



THURS  
FRI  
SAT  
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sushi grill  
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SHAREBIKES

# Destiny

## VOLUME 3





**WEST 192**  
*Redevelopment Plan*

*Prepared for the W192 Development Authority*

*Volume 3, Segment 2, Destination*

*I-4 to SR535*



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# context

**T**his W192 Redevelopment Plan for Segment 2 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 based in the broader tourism industry. The Plan provides a vision for the future visitor industry 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 supports and enhances the tourism industry. The Plan recognizes the unique tourism market and conditions that exist on W192 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 positions W192 in the highly competitive tourism market. New investments in tourism infrastructure within neighboring corridors currently compete with W192. The proportional share of these tourists will continue to decline if the tourism product and experience is not of an appropriate type and quality. W192 is Osceola County's primary platform for tourism and tax generation. One third of County jobs, one quarter of the commercial property tax, and almost half of the sales tax is collected by the businesses on the Corridor. As Osceola County's primary tourism corridor and entry to Walt Disney World, the Corridor's economic position must be improved.

**Strategies and Actions, found below, are targeted toward improving the Corridor's position as one of the region's primary tourism destinations.**









# Vision

Segment 2's vision is a diversity 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. Visitors stay, wine, and dine within the tourist corridor while visiting Walt Disney World, ESPN Wide World of Sports, Universal Studios, and other regional theme parks and attractions. New economic centers along the Corridor include recognizable entertainment destinations, tourist-related retail areas, and restaurants. These new entertainment zones are frequented along with principal entertainment destinations in the region. Nearby and complementary local, tourist-oriented destinations create motivation for extended stays. Rodeos, sports venues, fairs, natural amenities, music, entertainment venues, and local restaurants attract national and international visitors wanting to experience local attractions within close proximity to national venues. Childhood memories of visiting the corridor are complemented by access to new mid-priced hotels focused on families and a broader tourism market. Continued beautification efforts lessen the competitive edge of other corridors in the region. A transit and shuttle system provides tourists with an alternative transportation option for key points of their stay to visit local venues or connect to transportation hubs linking to larger tourism venues.







# The Problem

**R**ecent and ongoing investments in hotels, theme parks, restaurants, entertainment venues, and other assets outside of Osceola County provide an opportunity to penetrate a larger regional tourism base. However, a lack of key product types, new entertainment venues, and significant investment in amenities on the Corridor prevent W192 from capturing key markets that will reposition the Corridor. Even with these challenges, the larger redevelopment area has seen economic recovery related to timeshare and vacation homes. A focus must be directed toward the businesses and accommodations fronting W192.

W192 has historically been positioned as the budget or value-priced alternative to Orange County. The virtual absence of mid-priced hotels, entertainment venues, restaurants, and amenities has been a contributing factor to declining hotel occupancies and rates and overall Corridor performance. The current unfavorable conditions were exacerbated with the recession as many properties in the region have priced themselves still lower to increase market share. This rate reduction is reducing revenues and straining the financial resources necessary to sustain the older properties. In effect, this eroding financial condition is causing affected properties to become weekly rentals and family housing, functions that these properties were never intended to accommodate.

The Corridor's needs are demonstrated by six problem statements:

## 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 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.

Land uses not conducive of a cohesive tourist environment such as long-term stay motels, pawn shops, and traditional commercial uses detract from the tourist experience. Key land uses, vacant buildings, underutilized land uses, and unmaintained properties discourage new investment and return visits by tourists.

Hotels, motels, and timeshares are the predominant uses within Segment 2, at over 42% of the developed area in the CRA. This prevalence of lower priced accommodations and lack of diversity is more prominent fronting the Corridor. Other tourist areas, such as I-Drive, Lake Buena Vista, and Walt Disney World contain more diversity among uses, with a higher ratio of hotel/motel to retail, restaurants, entertainment, and attractions. The lack of diversity on W192 makes it difficult to capture visitors for a long period of stay or attract other venues, restaurants, and hotels targeted at the larger market without providing incentives or undertaking targeted marketing. Additional venues are necessary to create a stand-alone destination for tourists.



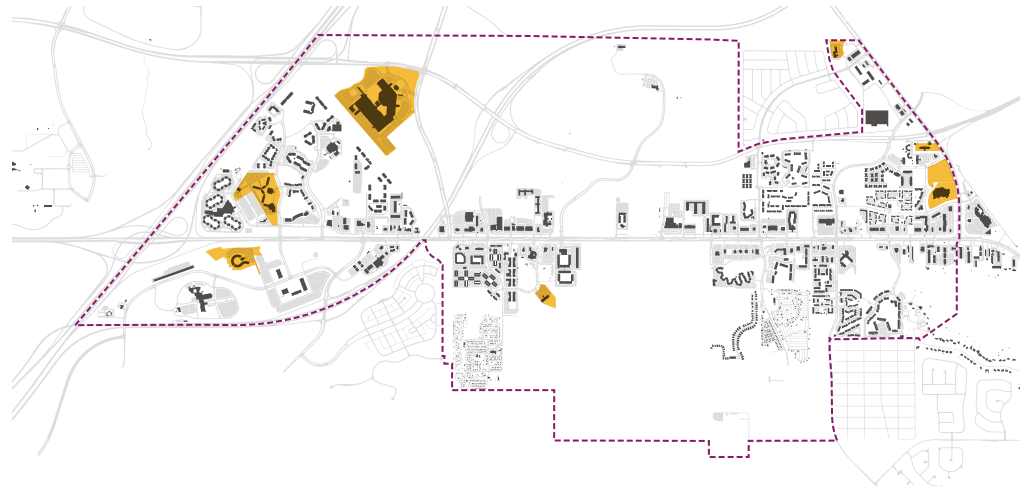


## Problem Statement 2.

### 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.

These issues are evident by the lower than regional median average daily rates (ADR) and occupancy rates along the Corridor as compared with other tourist areas across the Orlando Metropolitan Region. The Corridor averages an ADR nearly \$40 less than either I Drive or Lake Buena Vista, and only contains 3% of the metro area market demand. Occupancy rates are also comparably much lower, though still high enough to indicate willing users due to the proximity to regional destinations. While visitation has generally increased within the region, Osceola has not been able to sustain its share of the market place. Providing accommodations that appeal to a wider customer base will attract business from middle-class families and tourists that most frequent the nearby attractions.





### 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.

Close to 70% of the buildings in the Corridor are now over 20 years old and only 22% were built within the last 10 years. Of these 134 recent developments, only 6 are visible from W192, and thus barely contribute to improving the overall perception of the Corridor. This outdated infrastructure and slowing of development projects reinforces a cycle of disinvestment with a continued loss of competitiveness, and consequently lower valued uses and less attractive activities.

## Problem Statement 4.

### Failure to Market w/192.

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

The most obvious marketing campaign for attractions within the area is Walt Disney World, with Downtown Kissimmee, Celebration, and Osceola County also being marketed as tourist attractions. Additional recognizable venues, though smaller and privately funded, are Fun Spot and Old Town. According to a study prepared for the Kissimmee Convention & Visitors Bureau (KCVB), both tourists and travel agencies know very little about W192 and usually stay within the familiar marketed areas: Walt Disney World and I-Drive. Tourists also seek out locations of key attractions and flag hotels on search-optimized websites. According to the KCVB's 2011 Visitor Intelligence Study, only 12% of visitors did not use the internet in trip planning. This is in part due to the Corridor's lack of targeted marketing materials as well as a consolidated package of shopping, entertainment, restaurants, and other attractions.



## 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.

W192 is currently competing against other tourist corridors that have invested significantly in aesthetics that contribute to a desirable tourist experience. As part of the Finding of Necessity for the creation of the CRA, a comprehensive site analysis was completed that identified sites and structures in need of repair or maintenance. Within the Corridor, 18% of properties were cited with critical landscape maintenance issues, and another 20% with minor or major landscape issues. Additionally, while the BeautiVacation effort has made enhancements along the Corridor, there remains an overabundance of large, over-scaled pole signage, billboards, and overhead utility lines that extend over 80% of the length of the Corridor.

This abundance of signage causes visitors to tune out information and complicates wayfinding. In many cases, signage is not advertising the business itself, but instead the type of business and/or products. Billboards span the length of the Corridor, with advertising being directed at products not related to W192, and their associated viewsheds severely limit landscape installation. Palm trees, lighting, mile markers, pole signs, and distribution lines have all been placed at the same general height, exacerbating the visual clutter. A landscaping treatment is present; however, it lacks the density necessary to create an expected sense of arrival or to screen undesirable uses.



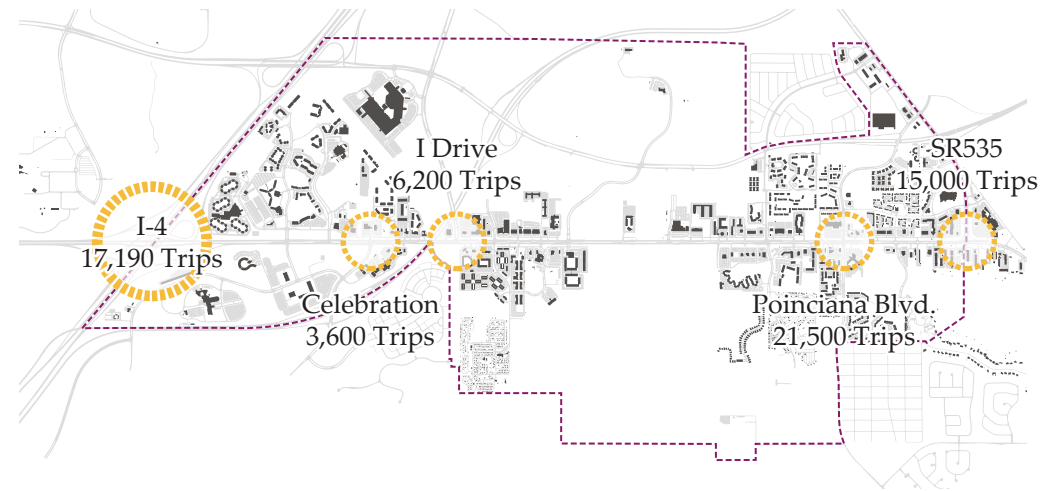
## Problem Statement 6. challenging Tourist Transportation System.

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.

According to KCVB's 2011 Visitor Intelligence Study, approximately 90% of visitors arrive to the Kissimmee area by vehicle with roughly half using a rental vehicle. Current transit infrastructure does not effectively cater to visitors nor employees due to limited service times and routes. Existing plans for the Corridor include new transportation projects, but do not adequately address tourists arriving predominantly by automobile. The LYNX Alternatives Analysis proposes center-running BRT from Hoagland Boulevard to Celebration Place, with three BRT stops; however, the timing is long-term. Park-and-Ride Facilities/Transit Hubs are shown at Celebration Place, Osceola Square Mall, and downtown Kissimmee, but with no identifiable connections to other local and regional tourist destinations.

To improve service, the W192 Economic Advisory Committee Report proposed the addition of two trolleys within Segment 2. This addition of trolleys would assist in the reduction of travel times and in limiting the mixing of local and tourist transit users.

Although a number of plans have been proposed, these plans do not represent a phased approach that addresses tourist's expectations of access to an efficient, near-term, and themed transit system that connects to regional destinations.





# 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. KCVB's Experience Kissimmee Metrics Report should be the primary source of this information, with modifications to include W192-specific metrics. Metrics would include: occupancy; average daily rate (ADR); revenue per available room; supply; demand; sales tax by land use type; and major events. Consistency between metrics would allow for the comparison of W192 to other corridors.

A new full-time Development Authority staff member should be hired to focus on economic development initiatives and ensure the implementation of the Strategies and Actions.

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

*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.

*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.

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*Strategy 3.* Upgrade, re-purpose, reposition, and preserve existing small hotels that are compatible with the future of the Corridor.



*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.

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

*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

The six Strategies include a series of fourteen primary Actions and twenty-five 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"><li>1. Land Development Code Update</li><li>2. Destination District Incentives</li><li>3. Development-Ready Sites</li></ol>
Strategy 2	<ol style="list-style-type: none"><li>1. District-Wide Financial Incentive Package</li></ol>
Strategy 3	<ol style="list-style-type: none"><li>1. Façade Improvement Grant Program Development</li><li>2. Existing Business Support Program</li></ol>
Strategy 4	<ol style="list-style-type: none"><li>1. W192 Target Marketing</li><li>2. Wayfinding, Information &amp; Artwork</li></ol>
Strategy 5	<ol style="list-style-type: none"><li>1. Signage/Billboard Ordinance Updates</li><li>2. Sign Acquisition Programs</li><li>3. Streetscape Improvements</li><li>4. Access/ Mobility Improvements</li><li>5. Electrical Distribution Lines Burial</li></ol>
Strategy 6	<ol style="list-style-type: none"><li>1. Transit Service Improvements</li></ol>

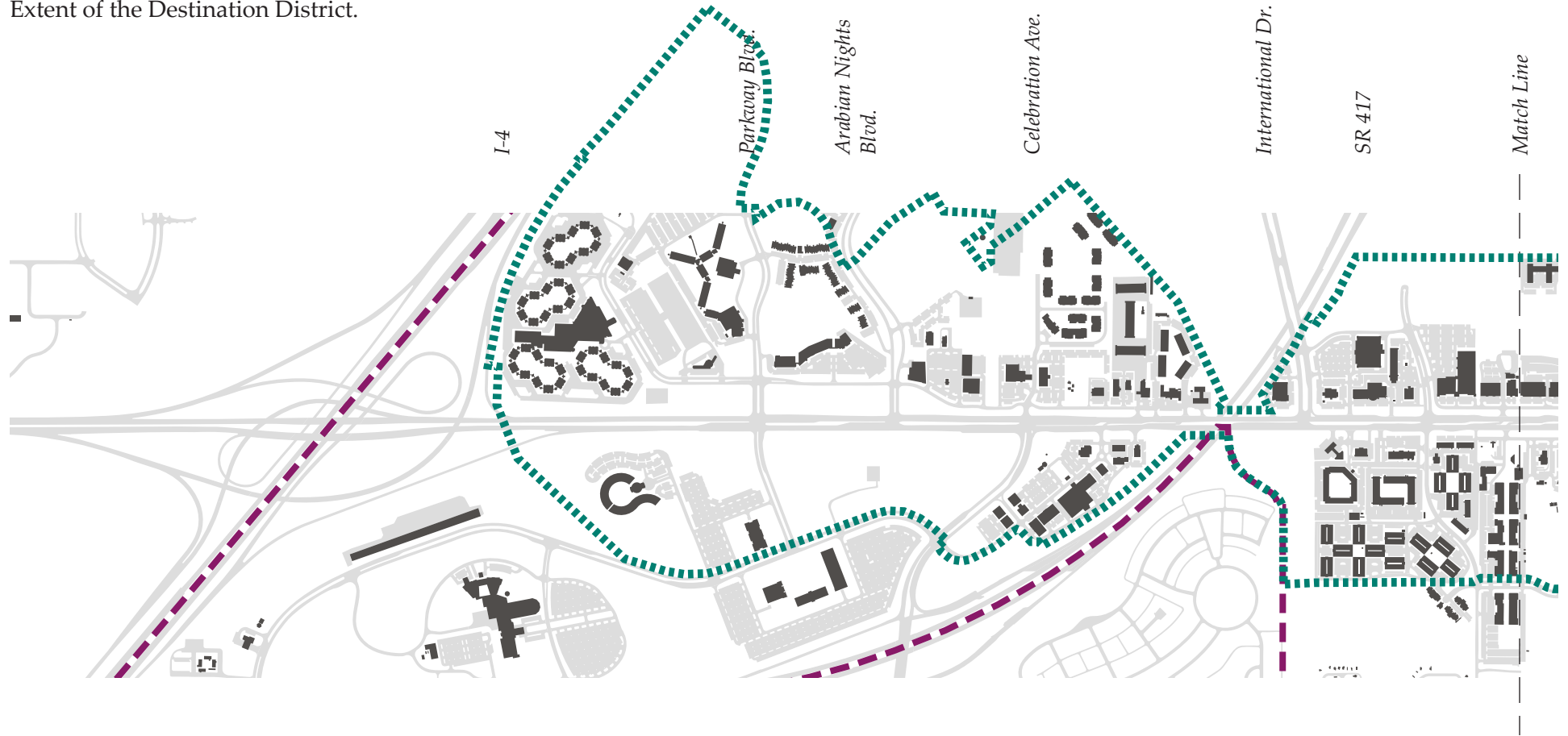
**Strategy 1.** *Diversify the corridor’s mix of land uses by targeting other tourism-related activities for key catalyst properties. These uses will include a richer variety of entertainment venues, restaurants, and other supporting facilities or activities vital to attracting additional tourism development and creating a cohesive tourist destination.*

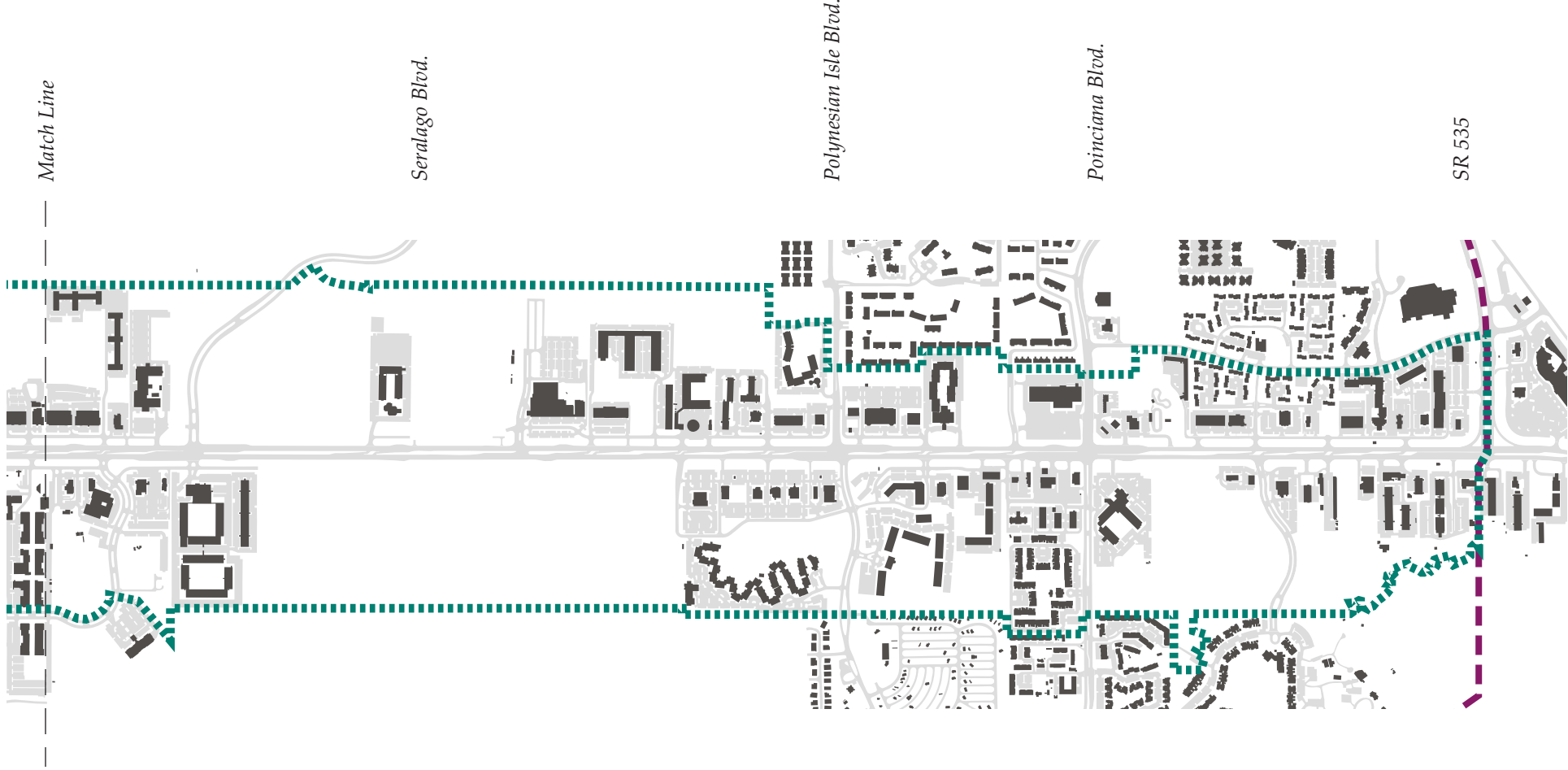
action	sub-action	category/ cost	quadrant
<p>1. Land Development Code Update</p>	<p><b>1a. Land Development Code Revisions.</b></p> <p>To ensure unique market segments and identities, a Destination District Overlay Zone will be created for the area between I-4 and SR 535.</p> <ul style="list-style-type: none"> <li>• Allowed and conditional uses would be identified and be consistent with the vision for this Segment and the Corridor, and would support other goals including transit-oriented development. Key goals of the Overlay Zone would include:</li> <li>• Inclusion of primary uses such as tourism-related activities focused on the broader tourism market</li> <li>• Discouragement of non-tourism uses such as pawn shops, general retail commercial, drive-through restaurants, etc.</li> <li>• Minimization of construction projects with extremely low FARs and extremely high parking ratios</li> <li>• Encouragement of both horizontal and vertical mixed use projects</li> <li>• Appropriate design and development standards consistent with tourism</li> <li>• Encouragement of creative building standards to attract new tourism related development</li> <li>• Removal of requirements such as parking standards to accelerate redevelopment</li> </ul>	<p>Policy</p> <p>Approx. \$80,000 for all three segments</p>	<p>2</p>

action	sub-action	category/ cost	quadrant
<p>2. <i>Destination District Incentives</i></p>	<p><b>2a. Destination District Incentives.</b></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 entertainment venues, restaurants, and flag hotels, fostering a richer experience.</p> <p>Eligible properties would need to meet all standards set forth in this Plan and associated code.</p> <p>Incentive package options could include:</p> <ul style="list-style-type: none"> <li>• Cash incentives</li> <li>• Short-term loans with low interest rates</li> <li>• Tax exemptions or rebates of incremental receipts</li> <li>• Funds or grant application assistance</li> <li>• Assistance with site assembly (as permitted by law)</li> <li>• Planning and design assistance</li> <li>• Fee waivers</li> <li>• Public realm/street improvements acceleration</li> <li>• Infrastructure and road improvements</li> <li>• Expedited permitting</li> <li>• Site demolition assistance</li> <li>• Assistance in the identification of applicable state program incentives (e.g. EPA and Brownfield Rehabilitation Program)</li> </ul>	<p>Policy</p> <p>Approx. \$25,000</p> <p>Incentive</p> <p>Variable, but generally over \$10,000,000</p>	<p>1</p>

# Strategy Map 1-1a. Destination District Development.

Extent of the Destination District.





Match Line

Seralago Blvd.

Polynesian Isle Blvd.

Poinciana Blvd.

SR 535



action	sub-action	category/ cost	quadrant
<p>2. <i>Destination District Incentives (continued)</i></p>	<p><b>2b. Site Marketing Materials.</b></p> <p>Project development sheets should be prepared for all properties within Segment 2. This information should be uploaded to an interactive website, used with key developers, and presented at national and international conventions and trade shows. Materials should promote the Redevelopment Plan and the vision for Segment 2 and overall Corridor.</p> <p>Each project development sheet could include:</p> <ul style="list-style-type: none"> <li>• Aerial of site and contiguous area</li> <li>• Descriptive narrative regarding location and character</li> <li>• Parcel(s) information: number of parcels, number of owners, land acreage, existing building square footage, zoning, overview of requirements (i.e. maximum height, setbacks, FAR, etc.)</li> <li>• Opportunities and constraints: current improvement projects, infrastructure locations</li> <li>• Demographics chart showing population, households, median age, median household income, number of business, and number of employees within 1-mile, 3-mile, and 5-mile radii</li> <li>• List of potential incentives</li> <li>• Vision for site including narrative description of land uses, character, development potentials (i.e. commercial SF, office SF, number of residential units)</li> <li>• Contact info for the Osceola County Economic Development Department and other appropriate agencies or departments</li> </ul>	<p>Project</p> <p>Approx. \$125,000</p>	<p>1</p>



action	sub-action	category/ cost	quadrant
<p>3. <i>Development-Ready Sites</i></p>	<p><b>3a. Development-Ready Sites Initiative.</b>            Within the Destination District, key sites or areas should be prepared for development.            Specific activities could include:</p> <ul style="list-style-type: none"> <li>• Requests for proposal (RFP) for each development or design concept deemed appropriate could be issued. Opportunities would be evaluated and subsequently selected, assisted, or supported based on how well the proposal or concept meets the intent of the strategy and this Plan.</li> <li>• Property acquisition</li> <li>• Property assemblage</li> <li>• Demolition</li> </ul>	<p>Policy            Approx. \$25,000            Incentive            Variable, but generally up to \$5,000,000</p>	<p>1</p>

**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	category/ cost	quadrant
1. District-Wide <i>Financial Incentive            Package</i>	<b>1a. Predevelopment Matching Fund.</b> Create a Predevelopment Matching Fund oriented toward property owners and developers for financial and architectural feasibility studies, design development studies, and prospective appraisals. The program should be a grant-matching system of up to \$10,000 per occurrence.	Policy, Approx. \$10,000 Incentive approx. \$250,000 at 5 occurrences per year of \$50,000	1
	<b>1b. Speculator Fees.</b> Consider the creation of a policy targeted toward vacant and underutilized properties, effectively addressing the land portion of a property at a higher rate and the improvement at a lower rate. These actions will be modified based on state requirements.	Policy Approx. \$15,000	1
	<b>1c. District-Wide Business Grant Program.</b> Initiate a District-Wide Business Grant Program oriented toward new, tourism-related businesses locating along the Corridor, or existing, tourism-related businesses that are experiencing a growth of at least 5 new jobs per year. The program should be grant-matching system of up to \$50,000 per year for three years, and be based on the amount of new income taxes generated by a business.	Policy, Approx. \$25,000 Incentive, Approx. \$250,000 at 5 occurrences per year	1

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

action	sub-action	category/ cost	quadrant
1. <i>Façade Improvement Grant Program Development</i>	<b>1a. Identify Necessary Changes to the Façade Improvement Grant Program.</b> <ul style="list-style-type: none"> <li>Initiate a Corridor-wide business survey to gain feedback on who has used or considered using the program.</li> <li>Manage the grant program through the Development Authority, allocating any allotted funds from CDBG.</li> <li>Streamline paperwork and provide assistance in preparing application.</li> <li>Increase subsidy amount to promote more cohesive and robust improvement projects.</li> <li>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).</li> <li>Require all improvements through this grant to be consistent with the vision of the Redevelopment Plan.</li> </ul>	Study Approx. \$15,000	3
	<b>1b. Enhance Assistance within the FIGP.</b> <ul style="list-style-type: none"> <li>Specify assistance with signage removal, improvement, or installation.</li> <li>Eligibility requirements should include compliance with sign code, design standards, and permit regulations.</li> </ul>	Policy Approx. \$25,000	3

action	sub-action	category/ cost	quadrant
<p>1. <i>Façade Improvement Grant Program Development (continued)</i></p>	<p><b>1c. Promote Façade Improvement Grant Program</b></p> <ul style="list-style-type: none"> <li>• Expand the visibility of the FIGP by highlighting projects funded with FIGP dollars.</li> <li>• Install project signs at construction/ improvement sites saying “This project funded with FIGP dollars”.</li> </ul>	<p>Project Approx. \$10,000</p>	<p>3</p>
<p>2. <i>Existing Business Support Programs</i></p>	<p><b>2a. “Exit Strategy” Assistance.</b></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"> <li>• Provide access to an attorney to develop a sales agreement.</li> <li>• Provide access to attorney, accountant, and auctioneer for assistance with liquidation of assets or possibly provide financial help with sale/auction of said assets.</li> <li>• Provide assistance in identifying buyers and possible incentives for development/ redevelopment.</li> <li>• 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.</li> <li>• Require that any redeveloped properties utilizing this assistance meet the standards set forth in this Redevelopment Plan or associated code.</li> </ul>	<p>Policy Approx. \$15,000 Incentive Variable, but approximately \$375,000 per year at 5 occurrences per year of \$75,000</p>	<p>3</p>

action	sub-action	category/ cost	quadrant
<p>2. Existing Business Support Programs (continued)</p>	<p><b>2b. Land Acquisition.</b>  The Development Authority could directly acquire property using multiple methods or means:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Subsequent redevelopment must meet the standards set forth in this Plan and associated code.</li> </ul>	<p>Policy  Approx. \$15,000  Incentive  Variable, but generally up to \$5,000,000</p>	<p>1</p>

**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	category/ cost	quadrant
1. W192 Target Marketing	<p><b>1a. W192 Marketing Campaign.</b></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
<p>2. <i>Wayfinding, Information &amp; Artwork</i></p>	<p><b>2a. Wayfinding &amp; Artwork Installation.</b></p> <p>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.</p> <ul style="list-style-type: none"> <li>• Design kiosks to be innovative, high tech, and complement the W192 brand.</li> <li>• Consider further expanding the mile-marker system to other key destinations and transit stops.</li> <li>• Create a Smartphone Directional Enterprise Zone that can be downloaded to cell phones, iPads, etc. and which would promote attractions and businesses on W192.</li> <li>• Highlight Reedy Creek as a local asset and destination on nearby wayfinding signs and tourist guides.</li> <li>• Install artwork at key stops, mile markers, or key commercial and entertainment districts to further reinforce this strategy.</li> </ul>	<p>Study Approx. \$50,000 Project Approx. \$20,000 per kiosk Approx. \$150,000 per App + Updates Approx. \$1,500 per placement/ installation</p>	<p>3</p>

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

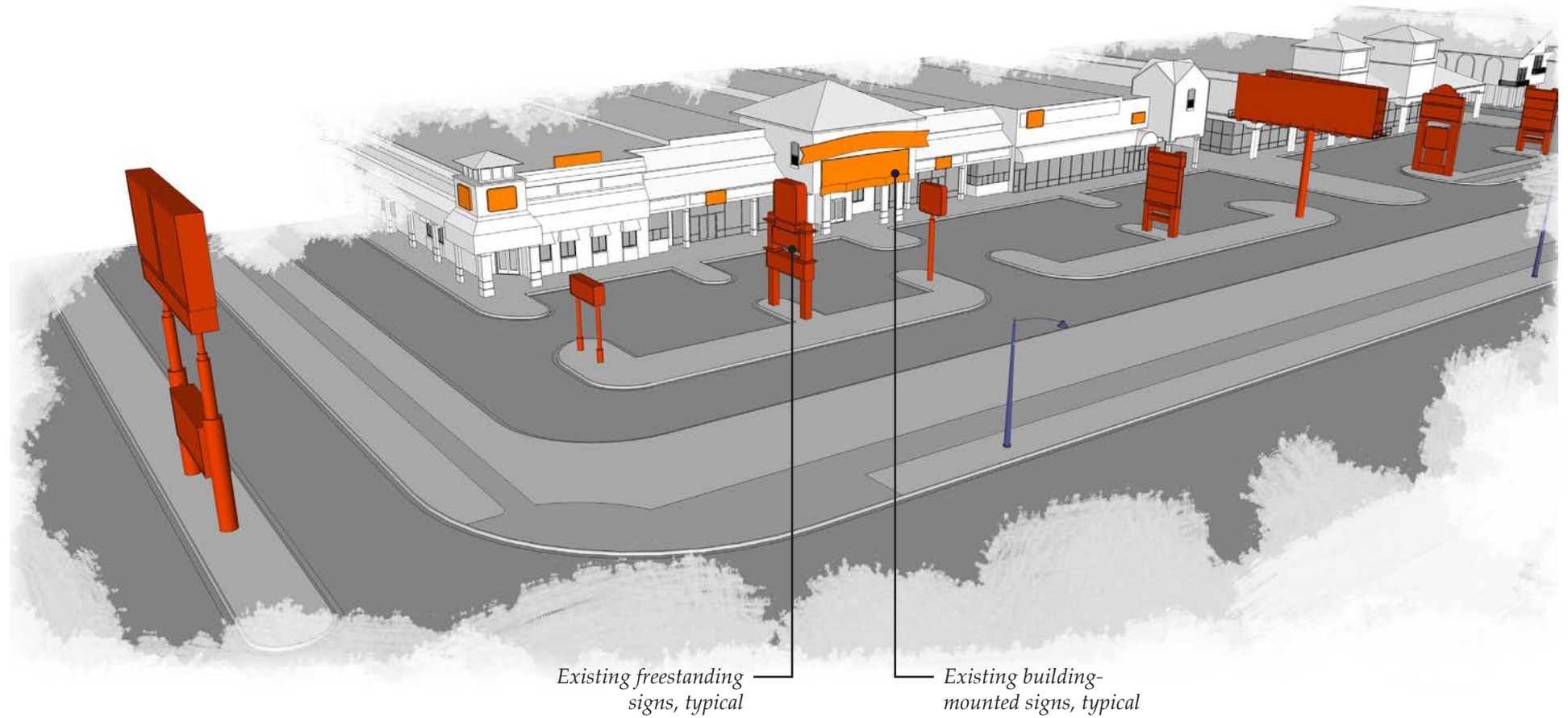
action	sub-action	category/ cost	quadrant
<p>1. <i>Signage/Billboard Ordinance Updates</i></p>	<p><b>1a. Redesign Sign Ordinance.</b>            Create a new sign ordinance to address the following:</p> <ul style="list-style-type: none"> <li>• Prohibit freestanding pole signs.</li> <li>• Implement an adequate minimum distance between signs.</li> <li>• Implement a maximum total sign area based on linear foot of building frontage.</li> <li>• Implement required design standards to create consistency.</li> <li>• Consolidate signage to 1 - 2 signs per business, including one within a consolidated monument sign and one building-mounted sign.</li> <li>• Locate consolidated signs at key intersections, within or at the edge of the ROW with high visibility.</li> </ul>	<p>Policy            Approx. \$80,000            for all three            Segments</p>	<p>2</p>



action	sub-action	category/ cost	quadrant
<p>1. Signage/Billboard Ordinance Updates (continued)</p>	<p><b>1b. Billboards.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Initiate a moratorium on new development of traditional billboards.</li> <li>• 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"> <li>• Association with intensity of land use or larger entertainment venues</li> <li>• Functionality as an attraction in itself</li> <li>• Integration with the overall design of the building</li> </ul> </li> </ul>	<p>Policy Approx. \$20,000 for all three Segments</p>	<p>2</p>
<p>2. Sign Acquisition Programs</p>	<p><b>2a. Billboard Consolidation Program.</b></p> <ul style="list-style-type: none"> <li>• Enter into agreements with billboard owners to consolidate signs.</li> <li>• Identify and acquire billboards that conflict with other strategies in this Plan or that financially inhibit redevelopment of a site.</li> <li>• No billboard improvements or digital billboards should be completed without decommissioning and deconstructing existing billboards.</li> </ul>	<p>Project Approx. \$500,000 per billboard</p>	<p>3</p>

# Strategy Graphic 5-1a. consolidate & Redesign Signs.

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

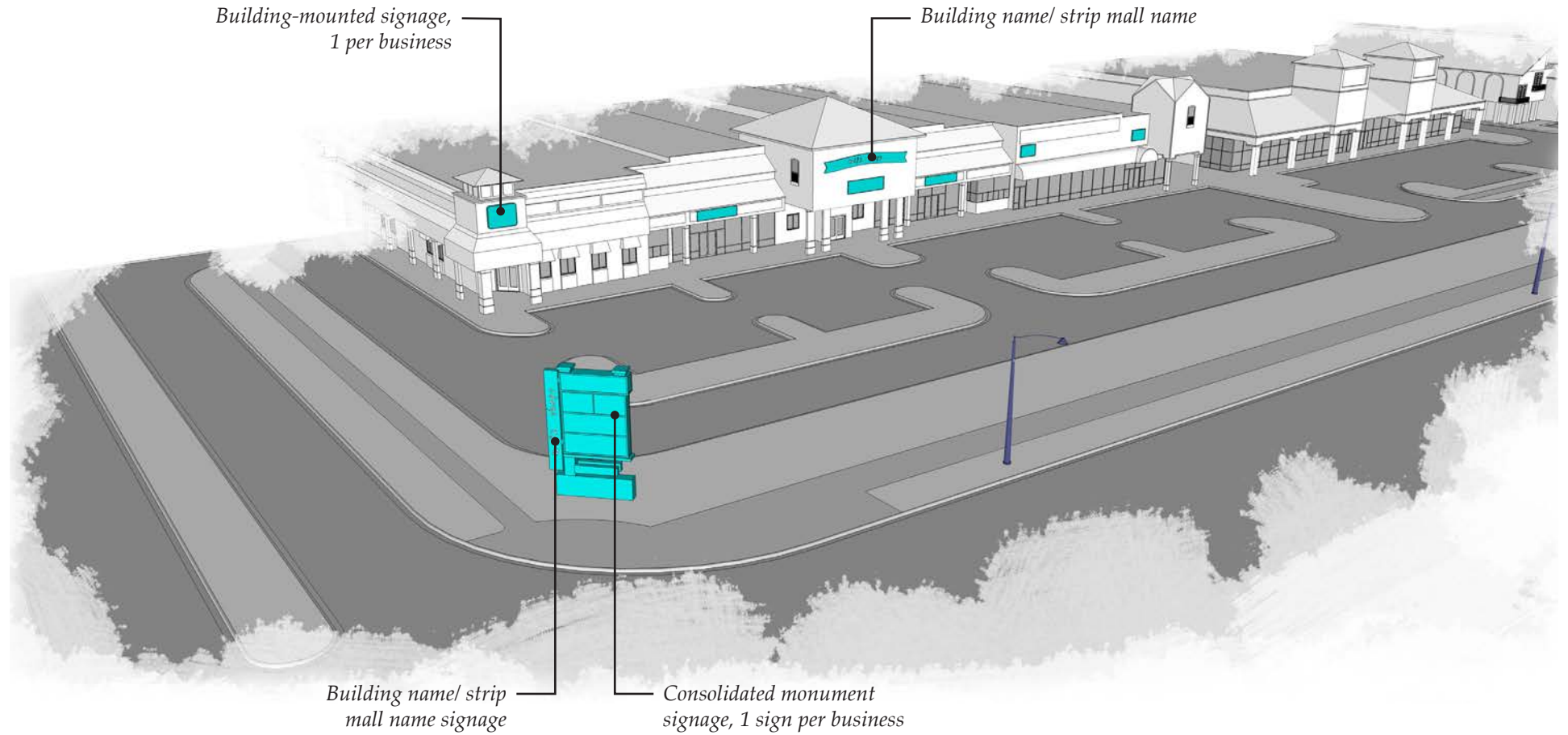


Existing freestanding signs, typical

Existing building-mounted signs, typical

# Strategy Graphic 5-1a. consolidate & Redesign Signs.

Implementation of New Signage Code Standards Applying Consolidated Signage.

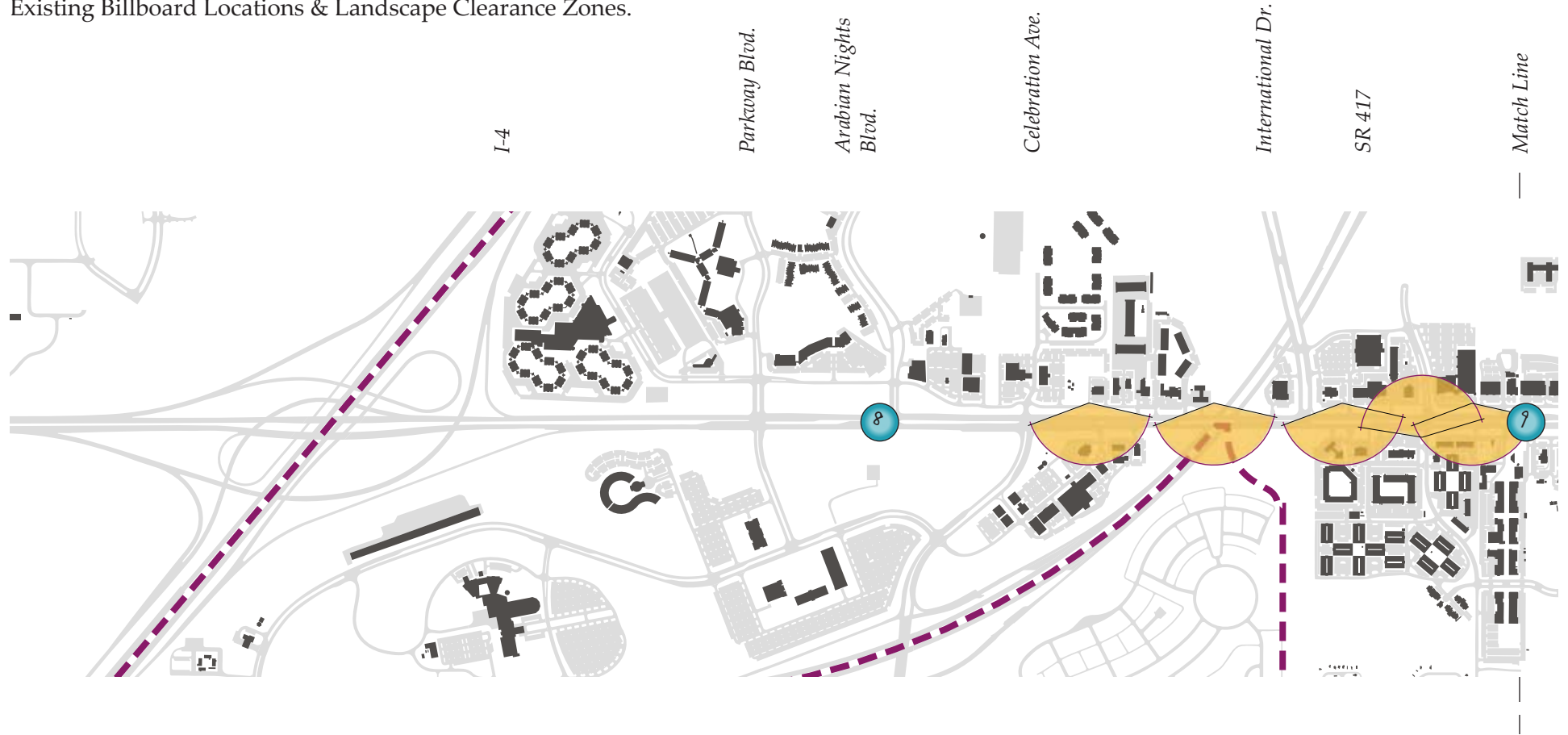


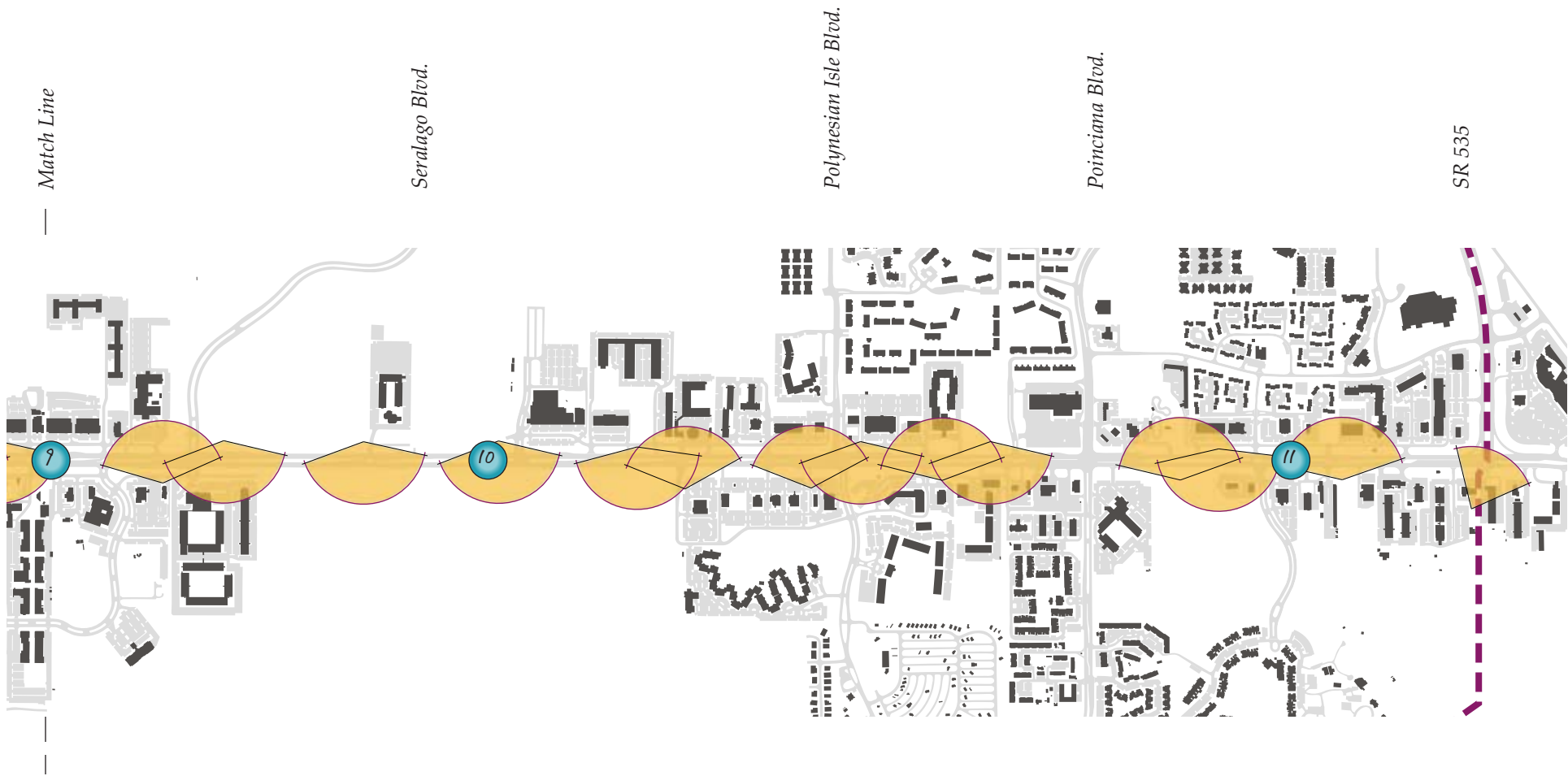
action	sub-action	category/ cost	quadrant
<p>2. <i>Sign Acquisition Programs (continued)</i></p>	<p><b>2b. Sign Update Assistance.</b>            Provide financial matching for consolidation and code compliance if improvements are completed within four years.             After four years, consolidation 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).</p>	<p>Incentive Variable</p>	<p>4</p>
<p>3. <i>Streetscape Improvements</i></p>	<p><b>3a. Streetscape Standards.</b>            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"> <li>• Sidewalk widening and extension</li> <li>• Additional street trees and pockets of dense landscaping</li> <li>• Safety improvements to pedestrian and bicycle crossing points</li> <li>• Enhanced street furniture at high volume pedestrian areas</li> <li>• Enhanced street and pedestrian lighting</li> <li>• Gateway features and landscaping</li> </ul> <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 Approx. \$1,500,000/ mile</p>	<p>4</p>

action	sub-action	category/ cost	quadrant
<p>3. Streetscape Improvements (continued)</p>	<p><b>3b. Transit Streetscape.</b></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"> <li>• Electronic bus timing signs with real time arrival/departure for buses and their destination</li> <li>• Associated smart phone apps for tracking buses</li> <li>• Wayfinding systems at key stations (could be inlaid in pavement) including directions to destinations within a 1/4- to 1/2-mile walking distance</li> <li>• Enhanced W192-specific electronic kiosks, with enhanced plaza areas and paving elements</li> </ul>	<p>Project</p> <p>Approx. \$20,000 Timing Signs</p> <p>Approx. \$150,000 Smart Phone App</p> <p>Approx. \$20,000 Kiosks</p> <p>Approx. \$150,000 Plaza Improvements</p> <p>Approx. \$200,000 per Plaza</p>	<p>4</p>

# Strategy Map 5-16. Billboards.

Existing Billboard Locations & Landscape Clearance Zones.





Match Line

Seralago Blvd.

Polynesian Isle Blvd.

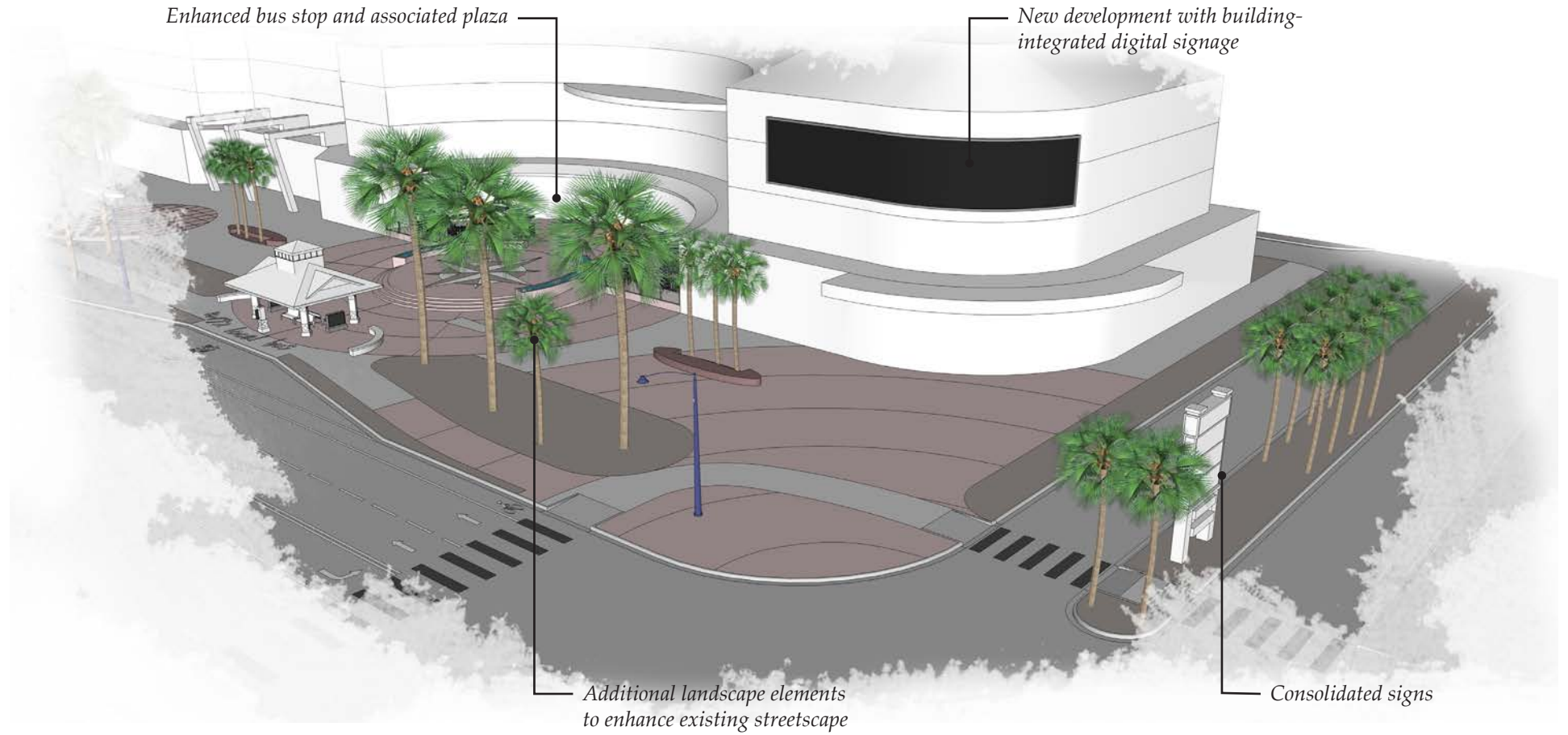
Poinciana Blvd.

SR 535



# Strategy Graphic 5-16. Billboards.

Digital Billboard Integrated with New Development.





# Strategy Map 5-3a. Streetscape Standards.

Segment 2, Alternative Streetscape Enhancement Solutions.



Palm-themed landscape treatment



Park-like landscape treatment



Urban landscape treatment

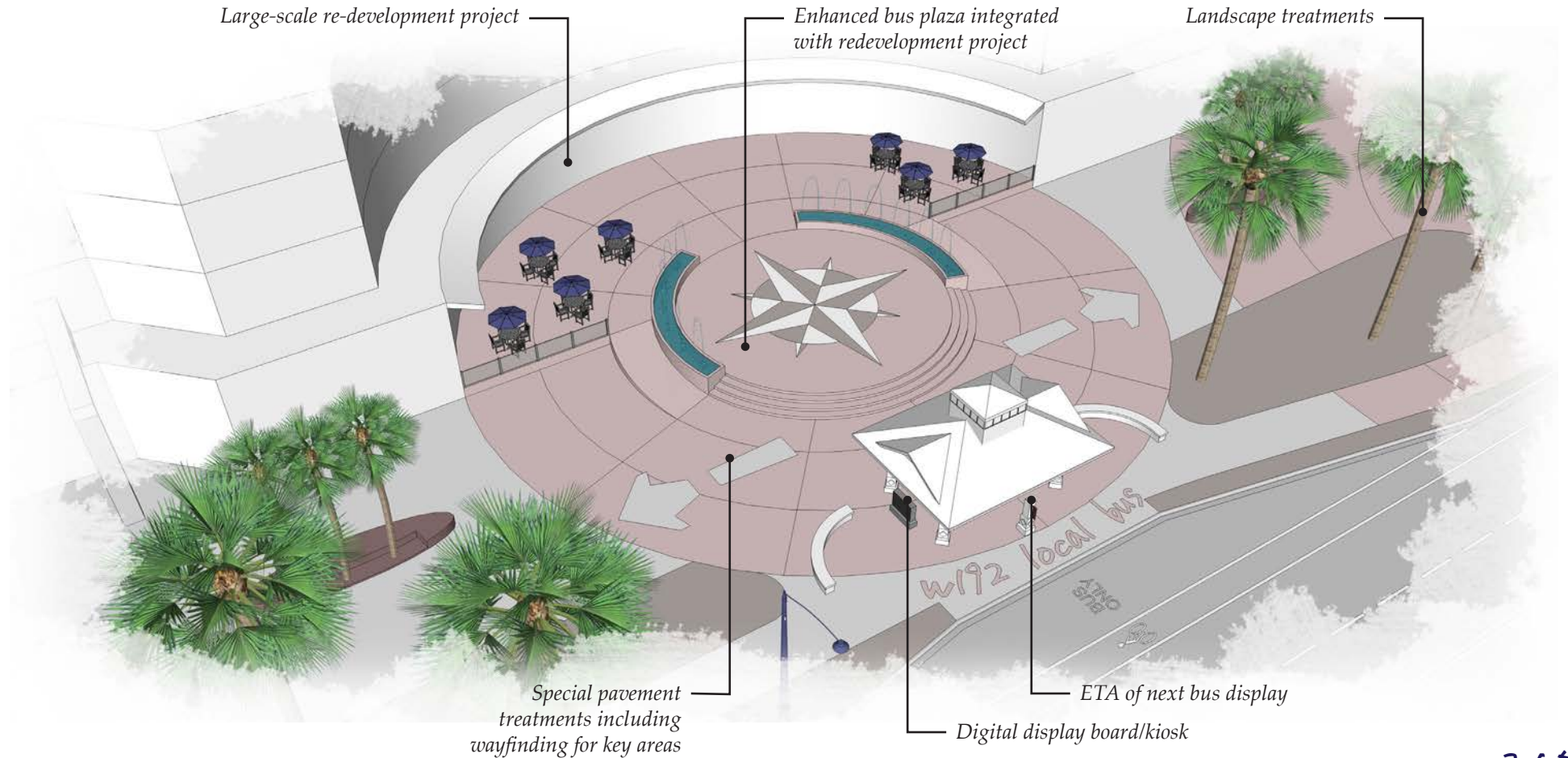
# Strategy Graphic 5-3b. Transit Streetscape.

Baseline Transit Stop with Selected Enhancements.



# Strategy Graphic 5-3b. Transit Streetscape.

Implementation of Transit Streetscape Enhancements.

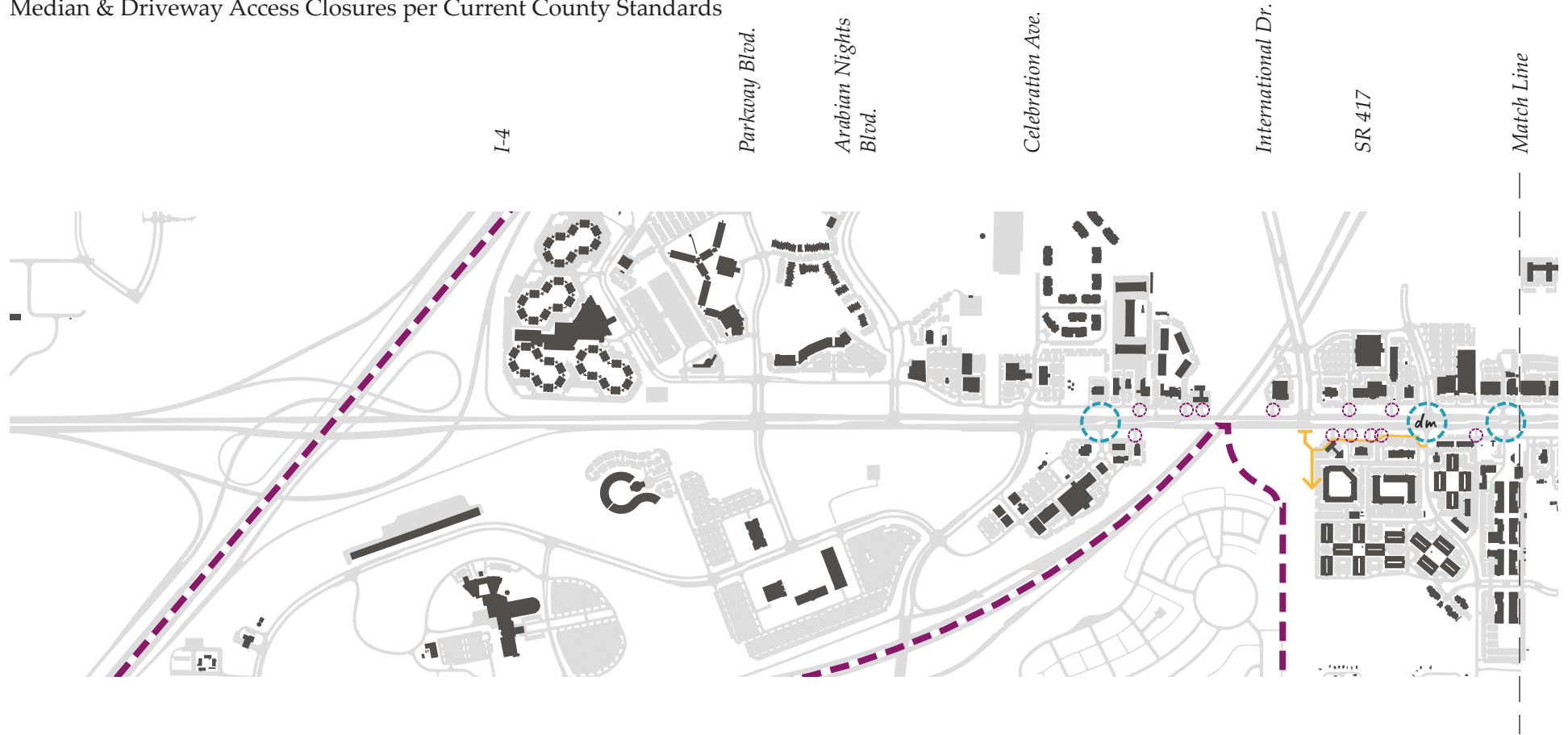


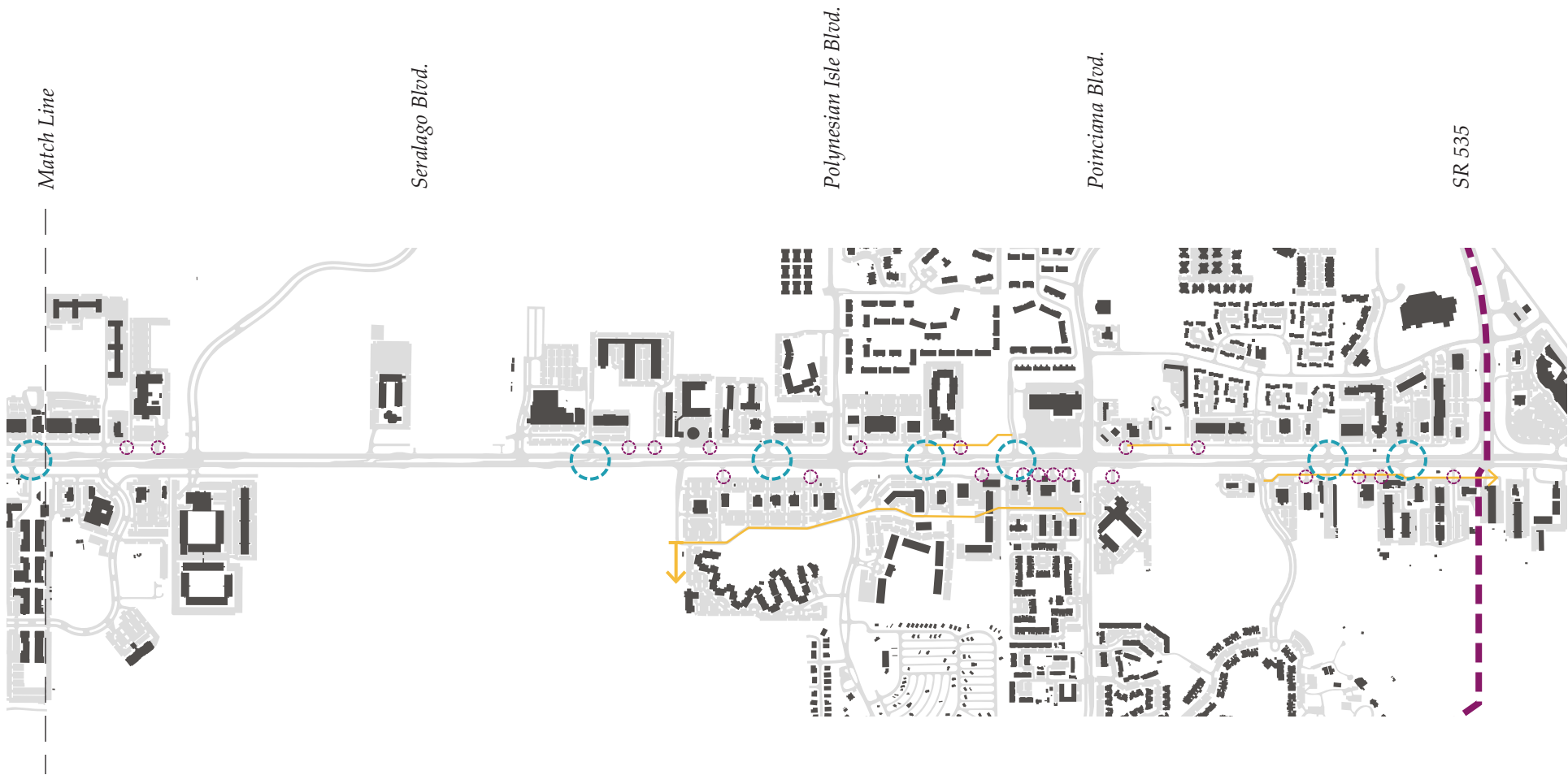
action	sub-action	category/ cost	quadrant
<p>4. <i>Access/ Mobility Improvements</i></p>	<p><b>4a. Preliminary Access Management &amp; Mobility Improvements.</b></p> <p>Adapt access management spacing standards per the Osceola County LDC, Chapter 13, Table 13-1, which require a minimum directional median opening spacing of 1,320'; a minimum full median opening spacing of 2,640'; and a minimum spacing of 660' for access driveways.</p> <ul style="list-style-type: none"> <li>• Implement median closures in conjunction with transportation, landscape, or catalyst projects.</li> <li>• Implement access driveway closures in conjunction with transportation, landscape, or catalyst projects. Where alternative access is not available through frontage or rearage roads, access improvements should be predicated on land assemblage to accomplish this goal.</li> <li>• During access management improvement projects, implement frontage road extensions and enforce easement dedication where necessary, removing illegal parking.</li> <li>• As part of redevelopment or catalyst projects evaluate the benefits to the business owner/developer of vacating the frontage ROW to the County or FDOT and the re-landscaping of the area. Projects should not limit access to other businesses.</li> <li>• Work with FDOT to sequence closures with landscape improvements or redevelopment.</li> </ul>	<p>Study Approx. \$20,000</p>	<p>3</p>




action	sub-action	category/ cost	quadrant
<p>4. <i>Access/ Mobility Improvements (continued)</i></p>	<p><b>4b. Formal Access Management, Mobility &amp; Safety Studies.</b></p> <ul style="list-style-type: none"> <li>• Conduct a Roadway Safety Audit and recommend improvements to enhance pedestrian safety.</li> <li>• Implement a formal Access Management Study.</li> <li>• Address an Access Management Educational Program for existing businesses.</li> </ul>	<p>Study Approx. \$350,000</p>	<p>3</p>
	<p><b>4c. Access Standards Coordination.</b></p> <p>Work with the City of Kissimmee to coordinate compatible access standards along the Corridor and improve overall corridor mobility.</p>	<p>Policy Approx. \$30,000</p>	<p>3</p>
<p>5. <i>Electrical Distribution Lines Burial</i></p>	<p><b>5a. Utility Burial.</b></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 Approx. \$6,000,000/mile</p>	<p>4</p>

# Strategy Map 5-4a. Preliminary Access Management & Mobility Improvements.

Median & Driveway Access Closures per Current County Standards





-  Median Closure per County Standards
-  Access Driveway Closure per County Standards
-  Frontage Road Alignment/ Formalization



**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.*

action	sub-action	category/ cost	quadrant
1. <i>Transit Service Improvements</i>	<p><b>1a. Transit Service Improvements.</b></p> <p>The transit system should be designed to accommodate visitors, workforce, and residents. The system should build off of and complement existing transit service by:</p> <ul style="list-style-type: none"> <li>• decreasing headway times,</li> <li>• capitalizing on a transit hubs, and</li> <li>• phasing transit service over 20 years that is primarily focused on visitors and employees.</li> </ul> <p>Phasing should be based on ridership level and partnership funding levels achieved:</p> <ul style="list-style-type: none"> <li>• Phase 1. Add LYNX, W192-branded buses with decreased headway times along the Corridor. Add additional private-branded shuttles covering two zones and centered on the intermodal facility at Celebration Place. 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.</li> </ul>	<p>Project</p> <p>Phase 1: Approx. \$450,000</p> <p>Phase 2: Approx. \$250,000</p> <p>Phase 3: Approx. \$200,000 per Plaza</p> <p>Phase 4: Approx. \$6,000,000 per Segment 2</p> <p>Phase 5: Approx. \$40,000,000 per Segment 2</p>	4

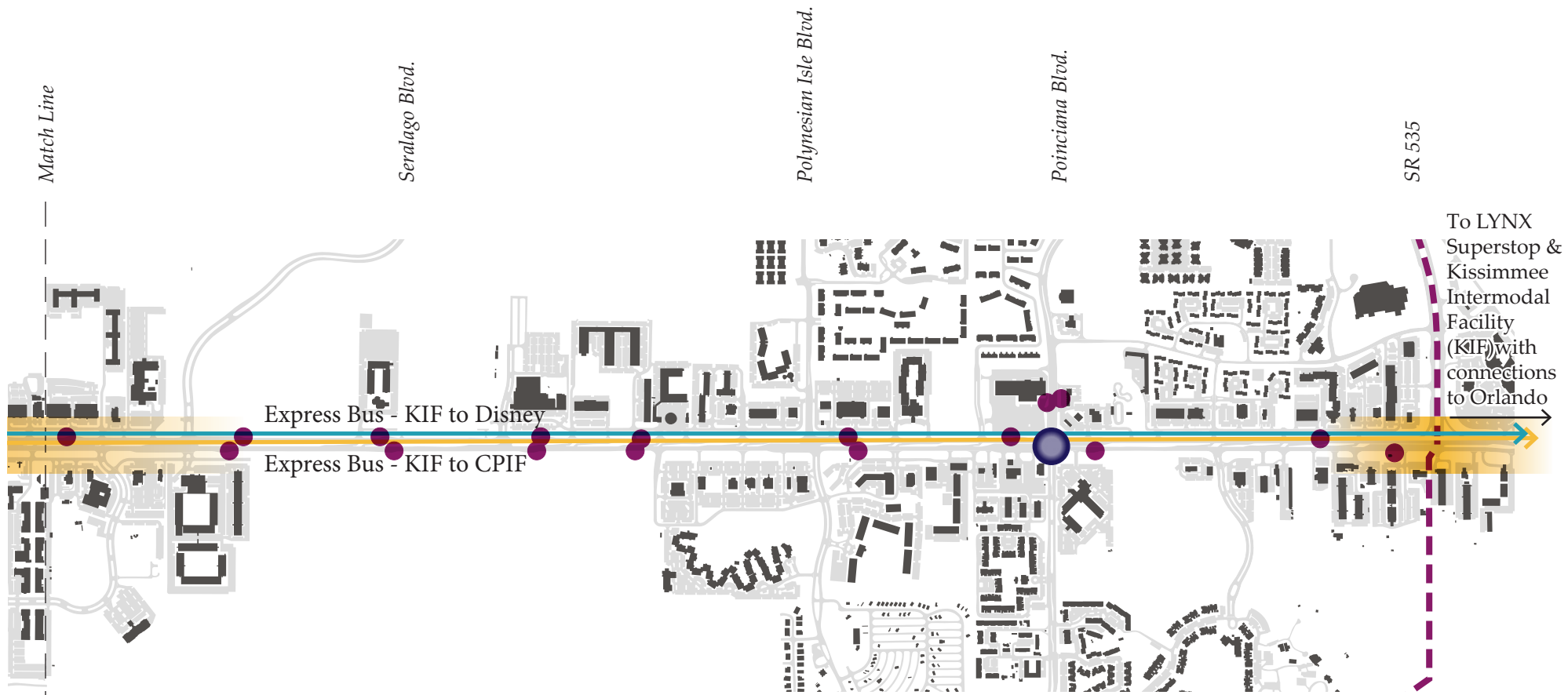







action	sub-action	category/ cost	quadrant
<p>1. <i>Transit Service Improvements (continued)</i></p>	<ul style="list-style-type: none"> <li>• Phase 2. Support frequent shuttle connections to transit hubs. Work with transit providers to provide connections to regional tourism destinations and express buses from the transit hubs. Place electronic signage at transit hubs to highlight tourist destinations for each bus.</li> <li>• 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).</li> <li>• 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.</li> <li>• Phase 5. Add center-running BRT with custom buses and new stops in conjunction with obtaining FTA Small Starts or other Federal or State matching funds.</li> </ul>		

# Strategy Map 6-1a. Transit Service Improvements.



\* Pending Disney Review



-  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
-  Phase 5: Center-Running BRT Stations (from the LYNX Alternatives Analysis)



3-53

