalizing on a transit hubs, and • phasing transit service over 20 years that is primarily focused on visitors and employees. <p>Phase 1. Add LYNX, W192-branded buses with decreased headway times along the Corridor. Both LYNX and shuttle services should include connections to the existing and proposed transit hubs at Celebration Place, Osceola Square Mall, the Kissimmee Intermodal Facility, and Walt Disney World. Express bus service should be developed to provide a direct connection to each transit hub and to Disney.</p> <p>Phase 2. Support frequent shuttle connections to transit hubs. Work with transit providers to provide connections to regional tourism destinations and express buses from the transit hubs. Place electronic signage at transit hubs to highlight tourist destinations for each bus.</p> <p>Phase 3. Add improved transit stops. Transit stops should include electronic bus timing signs with real time arrival/departure for buses and their destination. Develop associated smart phone apps for tracking buses (see Strategy 5).</p> <p>Phase 4. Add managed lanes and queue jumps, and create a ROW preservation plan for the future center-running BRT. Create TOD overlays at key centers.</p>	<p>Project</p> <p>Phase 1: Approximately \$450,000</p> <p>Phase 2: Approximately \$250,000</p> <p>Phase 3: Approximately \$200,000 per Plaza</p> <p>Phase 4: Approximately \$6,000,000 per Segment 2</p>	<p>4</p>



Strategy Map 3-1a. commercial & Entertainment Venue Designation Development.

Location & Extent of the Commercial & Entertainment Venue Designations.



Match Line

SR 429

Rolling Oaks Blvd.

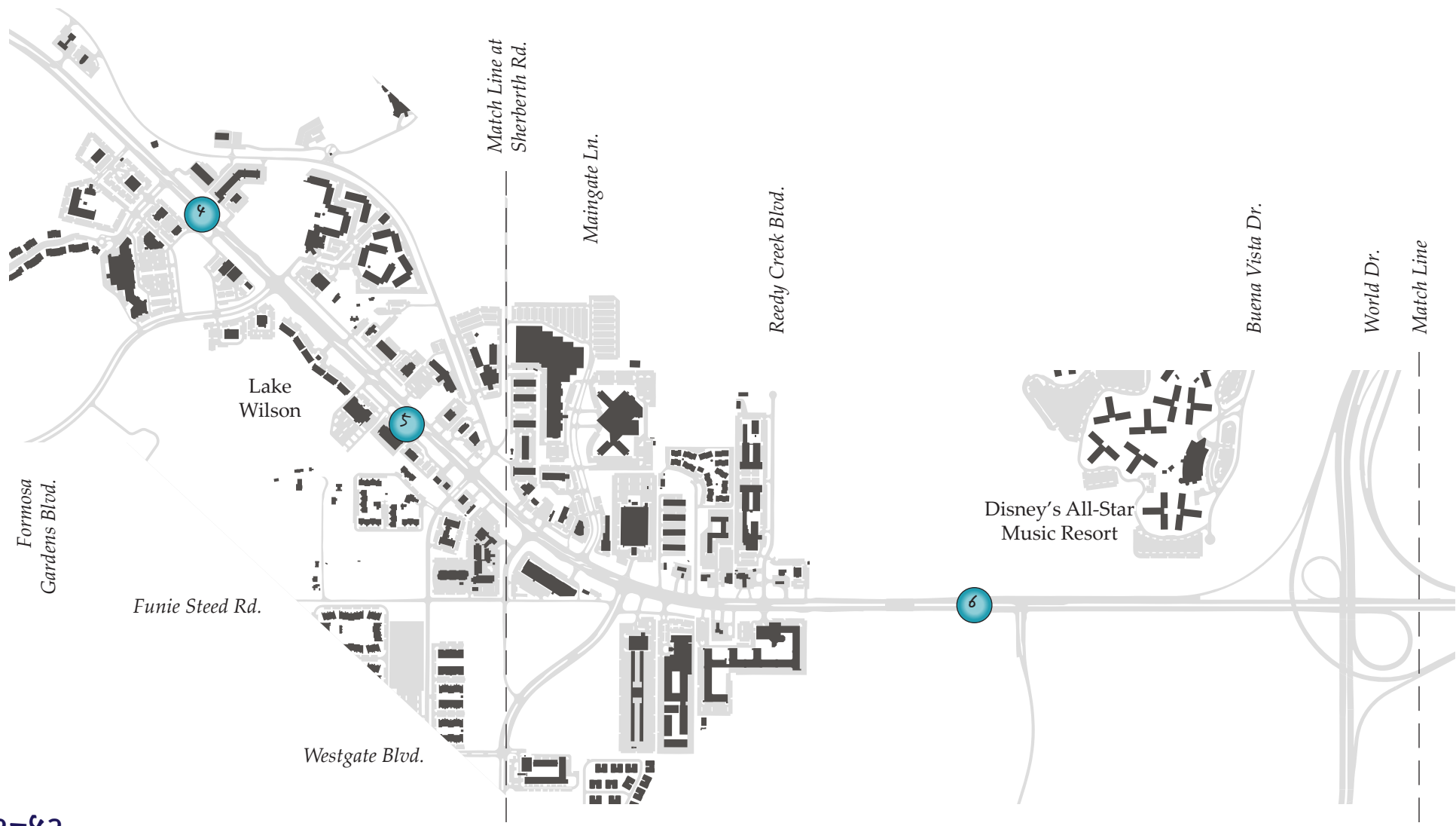
Formosa Gardens Blvd.

Funie Steed Rd.

Match Line at Sherberth Rd.

0 312.5' 625' 1,250'

2-41



Match Line at
Sherberth Rd.

Maingate Ln.

Reedy Creek Blvd.

Buena Vista Dr.

World Dr.

Match Line

Lake
Wilson

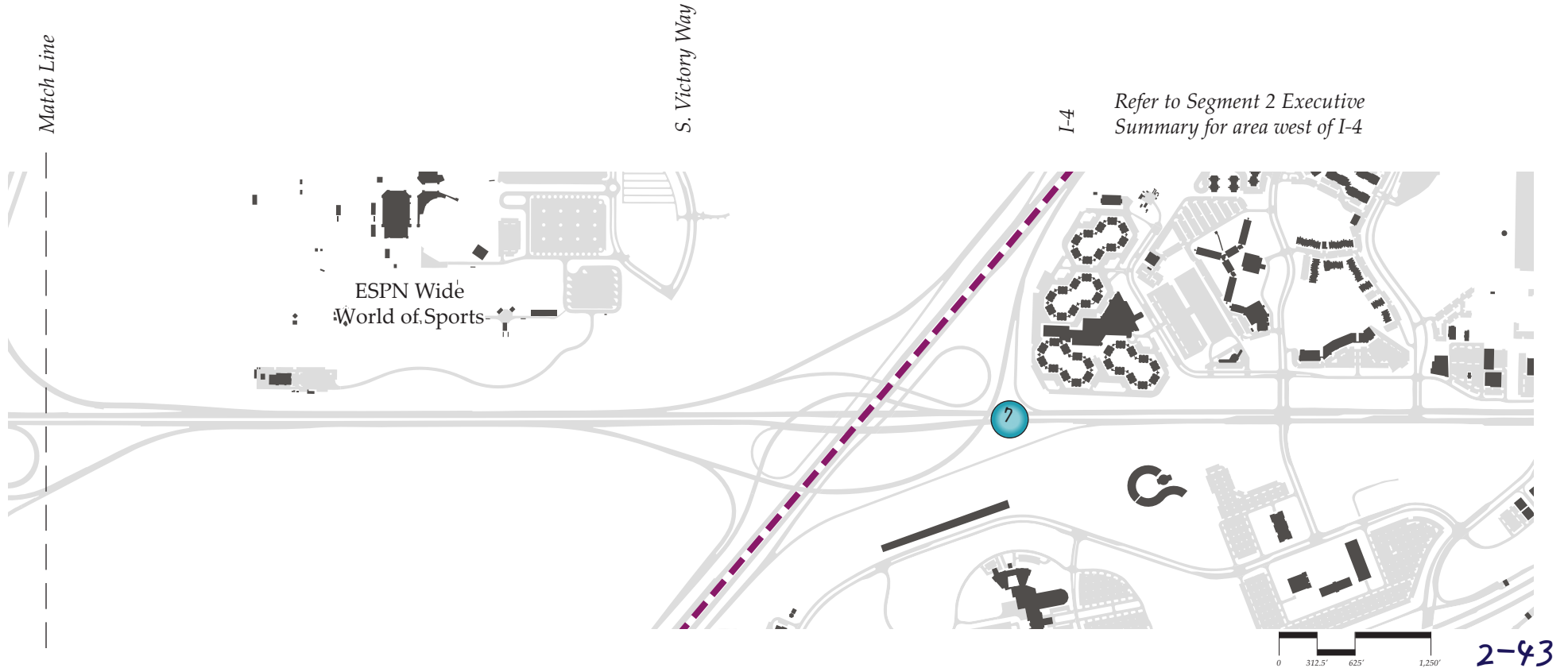
Disney's All-Star
Music Resort

Funie Steed Rd.

Westgate Blvd.

Strategy Map 3-1a. commercial & Entertainment Venue Designation Development.

Location & Extent of the Commercial & Entertainment Venue Designations.



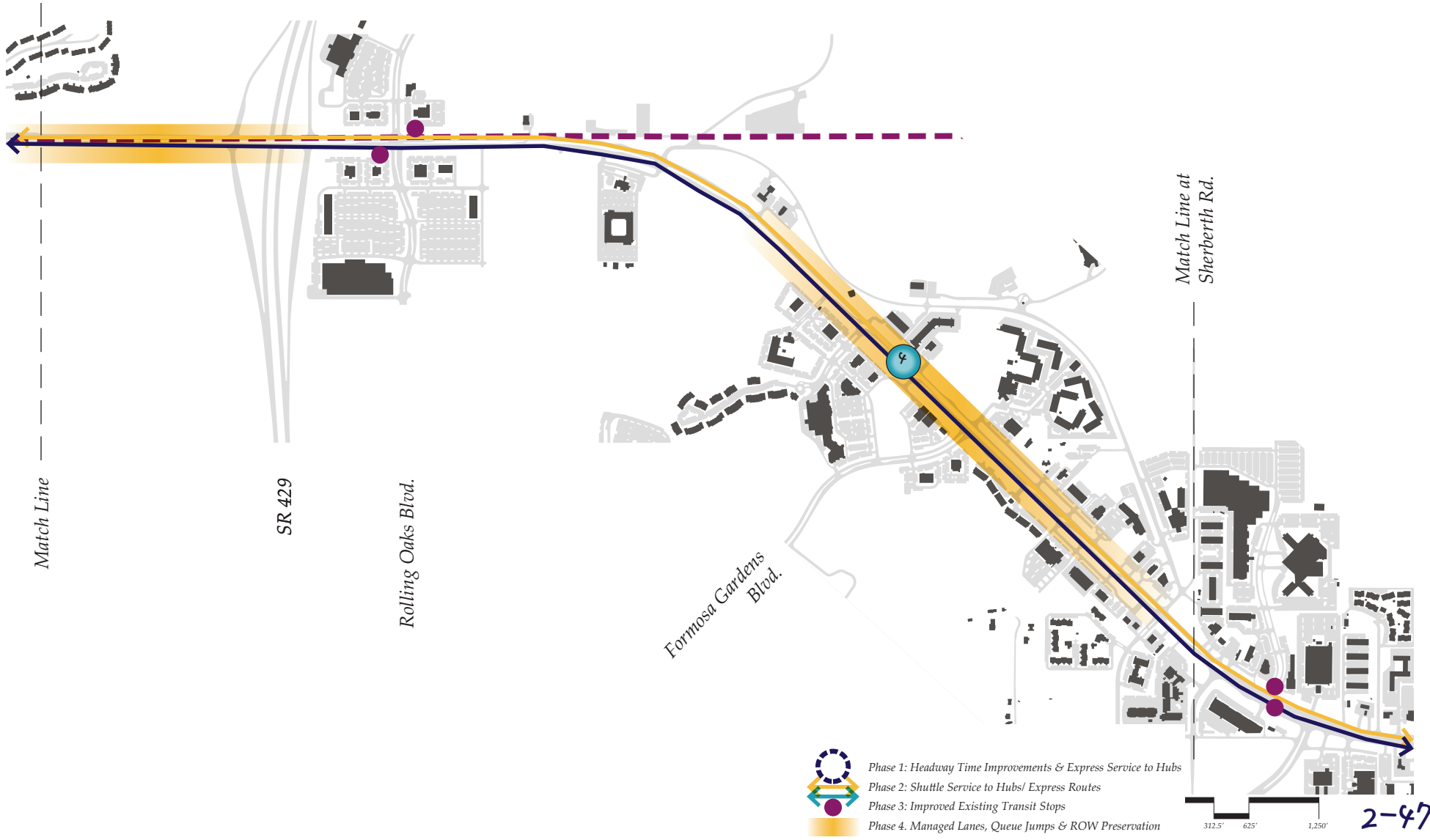
Strategy 4. *Emphasize, market, and expand natural and recreational assets by creating identifiable features, such as signature bridges across wetland systems and new recreational amenities along natural features.*





action	sub-action	category/ cost	quadrant
1. <i>Reedy Creek Frontage Improvements & Regional Connections</i>	1a. Reedy Creek Frontage Improvements.	Study	1
	Highlight Reedy Creek as a local asset and destination on nearby wayfinding signs and tourist guides. Develop a new Reedy Creek entrance off of W192, with wayfinding signage and gateway features.	Approx. \$50,000 Project Approx. \$1,500,000	
	1b. Reedy/Shingle Creek Trail Design & Construction.	Study	1
	Identify trail alignments through the Reedy Creek system, to strategic points within the Corridor and larger County. Connect into other regional trail systems, such as that of Shingle Creek.	Approx. \$50,000 Project Approx. \$2,500,000	

action	sub-action	category/ cost	quadrant
2. Wayfinding, Information & Artwork	2a. Wayfinding & Artwork Installation.	Study	3
	Develop new wayfinding signage and informational kiosks at every existing and future transit station oriented at guiding users toward major destinations (Celebration, Disney) and key entertainment venues.	Approx. \$50,000	
	<ul style="list-style-type: none"> • Design kiosks to be innovative, high tech, and complement the W192 brand. • Consider further expanding the mile-marker system to other key destinations and transit stops. • Create a Smartphone Directional Enterprise Zone that can be downloaded to cell phones, iPads, etc. and which would promote attractions and businesses on W192. • Highlight Reedy Creek as a local asset and destination on nearby wayfinding signs and tourist guides. • Install artwork at key stops, mile markers, or key commercial and entertainment districts to further reinforce this strategy. 	Project Approx. \$20,000 per kiosk Approx. \$150,000 per App + Updates Approx. \$1,500 per placement/ installation	
	2b. Directional Signage Retrofit	Study	3
	Conduct a study to investigate alternate routes parallel to W192, alternate routes into Disney, and identify the most efficient routes to destinations. The study should be conducted through coordination with regional entities, allowing the identification of shared funding structures to complete improvements and re-sign state and federal highways.	Approx. \$35,000	
	2c. Installation of Key Signage Improvements.	Project	3
	In coordination with regional entities, create standards for signs directing tourists to Disney and other regional features, such as Reedy Creek, and identify locations for signage installation.	Approx. \$450,000	

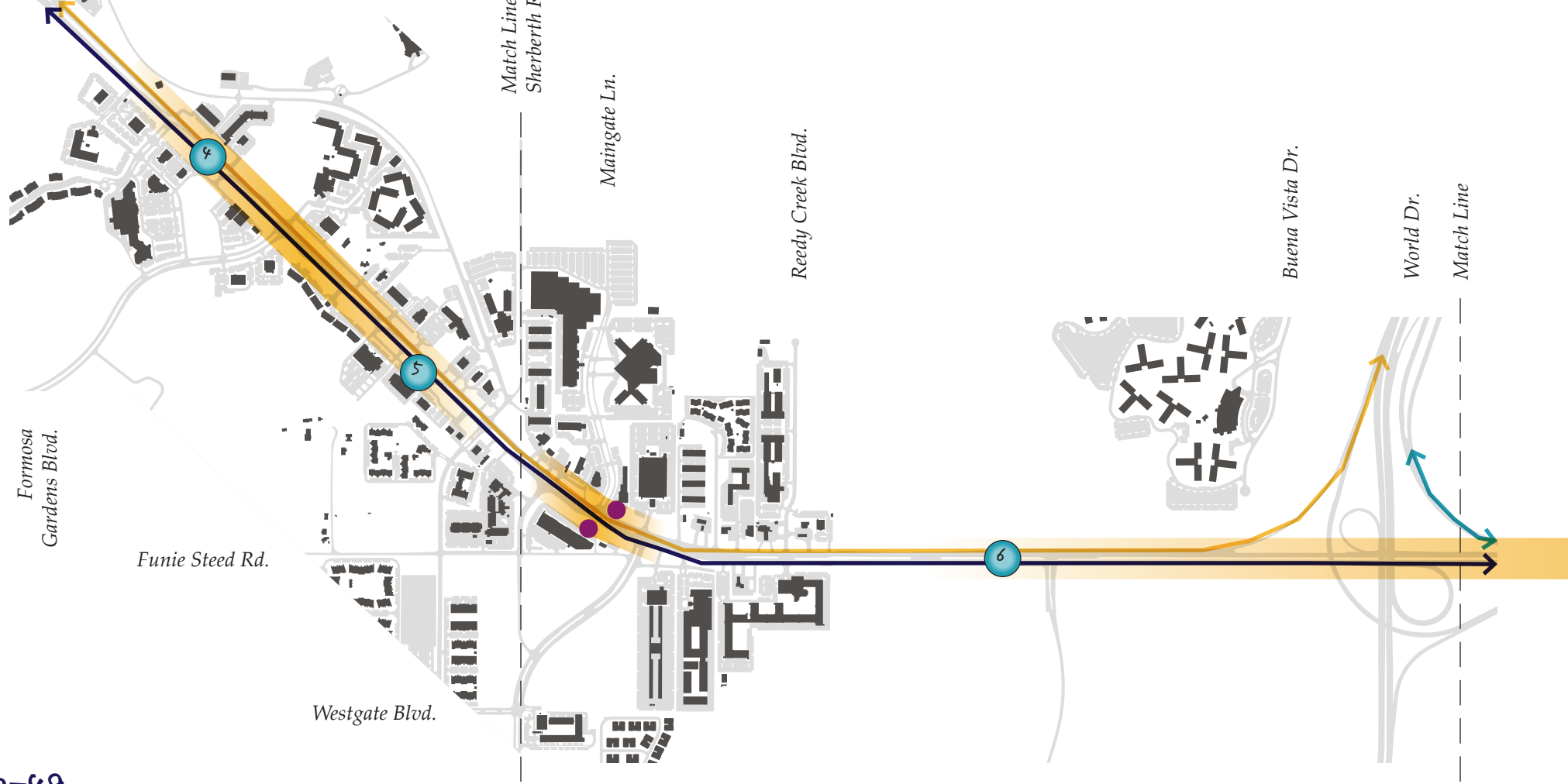


Strategy Map 3-3a. Transit System Improvements.



-  Phase 1: Headway Time Improvements & Express Service to Hubs
-  Phase 2: Shuttle Service to Hubs/ Express Routes
-  Phase 3: Improved Existing Transit Stops
-  Phase 4: Managed Lanes, Queue Jumps & ROW Preservation

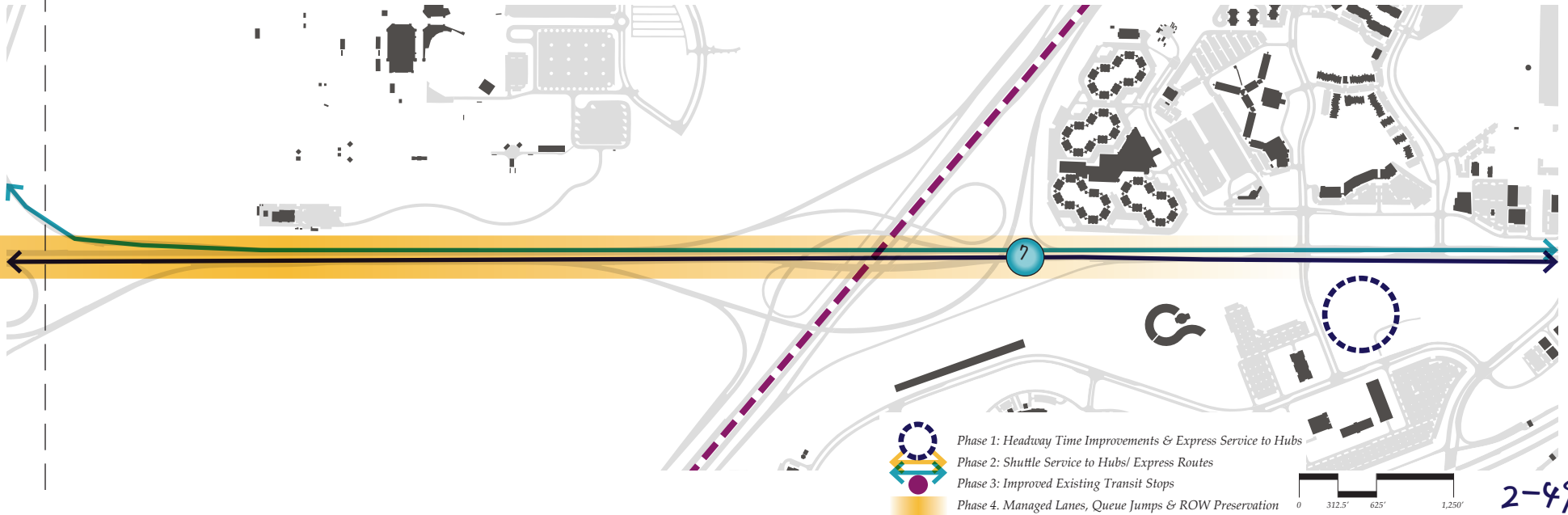
Strategy Map 3-3a. Transit System Improvements.



Match Line

S. Victory Way

I-4 Refer to Segment 2 Executive Summary for area west of I-4



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.*

action	sub-action	category/ cost	quadrant
1. W192 Target Marketing	<p>1a. W192 Marketing Campaign.</p> <p>The Development Authority should provide a policy recommendation to the Board of County Commissioners (BCC) in support of the redirection of KCVB funding for marketing specifically identifying the Corridor and those tourist destination products within W192. Identified funds should be used for conferences, websites, and search optimization.</p> <p>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.</p>	Project Costs not applicable	2

action	sub-action	category/ cost	quadrant
2. Façade Improvement Grant Program Development	2a. Identify Necessary Changes to the Façade Improvement Grant Program.	Study	3
	Initiate a Corridor-wide business survey to gain feedback on who has used or considered using the program.	Approx. \$15,000	
	<ul style="list-style-type: none"> • Manage the grant program through the Development Authority, allocating any allotted funds from CDBG. • Streamline paperwork and provide assistance in preparing application. • Increase subsidy amount to promote more cohesive and robust improvement projects. • Investigate waiving permit fees or putting a time-limit on grants as additional incentive (e.g. change out sign within 6 years with a subsidy of 80% of cost to a maximum; after 8 years, no subsidy). • Require all improvements through this grant to be consistent with the vision of the Redevelopment Plan. 		
	2b. Enhance Assistance within the FIGP.	Policy	3
	<ul style="list-style-type: none"> • Specify assistance with signage removal, improvement, or installation. • Eligibility requirements should include compliance with sign code, design standards, and permit regulations. 	Approx. \$25,000	
	2c. Promote Façade Improvement Grant Program	Project	3
	<ul style="list-style-type: none"> • Expand the visibility of the FIGP by highlighting projects funded with FIGP dollars. • Install project signs at construction/ improvement sites saying “This project funded with FIGP dollars”. 	Approx. \$10,000	

action	sub-action	category/ cost	quadrant
3. Existing Business Support Programs	<p>3a. “Exit Strategy” Assistance.</p> <p>Create an “exit strategy” package for failing, undesirable, or underperforming businesses. The Development Authority could broadly advertise this assistance or directly outreach to key businesses.</p> <ul style="list-style-type: none"> • Provide access to an attorney to develop a sales agreement. • Provide access to attorney, accountant, and auctioneer for assistance with liquidation of assets or possibly provide financial help with sale/auction of said assets. • Provide assistance in identifying buyers and possible incentives for development/ redevelopment. • Target financial assistance to properties that are more than 20 years old and have either been at least 25% vacant for two years or are more than a year behind on taxes. • Require that any redeveloped properties utilizing this assistance meet the standards set forth in this Redevelopment Plan or associated code. 	<p>Policy</p> <p>Approx. \$15,000 for all three Segments</p> <p>Incentive</p> <p>Variable, but generally \$375,000 annually at 5 occurrences per year of \$75,000</p>	3

action	sub-action	category/ cost	quadrant
	<p>3b. Land Acquisition.</p> <p>The Development Authority could directly acquire property using multiple methods or means:</p> <ul style="list-style-type: none"> • Buy the property and sell at a reduced rate. When applicable, by working with the bank, the Development Authority would assume the mortgage at a lower rate. Alternatively, the bank would hold the mortgage in good standing until the property is sold. • Acquire/obtain property prior to or after tax foreclosures to position them for redevelopment. After adequate warning, the County should enforce existing regulations associated with properties that are delinquent in taxes. • Subsequent redevelopment must meet the standards set forth in this Plan and associated code. 	<p>Policy</p> <p>Approx. \$15,000 for all three Segments</p> <p>Project</p> <p>Variable, but generally up to \$5,000,000</p>	<p>1</p>
	<p>3c. Identify Strategic Business Partnerships within the Corridor.</p> <p>Identify businesses that could benefit from partnering together to offer packages or incentives to tourists and residents, in order to mutually benefit individual businesses as well as the overall Segment.</p>	<p>Study</p> <p>Approx. \$15,000</p>	<p>3</p>

