

An aerial perspective sketch of a city planning project. The sketch shows a grid of streets with various building footprints, parking lots, and green spaces. There are several small ponds or lakes interspersed throughout the urban layout. The style is a hand-drawn architectural rendering with a color palette dominated by greens, blues, and earthy tones. The text 'OBTNEXT' is overlaid in the bottom left, with a stylized arrow graphic to its right.

OBTNEXT

Master and Implementation Plan

October 2017 - *OBTDB DRAFT COPY*

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ACKNOWLEDGMENTS

Orange Blossom Trail Development Board

Vanessa Pinkney - Executive Director
Rhonda Stapleton - Former Director of Programs

Board Members:

Maxwell Spann - President
Emmett O'Dell - Vice President
Christine Hill - Treasurer
Commissioner Victoria Siplin
Tasha M. Golis
Richard Fender
Tangia Hill-Smikle
Demetrius Summerville
Carl E. McPhail

Florida House of State Representatives

Bruce Antone - District 46 Representative

Orange County Florida

Jason Reynolds - Chief Planner
Neighborhood Preservation & Revitalization Division

Orange County Sheriff's Office

Cpt. Bruce McMullen
Lt. Don Woods

City of Orlando

Jason Burton - Chief Planner
Chris Deloatche - Planner

Orlando Police Department

Cpt. Daniel Schad

Steering Committee Members

Vencina Cannady
C.J Davila
Brian Hanson
Dedra Jenkins
Edward Johnson
John Lamont
Terry Prather
Max Spann
Myles Weisman

Consultant Team: GAI Community Solutions Group

Owen Beitsch
Kristin Caborn
Dave Darsey
Tom Kohler
Patrick Panza
Claudia Ray
Pete Sechler
Andrew Sheppard
Laura Smith

Community Meeting Participants

Adam Fields
Alex Ross
Alexander Gill
Angie Carloss
Barbara Giles
Betty Gelzer
Bobby Davidowitz
Brian Sanders
Bruce Antone
Buck Miller
Chris Puszkas
Christie Hawkins
Christie Hill
CJ Davila
Clara Malone
Cynthia Harris
D. Porter
Dana Pagan
David Stokes
David Wenfeld
Dennis F. Murrill
Diana Gallego
Doug Head
Doyle Goodson
Edward Urbano
Eleisha Veinotte
Elizabeth Paulk
Emmet Deloatche
Emmett O'Dell
Eric Stites
Frank Parks
Frank Youiel
Fred Stone
Georgiana Tynes
Gus Castro
Hanah Murphy
Henry Grosse
Hudie Stone
Hugh Harling
Irene Marte
James Hartsfield
James Watkins
Jazzmon Baker
Jean M Witt
Jeff Cely
Jeff Cely
Jibreel Ali
Jibreel R. Ali
Joe Kunkel
John Hursh
John Lamont
Jorge Palacios
Karl Anderson
Keisha Santa Doak
Kelsey Kerce
Kiel Gajadhar
Kurt Fashacht
Lawonna Gelzer
Leon Gaither
Margaret Hill
Maria Jose
Marie Calixte
Mark Massaro
Martha Kirby
Mary-Stewart Droege
Michelle Morrison
Mike Crabb
Myles O'Keefe
Nick Lepp
Ofc. James West
Ofc. Richard Patterson
Olivia Blasé
R. Tracy Anderson
Rick Richbourg
Roberta Fennessy
Rose-Nancy Joseph
Russell Taylor
Ryan Winkler
Saraya Perry
Sheryl Dolphus Kelly
Sidney Malove
Stacey Ali
Stephen Bender

Tangia Smikle
Tanika Bango
Taryn Ruttcril
Tasha Golis
Terre Kestler
Tholey Martinez
Tim Adams
Tim Roseberry
Tina Nugent
TJ Legacy-Cole
Todd Davis
Tommy Settle
Tracey Greene
Veronica Brezina
Vinni Cannady
Viouton Motan
Wes Shaffer
Will Andrews

Walking Audits and Tours Participants

Bill Karr
Bruce McMullen
Buck Miller
Chara Malone
CJ Davila
Cristina Pichardo-Cruz
Danyell Davis
David Feliciano
Dennis F. Murrill
Hanoman Singh
Joanna Pietrowski
John Lamont
Kathleen Rygiel
Martha Kirby
Myles Weisman
Mylynn Smikle
Omar Zafar
R. Tracy Anderson
Robert Rodriguez
Shacara Carter
Tangia Smikle
Terry Prather

Tom Roseberry
Whitney Seta

Neighborhood Meetings Participants

Bill Karr
Buck Miller
CJ Davila
Clara Malone
Danyell Davis
Demetrius Summerville
Dennis F. Murrill
Doug Head
Doyle Goodson
Epifania Rodriguez
Hanoman Singh
Harold Gustatson
Jean M Witt
Joanna Pietrowski
Myles Weisman
Mylynn Smikle
Phil Hissom
R. Tracy Anderson
Shacara Carter
Steve Malone
Tangia Smikle
Tom Roseberry
Vanessa Bynes
Whitney Seta

Stakeholders and Workshop Participants

Anoch Whitfield
April Miller
Billy Hattaway
Bob Ansley
Bobby Davidowitz
Brian Hanson
Brian Sanders
C.J Davila
Carol Palacios
Charles Kinyon
Dean Grandin

Dedra Jenkins
Faz Ali
FJ Flynn
Frank Wells
Frank Yokiell
Hugh Harling
James Ward
James Watkins
Jeff Potter
John Lamont
Keith Mawarchi
Kelsey Kerce
Kurt Fasnacht
Leon Gaither
Linda Rhinesmith
Martha Kirby
Mary-Steward Droege
Max Spann
Mike Crabb
Myles Weisman
Nick Lepp
Paul Lewis
Paul Partlow
Pauline Eaton
Ruby Rozier
Sharon Wiley
Shawn Tan
Stephen Bender
Terry Prather
Thomas Alston
Tracey Greene
Tracy Anderson
Wes Shaffer

PLAN OVERVIEW

This is the first-ever comprehensive master plan prepared for an 8.3-mile corridor of Orange Blossom Trail (OBT), from State Road 50 to State Road 528 (also known as the Beachline Expressway) in Orange County, Florida. Funded by a grant from the Florida Department of Economic Opportunity (DEO), the Orange Blossom Trail Development Board (OBTDB) initiated the planning effort to specifically identify and address issues impacting the corridor's viability. This master plan is one of the three plans created as part of the DEO grant, the other two are: 1) a Community Redevelopment Area (CRA) Plan Update and 2) a Safe Neighborhood Plan Update. All the plans complement each other, but only the master plan illustrates the overall vision and framework for the entire 8.3-mile corridor. The OBT master plan lays out a roadmap for OBT as an area that can be economically competitive and socially relevant in today's world.

Working closely with the OBTDB, the OBTNext planning team, composed of City of Orlando and Orange County staff and law enforcement officers, walked, talked, photographed, mapped, analyzed, and most importantly, listened the community about the nuances of the OBT corridor and neighborhoods.

Grounded in extensive public outreach, community input, and data analysis, this plan seeks to respond to the changing economic environment, and the evolving demographic and market conditions in the community. It would also ensure that incremental moves occur within a larger framework and are aligned with a future vision of the OBT corridor and surrounding neighborhoods developed by the community.

The plan framework is made up of a **Vision**, supported by six **Guiding Principles**—implemented initially through six **Big Moves** and **Catalyst Projects**.

The **Vision** describes the future of the OBT area. It is intended to be aspirational and broad, setting the course for the future. The **Guiding Principles** describe the future goals for the OBT corridor and neighborhoods in broad principles. They are informed by the general topics driven from the issues and opportunities' insights. As time progresses, these principles are intended to remain constant, providing a baseline for new big moves and actions to be developed, and for the plan to evolve to meet changing conditions.

The **Big Moves** outline the key actions OBTDB may take to execute the plan. The actions are organized by policy and regulations, as well as organizational, administrative, physical improvements. They have been created in thoughtful consultation with community members and stakeholders. The plans and imagery shown with each move are intended to be indicative of the character and intent of the recommended actions.

The overall vision of the OBT corridor breaks down to five **Districts and Catalyst Sites**. These sites illustrate redevelopment scenarios and specific projects driven by the Big Moves. The implementation of the vision for the corridor will require a number of public, private, and public/private investment and series of projects. The Catalyst Sites design are conceptual and will require additional due diligence and refinement before implementation.

PLAN FRAMEWORK

LISTENING AND LEARNING

BACKGROUND

Assessment and existing conditions

- THE CORRIDOR (STUDY AREA)
- CHARACTER
- SCALE
- HISTORY
- OBT TODAY
- THE REGION
- ORANGE BLOSSOM TRAIL DEVELOPMENT BOARD PROGRAMS
- JURISDICTION
- FUTURE LAND USE
- GROWTH (1990–2016)
- VACANT AND GOVERNMENT-OWNED PARCELS
- TRANSPORTATION
- POLICING & CODE ENFORCEMENT
- POPULATION
- JOBS
- AREA WELL-BEING

ISSUES & OPPORTUNITIES

General topics gathered during the public engagement

- CRIME & SAFETY
- IMAGE & CHARACTER
- NEIGHBORHOOD & HOUSING
- OPEN & RECREATIONAL SPACES
- STREETS & LINKAGES
- JOBS & EDUCATION
- INVESTMENT & DEVELOPMENT
- GOVERNANCE

VISION, ACTION, AND IMPLEMENTATION

VISION: An inclusive, accessible, diverse, and connected corridor that is collectively governed and supports transformative change to improve its well-being.

VISION & GUIDING PRINCIPLES

General topics of the input gathered during the public engagement



TRANSFORMATION
Change and Reposition



SAFETY
Prevention and Justice



EQUITY
Access and Affordable



GROWTH
Diverse and Sustainable



CONNECTIVITY
Linkages and Networks

BIG MOVES & ACTIONS

Moves, Ideas and Policy, Administrative, and Infrastructure actions

B1

DEVELOP DESTINATIONS TO ATTRACT DEVELOPMENT, BUSINESS, JOBS & TRAINING

B2

ENCOURAGE A VIBRANT AND DIVERSE CORRIDOR

B3

MAKE SAFE AND LIVABLE STREETS FOR ALL MODES OF TRANSPORTATION

B4

IMPROVE ACCESS TO OPEN SPACE AND RECREATIONAL ACTIVITIES

B5

BUILD STRONG NEIGHBORHOODS

B6

CREATE FLEXIBLE AND AFFORDABLE HOUSING OPPORTUNITIES

DISTRICTS & CATALYST SITES

Projects and Strategies



WEST ORLANDO



HOLDEN HEIGHTS



HOLDEN



AMERICANA



LAKE ELLENOR

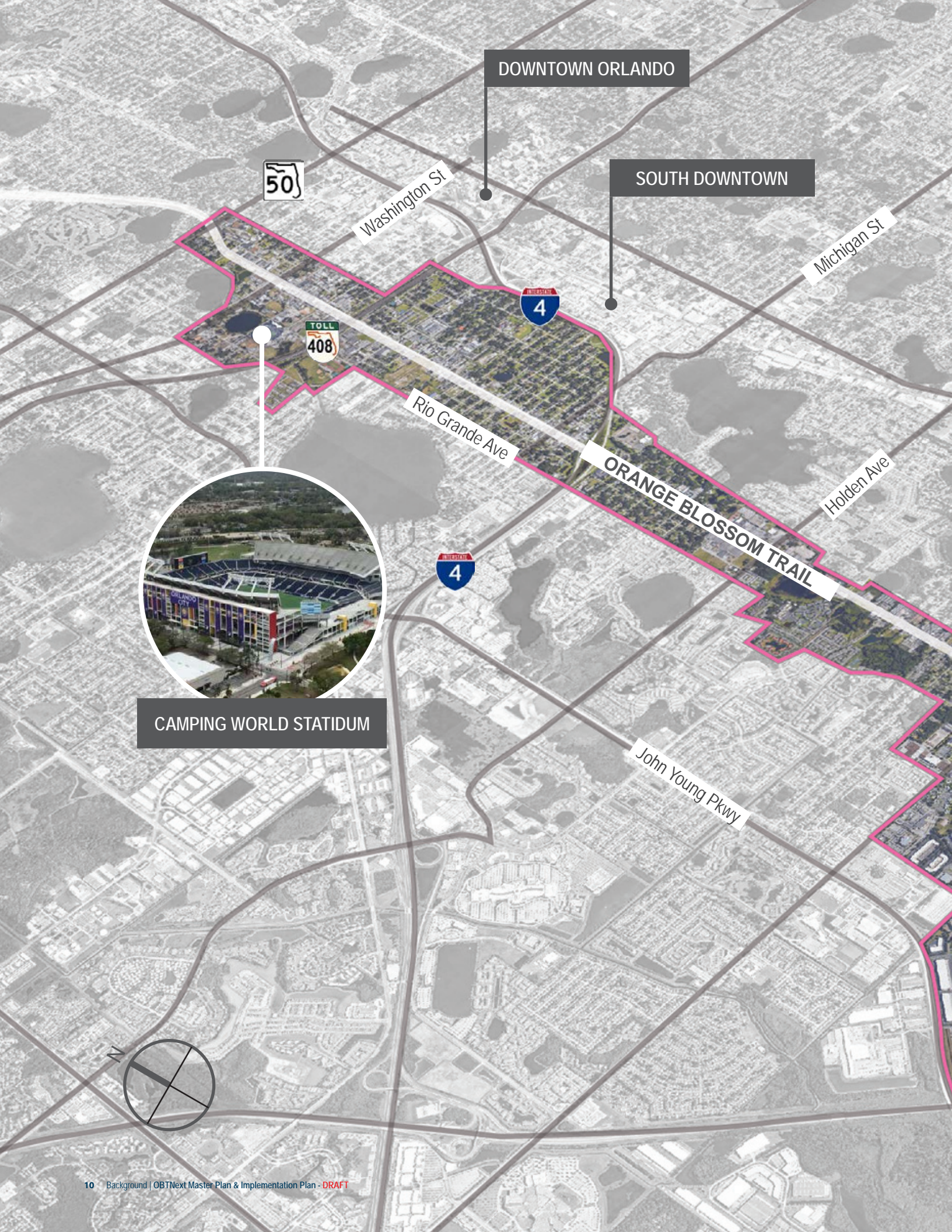


BACKGROUND

The corridor background information collected was analyzed to establish the platform upon which the master plan was developed. In addition to assessing the scale, character, and regional connectivity, it provides a snap shot of OBT's history, as well as what OBT is today. It provides demographic data and insight into the possibilities for enhancing homeownership and job-generating opportunities, as well as leveraging vacant and government-owned parcels into development opportunities. Its focus is on providing direction for enhanced governance for actions and resources to support the residents and businesses for a more prosperous future.

The assessment process included recognizing the Study Area's scale, jurisdictional issues distinguishing areas in the County from those in the City, and impacts on land use and code enforcement regulations, as well as responses to public safety calls. The plan addresses the overall visual appearance and character of the corridor's frontage and adjacent neighborhoods. It considers the impact of OBT's strategic location regionally and its connectivity to major destinations such as Orlando International Airport, Universal Studios, International Drive, and the Orange County Convention Center, as well as regional destinations located within the Study Area—Florida Mall and Camping World Stadium.

The assessment included recognizing existing OBTDB programs, city and county programs, as well as other institutional, neighborhood, and non-profit organizations whose resources were directed to residents or businesses in the Study Area. Initiatives ranged from the Community Redevelopment Agency, Safe Neighborhood Programs, neighborhood associations, LIFT Orlando, city and county housing assistance, as well as support for job placement services to name a few. Thus, the background assessment for the corridor included both the physical and the social elements in a comprehensive scan of the Study Area.



DOWNTOWN ORLANDO

SOUTH DOWNTOWN

Washington St

Michigan St

Holden Ave

ORANGE BLOSSOM TRAIL

John Young Pkwy

Rio Grande Ave



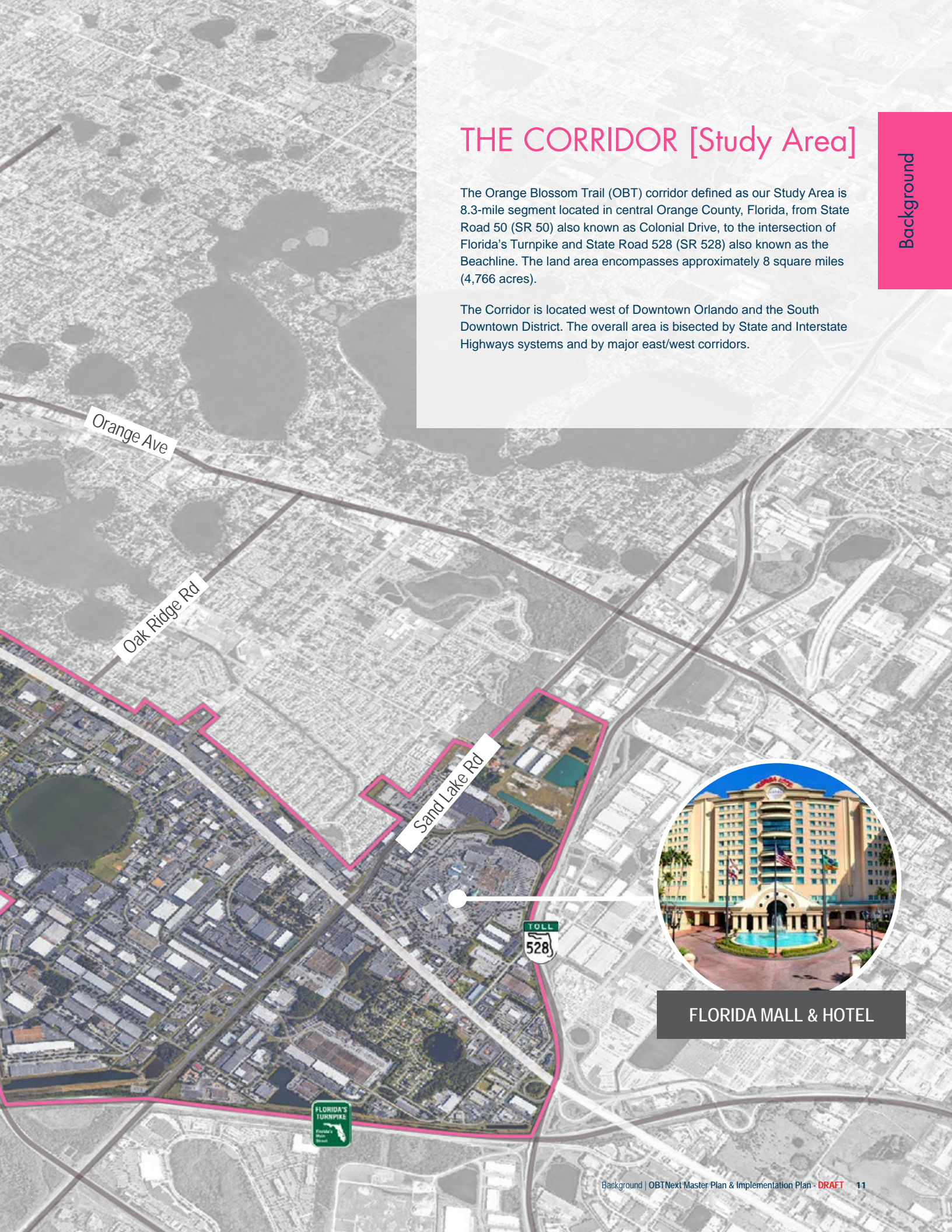
CAMPING WORLD STATIDUM



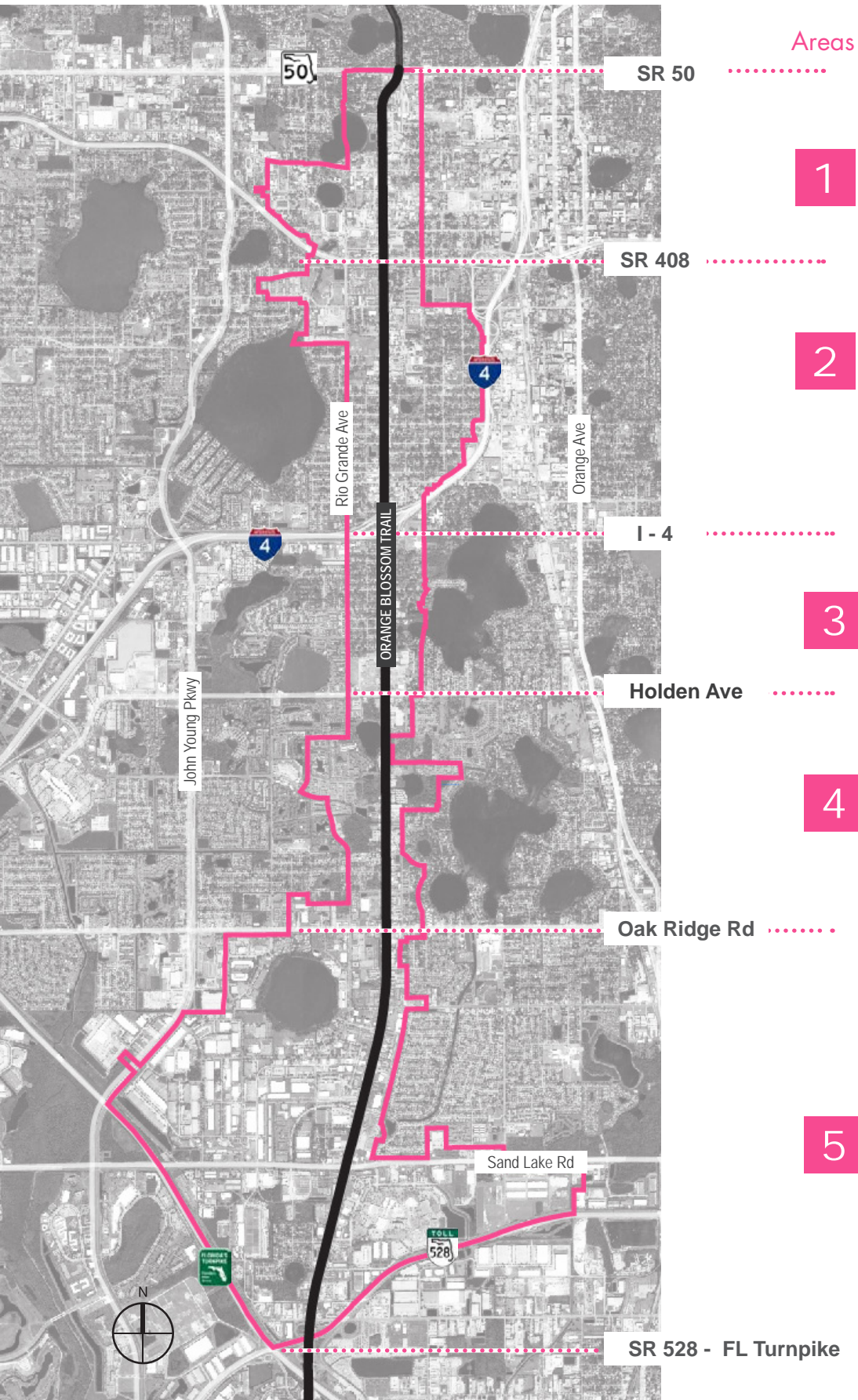
THE CORRIDOR [Study Area]

The Orange Blossom Trail (OBT) corridor defined as our Study Area is 8.3-mile segment located in central Orange County, Florida, from State Road 50 (SR 50) also known as Colonial Drive, to the intersection of Florida's Turnpike and State Road 528 (SR 528) also known as the Beachline. The land area encompasses approximately 8 square miles (4,766 acres).

The Corridor is located west of Downtown Orlando and the South Downtown District. The overall area is bisected by State and Interstate Highways systems and by major east/west corridors.



FLORIDA MALL & HOTEL



1



2



3



4



5



CHARACTER



The OBT corridor compared to another corridor in the region lacks of differentiation: the overall character and first impression of the corridor conveys it to be a place that lacks investment, is not aesthetically attractive, and has predominantly auto-related and hotel uses. The buildings are not well maintained, and the road lacks adequate streetscape elements. Due the length of the corridor, we have divided the Study Area into five distinct areas for the purpose of analysis. Area boundaries were selected based on existing conditions, such as major intersections and/or neighborhoods.

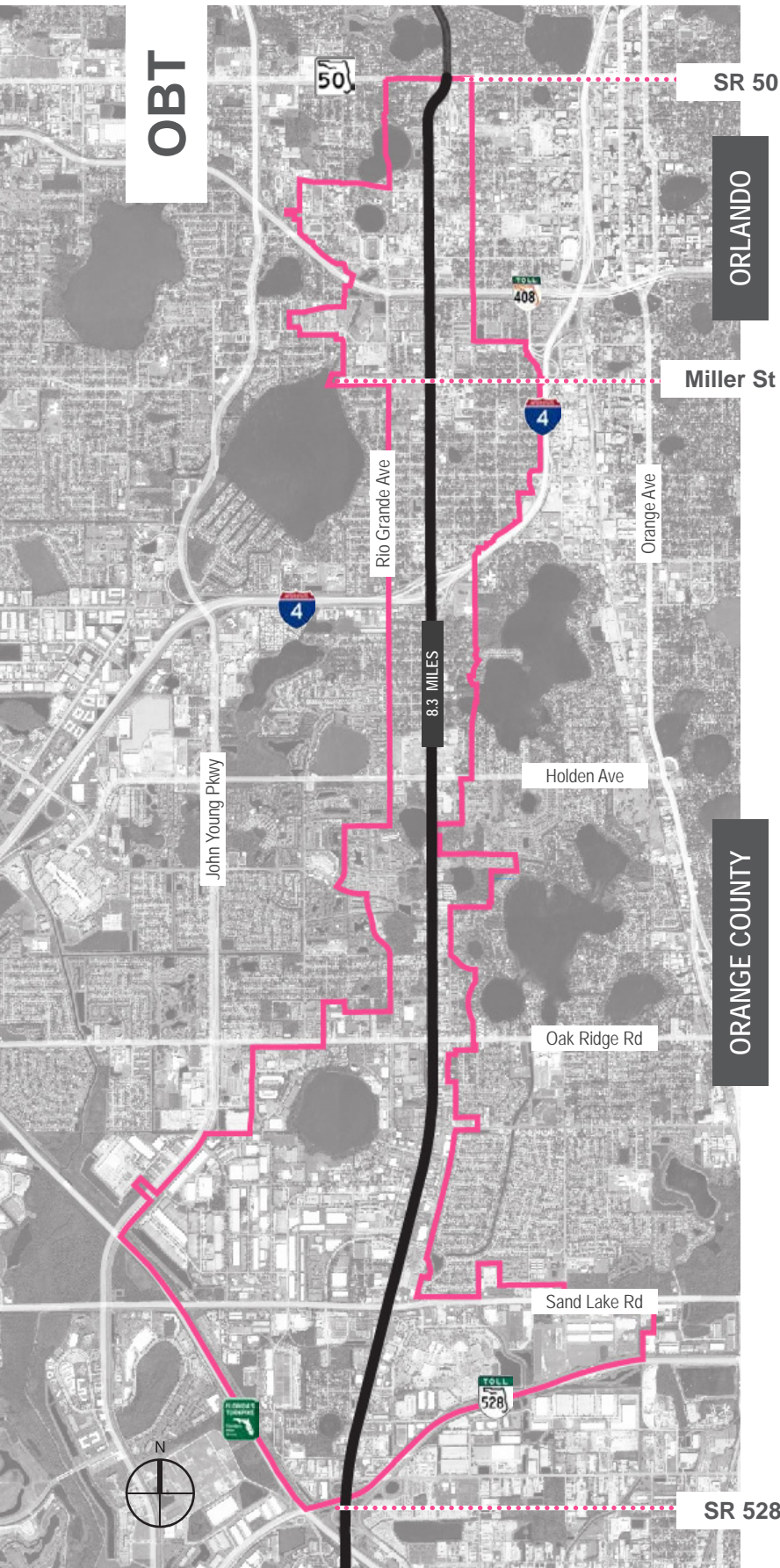
Area 1 (From SR 50 to SR 408) is predominantly noted as the home of Camping World Stadium, Lorna Doone Park, a mix of light industrial and warehousing uses, and is the new home of the Orlando Police Department Headquarters. Area 1 is within the city limits of Orlando and has a significant open space and recreational asset—Lake Lorna Doone and the adjacent park. The area has few residential neighborhoods inside its boundaries. The neighborhood has a large concentration of vacant parcels and structures and boarded-up homes.

Area 2 (From SR 408 to I-4) Its most noted asset is the Jones High School campus. The residential neighborhood in this area is Holden Heights. It shares jurisdictional boundaries with the City and the County. Commercial uses front OBT and Michigan Street, while single family residential uses dominate the Kaley Street to Gore Street areas, and the Nashville Street corridor. The open space includes the Grand Avenue School campus and adjacent park, Kaley Square, and the Jones High School athletic facilities.

Area 3 (From I-4 to Holden Avenue) OBT frontage is predominately commercial retail, anchored at the Holden Avenue intersection by the Orange Blossom Center and Southgate Plaza. The adjacent neighborhood between OBT and Rio Grande Avenue is predominately single-family rentals, with a high incidence of criminal activity. The neighborhoods east of OBT are stable with a majority of owner-occupied single family residences.

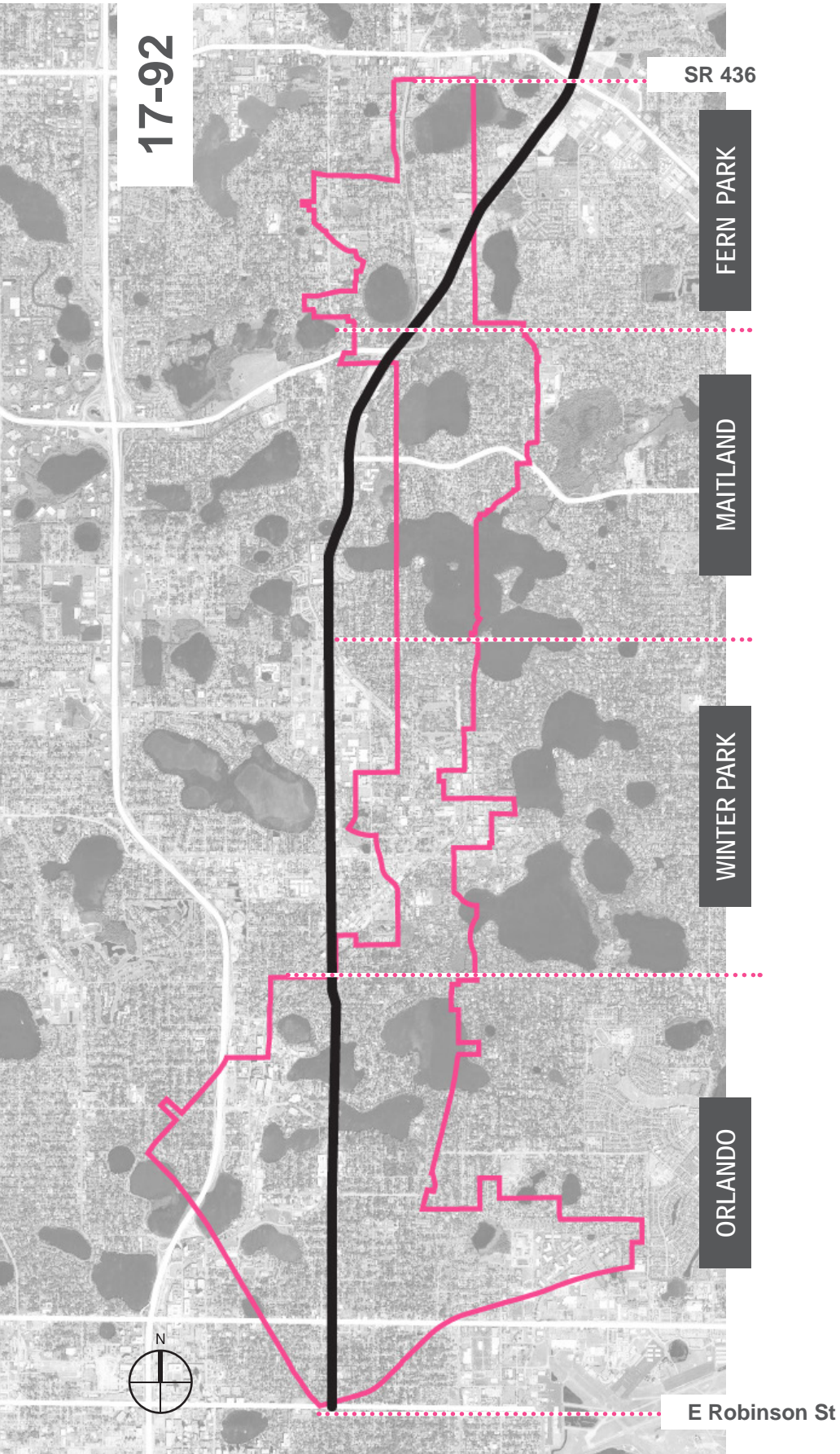
Area 4 (From Holden Avenue to Oak Ridge Road) The area includes a large concentration of multi-family units off of Americana Boulevard, west of OBT. This segment of corridor has a significant number of auto-related businesses. It also includes hotel uses. There are no open or recreational spaces or facilities.

Area 5 (Oak Ridge Road to SR 528) is the largest segment in the Study Area, comprises over 2,500 acres, and is home to the Florida Mall, the Lake Ellenor Office Park, and a large light industrial area. This area is almost exclusively industrial, retail, and office uses served by rail. It also provides regional access by Sand Lake Road, the 528 tollway, Florida's Turnpike, and John Young Parkway. Area 5 has the largest concentration of hotel uses. Auto-related land uses are also significant in the area. The area is noted for its significant number of educational institutions.



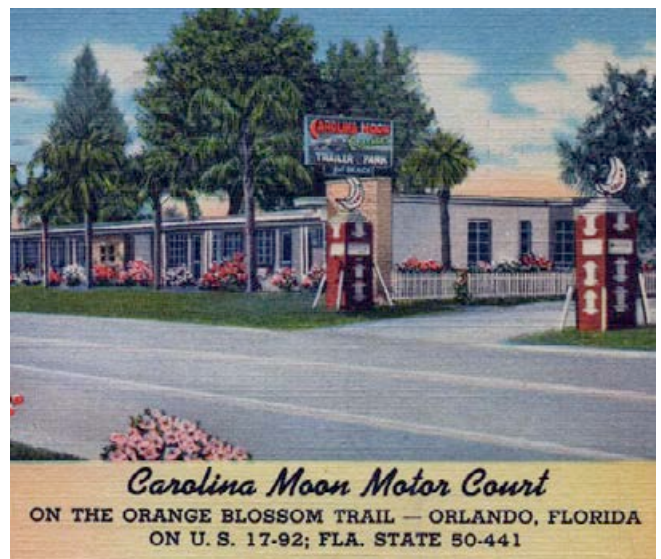
SCALE

Due to the size of the Study Area, portions of it lie both in unincorporated Orange County and in the City of Orlando. The larger portion of the Study Area is located within unincorporated Orange County. To put the Study Area into context, the length of the corridor, 8.3 miles, is the same distance as SR 17-92 from East Robinson in downtown Orlando to SR 436 in Seminole County. That segment of 17-92 traverses the communities of Orlando, Winter Park, Maitland, and Fern Park—with each having its distinct frontage and commercial environment. Likewise, OBT is not to be treated as a monolithic corridor, but as separate subareas, each with its own identity based on land uses and commercial activities. The scale of developments are generally one- to three-story structures, with vehicular access and parking predominating the frontage.



HISTORY

It has been more than 70 years since Orange Blossom Trail was touted by promoters as “Central Florida’s Scenic Route”, a way to visit more than just Florida’s beautiful beaches. It was advertised to find inland destinations, such as Silver Springs, Cypress Gardens, and Bok Tower. This route through Central Florida once offered a drive that boasted roadside orange groves whose fragrant aroma engulfed travelers. In the post-WWII-era, highway travel boomed and tourists sought the most scenic routes to complement their journey. Today, tourists are more likely to choose the fastest route via interstate or toll road to get to their desired destination. Over the last 70 years, tourism has changed from being as much about the journey as the destination, to being more about the destination. This shift has resulted in many of the once-famed highways throughout Florida becoming more commercialized corridors to serve the local and regional residential population, as opposed to traveling tourists.



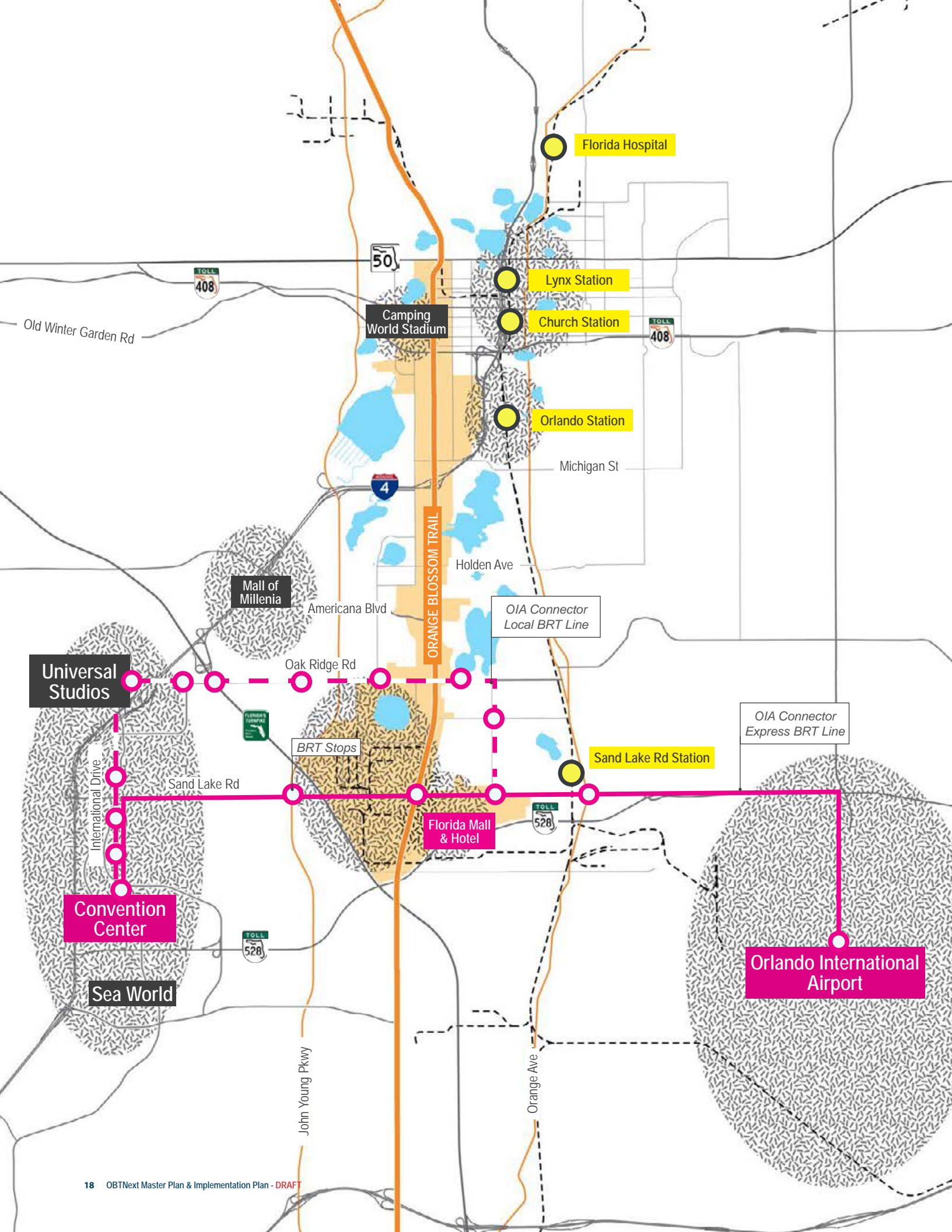


OBT TODAY

OBT reflects a disparate picture of life along the corridor. From Florida Mall as the retail destination for locals and international shoppers alike to the south, to crime ridden apartment complexes along Americana Boulevard in the middle, to the \$200 million renovated Camping World Stadium to the north, there are over 38,000 employed in the Study Area, yet few are residents of the corridor. There are well-established neighborhoods enjoying lakefront views, and other single family areas burdened with illicit criminal activity. There are successful restaurants, retail establishments, and industrial warehousing areas as well as poorly managed motels accommodating prostitution. There are wonderful recreational and sports amenities, such as the Jones High School campus and Lorna Doone Park. There are institutions of learning from Head Start to college, yet there is need for more support for residents to be competitive in the job market.

In sum, the corridor is a microcosm of the region as a whole, with involved individuals, successful businessmen and women, craftsmen, creative artists, as well as those struggling with the basic needs of life. It is a place of history, talent, and potential, all in need of continued support.







Camping World Stadium



Mall of Millenia



Universal Studios & Resort



Florida Mall and Hotel

THE REGION

Today, the segment of OBT that extends from the intersection of Florida's Turnpike and SR 528 to SR 50 is anchored on the north by Camping World Stadium, and on the south by the Florida Mall Hotel and Conference Center. With access to I-4, Florida's Turnpike, and SR 528, this segment of OBT is in proximity of Orlando International Airport, Orange County Convention Center, Universal Studios, Sea World, Millenia Mall, and many other tourist destinations. However, this segment of OBT has lost its tourism traffic and has become a residential and commercial corridor that has experienced substantial economic decline over the last few decades. The area now struggles with crime, vacant and dilapidated structures, and an overall disinvestment in the area.

The Sunrail line runs east of the corridor. Four stations are less than a mile away from the corridor: Lynx Station and Church Street (located in Downtown Orlando), Orlando Station (located in South Downtown), and Sand Lake Road Station.

Future plans for the region include the design and construction of the Orlando International Airport (OIA) Connector. The OIA Connector is a 15.8-mile corridor, connecting the OIA South to the Destination Parkway Transit Center and the Orlando/Orange County Convention Center on International Drive. The recommended expansion to the system is a two-component Bus Rapid Transit (BRT) local and express system. The express BRT component will run along Sand Lake Road. The local BRT segment of the system would begin at the Sand Lake Sunrail Station, on Sand Lake Road, and then head to Winegard Road and Oak Ridge Road. Semi-exclusive bus lanes would be constructed on portions of Oak Ridge Road. The express and local BRT on all other roadways would operate in mixed traffic and would include the installation of traffic signal priority to allow BRT to move through signalized intersections more efficiently.

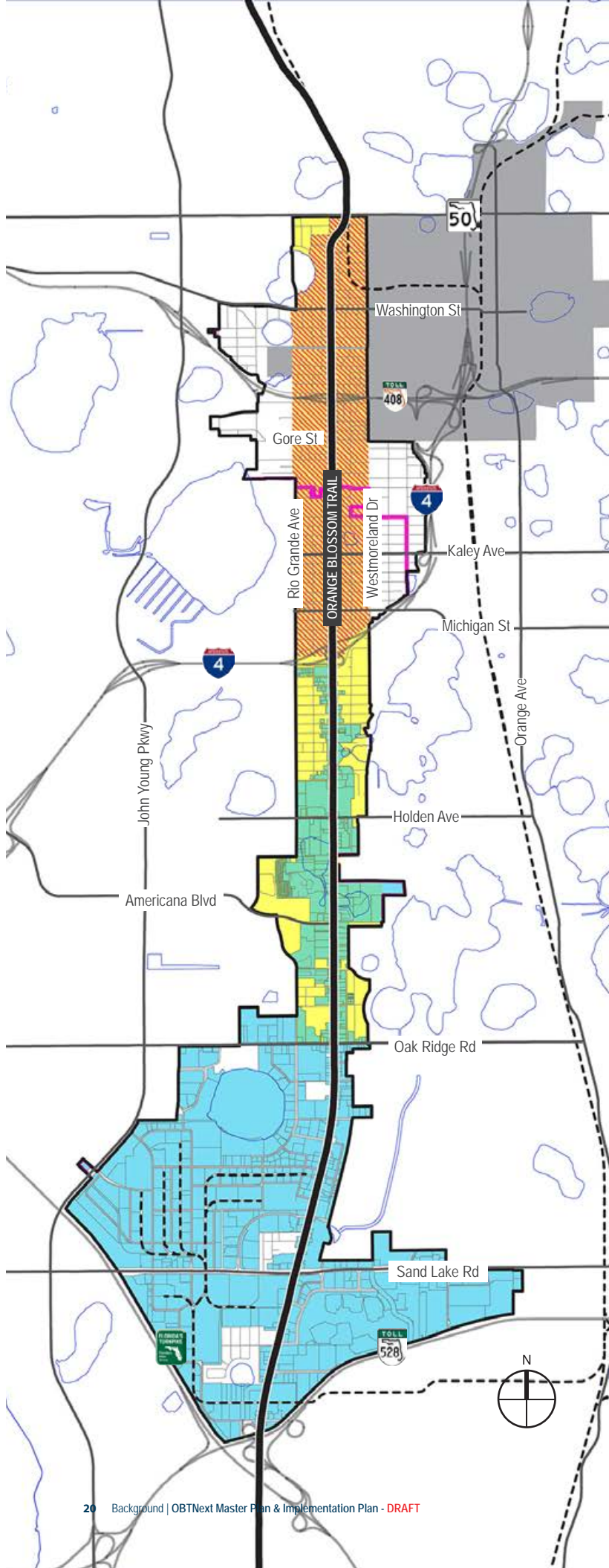
ORANGE BLOSSOM TRAIL DEVELOPMENT BOARD PROGRAMS

The Study Area contains a number of special program areas designed to aid in the safety and redevelopment of the OBT corridor. The portion of the Study Area that contains the Orange Blossom Trail Community Redevelopment Area (OBT CRA) and the Orange Blossom Trail Safe Neighborhood Program (OBT SNP) extends through most of the Study Area, with the exception of the southernmost area surrounding the intersection of Florida's Turnpike and SR 528. The portion of the Study Area located south of I-4 contains the Orange Blossom Trail Municipal Service Taxing Unit (OBT MSTU).

Created in 1990, the OBT CRA's mission is to revitalize the area along the OBT corridor. The CRA collects ad valorem taxes on new or expanded properties in the area and reinvests those funds into the designated area.

The OBT SNP was spearheaded by the OBT Development Board (OBTDB) in 1990. The program provides assistance to Orange County's older and transitioning neighborhoods. It was designed to assist residents in reclaiming their communities from crime, deterioration, and blight. The program partners citizens with the Orange County Sheriff's Office, Orange County Government, the private sector, community stakeholders, and others to collaboratively preserve and stabilize neighborhoods. In 1992, OBTDB lobbied for legislation that became a law requiring offenders pay \$20 for misdemeanor convictions and \$50 for felony convictions. These funds finance efforts to reduce crime and blight.

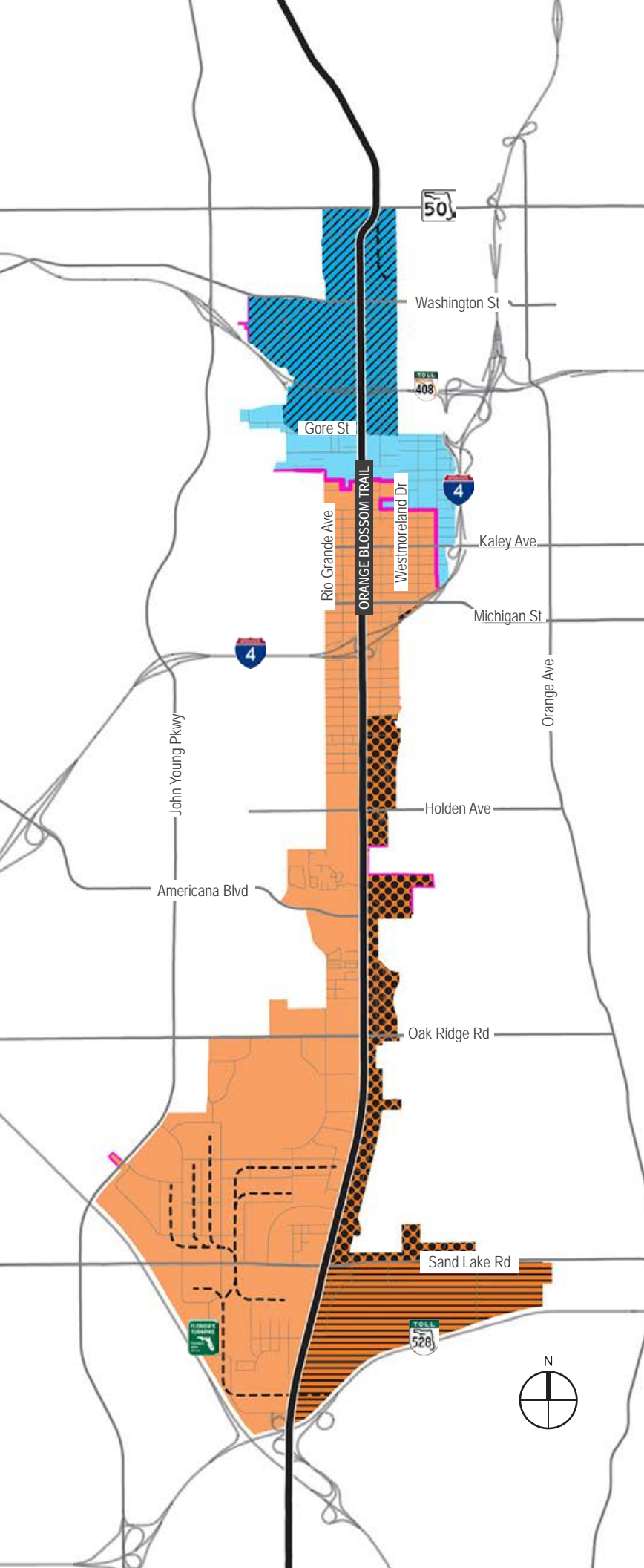
In 1987, the OBT MSTU funding source (additional voluntary taxation on commercial and industrial properties along OBT) was created. Its goal was for the planning, design, construction, and maintenance of enhancement elements that augmented the FDOT roadway-widening project from I-4 to SR 528 on OBT.



- Downtown Orlando CRA
- OBT CRA
- OBT Safe Neighborhood
- OBT MSTU
- City/County Boundary
- OBT Next Study Area Boundary

JURISDICTION

Due to the size of the Study Area, portions of it lie both in unincorporated Orange County and in the City of Orlando. As a result, there are multiple elected official districts within the Study Area. The northern portion of the study area is mostly within the City of Orlando and is split between districts governed by City Commissioner Regina Hill and City Commissioner Samuel Ing. The larger portion of the Study Area is located within unincorporated Orange County and is divided among districts governed by County Commissioner Victoria Siplin, County Commissioner Pete Clarke, and County Commissioner Jennifer Thompson. The Study Area stretching across the districts of five different commissioners in two different jurisdictions requires substantial coordination and collaboration between the City and the County in efforts to improve the area.



FUTURE LAND USE

The future land use in Area 1 is mixed use, industrial, public/recreational, and institutional. The mixed use is concentrated along OBT with industrial and residential extending behind the mixed use.

Area 2 contains of residential low intensity on the east side of OBT and residential medium intensity on the west side of OBT. The properties that front OBT in the area generally located around the intersection of OBT and Michigan Street are a mixture of mixed use corridor medium intensity, commercial activity center, and neighborhood activity center.

Area 3 follows a pattern that is typical of a commercial corridor. Retail uses are centralized along the corridor, and residential uses are located adjacent to the commercial uses and set back from the major roadway.

Area 4 includes a combination of residential categories, including low density residential, low-medium density residential, and medium density residential. Additionally, the only Future Land Use found along the OBT frontage is Commercial. There are a couple of small pockets of Office located at the far north and far south of Area 4.

Area 5 is best described as a commerce and employment hub, and the Future Land Uses within Area 5 mirror that description. Commercial is concentrated along OBT and around the Florida Mall site, and Industrial is concentrated around the freight rail lines and existing industrial activity centers. With just two small pockets of residential Future Land Use Designations, Area 5 is not intended to be an area for residential growth.

City of Orlando Future Land Use

- Residential Low Intensity (Max: 12 DU/Acre and/or 0.3 FAR)
- Residential Medium Intensity (Max: 30 DU/Acre and/or 0.3 FAR)
- Mixed Use Corridor Medium Intensity (Max: 200 DU/Acre and/or 1 FAR)
- Community Activity Center (Max: 40 DU/Acre and/or 0.7 FAR)
- Office Medium Intensity (Max: 40 DU/Acre and/or 0.7 FAR)
- Industrial (Max: 0.7 FAR)
- Public/Recreational & Institutional (None)
- Parks

Orange County Future Land Use

- Low Density Residential
- Low-Medium Density Residential
- Medium Density Residential
- Neighborhood Residential
- Neighborhood Activity Center
- Neighborhood Center
- Commercial
- Office
- Institutional
- Planned Development
- Industrial

GROWTH (1990–2016)

Non-residential uses within the Study Area are largely made up of industrial uses. Industrial accounts for over 13.5 million square feet, with retail at nearly 6 million square feet, and office just under 3 million square feet. While each segment contains non-residential uses, the greatest concentration of non-residential uses is concentrated in Segment C. Similarly, industrial has experienced the greatest amount of growth, followed by retail, then office. While office accounts for the smallest amount of non-residential square footage within the Study Area, it has also experienced the smallest amount of growth. Of the total office square footage within the Study Area, the largest amount (2,858,214 square feet) was built in 1990 or earlier with just over 70,000 square feet added between 1991 and 2016. During this same time period, retail square footage grew by 1,632,577 square feet and industrial grew by 3,451,459. Industrial and retail uses added the greatest amount of square footage to the Study Area after 1990; however, the majority of the retail and industrial square footage was also built in 1990 or earlier. In total, the Study Area added just over 5 million square feet of non-residential square footage in the last 26 years, with industrial uses accounting for 67% of this square footage.

Segment

A

B

C

A

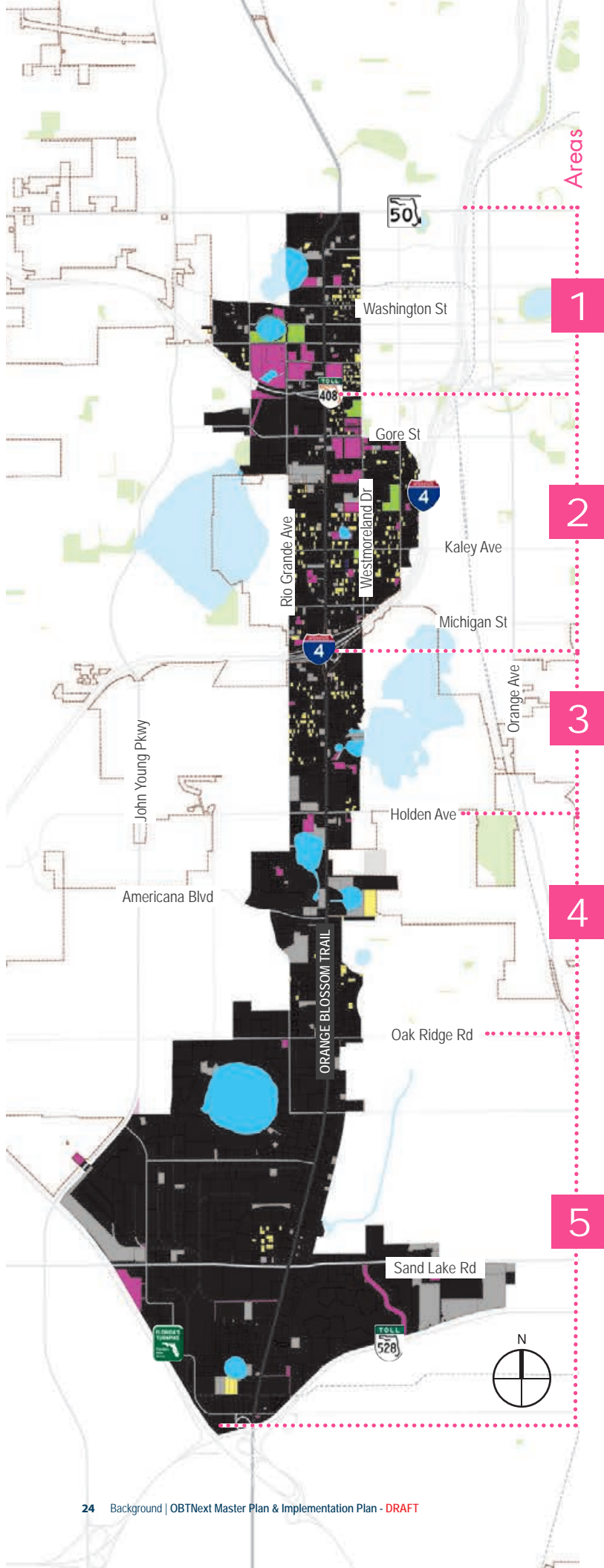
	Retail (Sq.Ft)	Office (Sq.Ft)	Industrial (Sq.Ft)
1990	355,288	302,077	2,122,706
2016	389,639	305,402	2,206,093
Growth %	9.7 %	1.1 %	1.9 %

B

	Retail (Sq.Ft)	Office (Sq.Ft)	Industrial (Sq.Ft)
1990	736,129	57,008	80,512z
2016	895,771	57,432	148,590
Growth %	21.7 %	0.7 %	84.6 %

C

	Retail (Sq.Ft)	Office (Sq.Ft)	Industrial (Sq.Ft)
1990	3,152,051	2,499,129	8,215,221
2016	4,590,635	2,565,578	11,515,215
Growth %	45.6 %	2.7 %	40.2 %



VACANT AND GOVERNMENT-OWNED PARCELS

There are a number of conditions that present opportunities for redevelopment. These include vacant properties, and properties owned by government entities. The Study Area contains 4,766 acres of land, of which 468 acres are vacant. Additionally, there are roughly 228 acres of land owned by government entities within the Study Area.

Area 1 is roughly 521 acres, with just over 40 acres made up of vacant land. Of the total vacant land within Area 1, more than 58% is non-residential. Over 17% of the land within Area 1 is owned by Orange County Government or the City of Orlando.

Area 2 is roughly 856 acres, with just over 87 acres of vacant land. Of the total vacant land within Area 2, more than 52% is non-residential. Over 9% of the land is owned by Orange County, the City of Orlando, or the OBT CRA.

Area 3 is roughly 322 acres, with nearly 39 acres of vacant land. Of the total vacant land within Area 3, more than 67% is non-residential. Nearly 2% of the land is owned by Orange County or the City of Orlando.

Area 4 is roughly 554 acres, with over 95 acres of vacant land. Of the total vacant land within Area 4, more than 86% is non-residential. Roughly 1.4% of the land is owned by Orange County.

Area 5 is the largest in the Study Area, having a total of 2,513 acres and more than 207 acres of vacant land. Of the total vacant land within Area 5, nearly 95% is non-residential. Approximately 2% of the land within Area 5 is owned by Orange County or the City of Orlando.

Areas	Vacant (non-residential)	Vacant (residential)	City-Owned	County-Owned	CRA-Owned
Area 1	4.5%	3.2%	16.7%	0.7 %	0 %
Area 2	5.3%	4.9%	7.4%	2.0%	0.1%
Area 3	8.1%	3.9%	0.2%	1.6%	0%
Area 4	14.7%	2.5%	0%	1.4%	0%

- Vacant Residential Parcels
- Vacant Non-Residential Parcels
- Government-Owned Parcels
- Parks and Recreational Facilities
- Lakes
















TRANSPORTATION

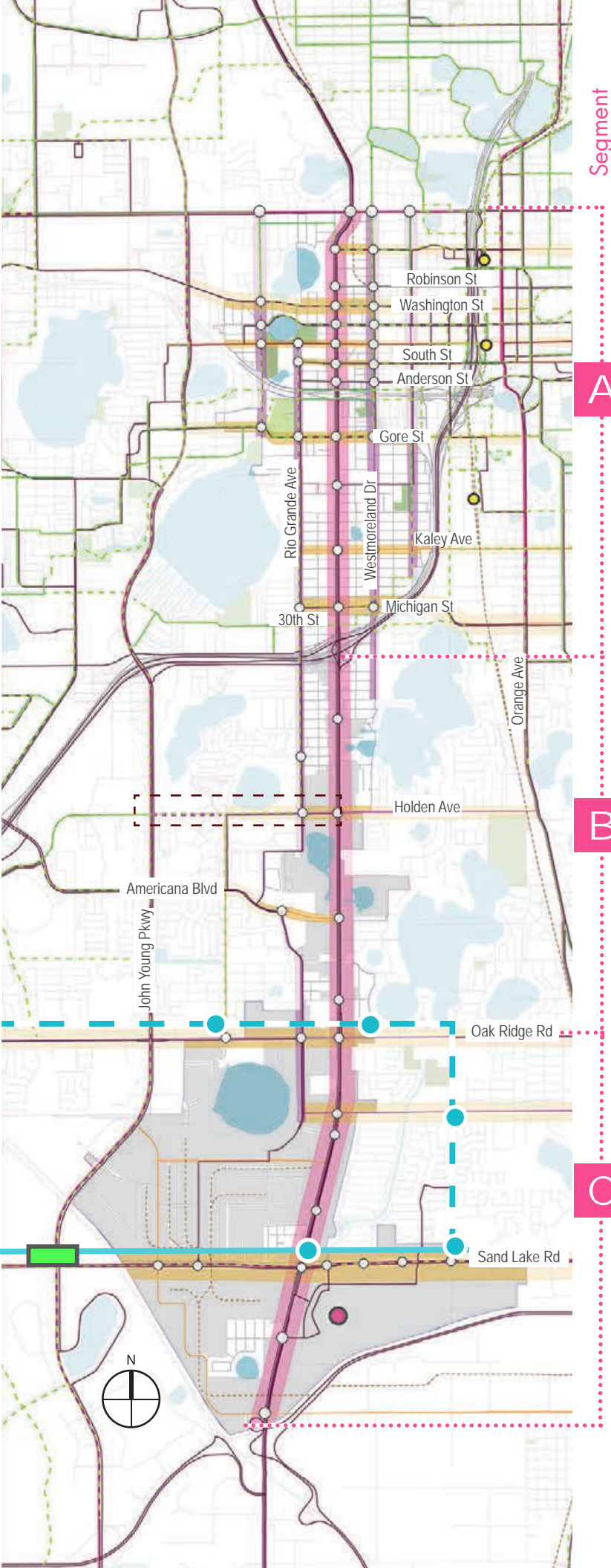
OBT, also known as U.S. Route 441, has a storied history that was once touted by promoters as “Central Florida’s Scenic Route”. However, the construction of I-4 and changing travel habits led to a decline in its commercial competitiveness. Starting in the late 1960s, the corridor’s demise has followed that of other once-famed highways, serving a more commercialized local and regional market. As other more strategically located destinations (i.e., adjacent to I-4) evolved, the 8-mile stretch of the study area fell on hard times.

OBT is now one of the three service corridors for trucks in the region, according to MetroPlan Orlando. The other two corridors are Orange Avenue and John Young Parkway, both a mile east and west of OBT, respectively. MetroPlan identifies the OBT corridor as a Sustainable Development Corridor in their 2040 Long Range Transportation Plan. MetroPlan also developed a Sustainable Land Use Forecast for their 2030 Long Range Transportation Plan, which discusses how Smart Growth can improve the efficiencies of the transportation system. It is necessary to address future land uses and the transportation system at the same time, in order to transform the OBT corridor into a Sustainable Development Corridor.

The northernmost segment within the study area, from SR 50 to I-4 (segment A on the map), carries an average of 28,000 cars a day. This is a 5-lane road with an 80-foot right-of-way (ROW). The segments that run from I-4 to SR 528 (segments B and C on the map), carry an average of 61,000 cars a day, almost 3 times that of segment A. These segments have a 7-lane road with a 100-foot ROW. Both segments have limited sidewalk and landscape features.

LEGEND

-  Orange Blossom Trail
-  Major North/South Streets
-  Major East/West Streets
-  MSTU Parcels
-  Existing Bicycle Facilities
-  Future Bicycle Facilities
-  Bus Routes (LYNX System)
-  Lynx Super Stop
-  Traffic Signals
-  Sunrail Stations
-  Orlando International Airport (OIA) Express Bus Alignment
-  Orlando International Airport (OIA) Local BRT Route
-  Orlando International Airport (OIA) Proposed Stops
-  John Young/Sand Lake Overpass Project
-  Holden Avenue Extension Project



In 1987, a Municipal Service Taxing Unit funding source was created to enhance the safety and aesthetics of segments B and C. The total cost of the OBT Roadway Enhancement Project was \$78 million. No enhancements to the road have been made to segment A.

The street configuration adjacent to OBT from SR 50 to Holden Avenue still maintains the historic grid pattern configuration of the 300 foot by 600 foot block. The traditional grid system is segmented by the two highways (SR 408 and I-4), while the segment from Holden Avenue to SR 528 follows a suburban street pattern. As a result of grid system pattern, there are more intersections and traffic signals along OBT on segment A in comparison to segment B.

The map identifies key north/south and east/west streets within the study area. The key north/south streets are Rio Grande Avenue and Westmoreland Drive, neighborhood streets that are sometimes used by the locals as an alternative route to OBT. Both streets have a lower volume of traffic compared to OBT. Rio Grande Avenue carries a maximum of 11,500 cars a day, and Westmoreland Drive, a maximum of 2,100 cars a day. The key east/west streets that have an impact in the larger context of the area are SR 50, Robinson Street, Washington Street (which becomes Old Winter Garden Road and connects Downtown Orlando to the City of Ocoee), South Street and Anderson Street (which run as a one-way pair and connect Rio Grande Avenue to Conway Road), Gore Street, Kaley Street, Michigan Street, Holden Avenue, Americana Boulevard, Oak Ridge Road, and Sand Lake Road.

The following are a list of current and future transportation projects that are incorporated within the Central Florida regional system.

- **State Road 408 and Interstate 4 Project:**

The Orlando-Orange County Expressway Authority has widened SR 408 through the study area and, along with the Florida Department of Transportation (FDOT), is investing over \$120 million to reconfigure the I-4/SR 408 interchange. These improvements, in addition to those on I-4 South to OBT, will increase capacity, reduce traffic safety issues, and provide better access to the CRA area. With the projected improvements of the ramp system to Michigan Street, the current interchange with Kaley Street will be eliminated, reinforcing W. Kaley Street as a two-lane neighborhood street serving as the main east/west gateway to the Holden Heights community. The new ramp access and egress points should also reduce cut-through traffic in the Holden Heights area along Kaley Street. The new roadway network should direct the heaviest traffic to Michigan Street, OBT, and SR 408.

- **Orlando International Airport (OIA) Connector:**

The OIA Connector is a 15.8-mile corridor, connecting the OIA South Terminal and the Destination Parkway Transit Center. The recommended alternative is a two-component Bus Rapid Transit (BRT) local and express system. The Express BRT component within the study area runs along Sand Lake Road and contains two stops. It begins at the Sand Lake Sunrail Station, outside our study area, then follows Sand Lake Road, Winegard Road, and Oak Ridge Road within the study area. The route has four stops in the study area. Semi-exclusive bus lanes would be constructed on portions of Oak Ridge Road. The Express and Local BRT on all other roadways would operate in mixed traffic and would include the installation of traffic signal priority to allow BRT to move more efficiently through signalized intersections.

- **LYNX Improvements (Bus System)**

The OBT corridor is one of three routes with the highest bus ridership in the LYNX system. The top three routes according to the Fiscal Year (FY) 2016 Annual Ridership Report are:

- 8 - W Oak Ridge Road/International Drive: 2,308,173
- 21 - Downtown Orlando/Universal Studios: 948,266
- 107 - Downtown Orlando/Florida Mall: 1,127,280

LYNX'S future plans for the OBT Corridor are the following:

- The 2017 Annual update of the Transit Development Plan (TDP) recommends increasing the LYNX 107 services to every 15 minutes all day on weekdays, increasing the FastLink 441 frequency to 30 minutes during peak periods, and creating a new BRT from Downtown Orlando to Florida Mall by FY 2022.
- Vision 2030 identifies the section of OBT from Downtown Orlando to the Florida Mall as the number 12 Emphasis Corridor. Recommendations start with Express services and move up to BRT operating Mixed Traffic and Exclusive Travel lanes by 2030.

- **John Young/Sand Lake Overpass**

FDOT has designed an overpass at the intersection of John Young Parkway and Sand Lake Road. The design was completed in 2015 and according to the Orange County Commissioner's District 6 Future Roadway Program Map, the construction would have begun in 2016 and ended in 2018, but they are behind schedule.

- **Holden Avenue Extension**

Holden Avenue is a main east-west road the study area. Currently, the road ends at Texas Avenue and doesn't connect all the way through to John Young Parkway. Orange County Commissioner's District 6 Future Roadway Program Map illustrates the possibility of creating that connection and calls for a Holden Avenue Phase I Project from OBT to John Young Parkway. The ROW acquisition process is 38% complete, and according to the information on the map the construction was supposed to start in 2016 and end in 2018.

- **Kaley Avenue Intersection Improvements**

Orange County Commissioner's District 6 Future Roadway Program Map identifies the improvement to the intersection of Kaley Avenue and Rio Grande Avenue as one of the County's projects. The design of the intersection was completed in October 2012, but the status of the construction timeline is unknown.

- **Oak Ridge Road Pedestrian/Bicycle Safety Study 2017**

MetroPlan Orlando has identified two segments of OBT for pedestrian enhancements. The enhancements are listed as priority #14 in their FY 2017/2018–2029/30 Prioritized Project List, approved by the board in 2012. The two segments identified are 30th Street to Gore Street (1.4 miles) and Church Street to SR 50 (0.9 miles). Both projects are within the OBT CRA boundaries, and the project sponsor is Orange County. The total estimated cost for both projects is approximately \$6.4 million.

- **Parramore Safe Routes Improvement Projects**

The City of Orlando has been working on a Parramore Safe Routes to School Plan as part of an effort to provide safe transportation alternatives for the children who will be attending the new PS8 Community School. The school is scheduled to open in Fall 2017 and it will service children living in the Parramore neighborhood and part of Holden Heights.

The following is a list of the current and future projects to be made within the PS8 school district boundary. The City estimates the total improvement investment will be \$5,698,750.

- **Westmoreland Drive Multi-Purpose Path for Bicycles and Pedestrians:** The path is currently under construction and when completed will run from SR 50 to Miller Street.
- **Westmoreland Drive Road Resurfacing:** The City plans to invest \$1,849,351 in the resurfacing of Westmoreland Drive.
- **Decorative Crosswalks:** the City plans to invest \$412,620 on improving key intersections. The intersections are Westmoreland Drive and Amelia Street, Parramore Avenue and Amelia Street, and Parramore Avenue and Robinson Street.
- **Pedestrian Signal and Sidewalk and Ramp Upgrades:** the City plans to invest a total of approximately \$500,000 on improvements at key intersections and streets. The plan doesn't specify the location of the improvements.

POLICING AND CODE ENFORCEMENT

Policing and Crime

The OBT corridor is known today as an area where illicit activities such as prostitution, drug and child trafficking are common. The corridor has suffered from a lack of investment for many years. Due to this disinvestment, along with vacant buildings, absentee business and homeowners, poorly managed hotels and apartment complexes, and the well-connected street system, criminals find plenty of easy opportunity. The Americana Boulevard area, where a large concentration of apartment complexes are clustered, is known as the Central Florida capital for heroin activity, according to the Orange County Sheriff's Office. All of these factors contribute to the fact that the OBT area is one of the most distressed zip codes in Orange County.

Part 1 Crimes data for the years 2014 to 2016 from the City of Orlando and Orange County shows that crime has increased in the corridor and surrounding areas by 6%, while crime activity in Orange County as a whole has decreased 3% in the same time period. For more details on the types of crimes and percentages, please see table on the next page.

The presence of the police in the corridor has increased with the new OPD headquarters located on the corner of OBT and South Street. The call responses are faster and more efficient, and the residents and business owners have noticed an increase of police presence in the area. Regularly organized community and public engagement events help raise the trust of the police in the community, but there remain challenges. One challenge is that it is often too late to catch the criminals when police arrive on the scene. Additionally, the neighborhood residents are afraid to file formal complaints due to the fear of retaliation from their neighbors or the stigma of being labeled as a "snitch".

The Orlando Police Department offers grants to businesses to purchase surveillance cameras for their properties. They also provide free crime risk assessments and consulting to business owners to make their properties safer using the Crime Prevention Through Environmental Design (CPTED) of the principles:

- Natural Surveillance
- Natural Access Control
- Territorial Reinforcement
- Maintenance

City of Orlando Code Enforcement

The mission of the City of Orlando Code Enforcement is to protect the health, safety, and welfare of the citizens of Orlando, and to preserve the aesthetic and character of Orlando through the enforcement of housing, lot cleaning, parking, and land development codes. The City of Orlando has three inspectors assigned to the study area. All inspectors focus their attention on commercial and residential areas.

Code enforcement works primarily on a complaint-based system and very rarely condemns existing structures. Some of the common violations the department handles are:

- Lot Maintenance: the poor maintenance of lots is prominent in the study area. The area is full of lots with overgrown weeds, garbage, stagnant water, and unsanitary materials—which are all prohibited by the city.
- Unregistered/Inoperable Vehicles
- Animal Control
- Signs
- Signs in Right of Way
- Parking on Grass
- Illegal Dumping: this is very common in the study area. There are items of all sizes in streets and lots at all times. The city recommends that citizens call the police if they see someone dumping trash. If they come across large items, they need to contact code enforcement.
- Trees
- Boats/Recreational Vehicles
- Noise
- Permits
- Commercial Vehicles
- Home Businesses
- Business Tax Receipts

Due to the perception that the calls are not anonymous, the challenge in the OBT area is that the majority of the citizens don't report the violations due to a fear of retaliation from the neighbors involved in illicit activities.

The Standard Code Enforcement Process is the following:

- Citizen reports complaint by phone or online.
- Complaint is registered and assigned a case number.
- Inspector is assigned to the case.
- An inspection is conducted (approximately 48 hours).
- If a violation is found, a Notice of Violation is issued.
- Property is re-inspected (depending on violation 15–60 days)
- If the violation has not been corrected, the case is referred to the Code Board and/or abatement is completed by City.
- Outcome/end result benefits the entire neighborhood.

Part I Crimes Yearly Comparison

Part I Crimes are serious crimes that occur with regularly in all are of the country, and they area likely to be reported to the police. The data is divided by eight categories, shown in the table below. The Uniform Crime Reports (UCR) compiles Part 1 data nationwide and is published annually by the Federal Bureau of Investigation (FBI). (Source: Orlando Police Department and Orange County Sheriff Office)

City of Orlando					
Crime	2014	2015	Change (%)	2016	Change (%)
Murder & Non-Neg Manslaughter	4	8	100%	12	50%
Sex Offenders	26	40	54%	24	-40%
Robbery	258	187	-28%	152	-19%
Aggravated Assault	125	129	3%	126	-2%
Residential Burglary	232	306	32%	218	-29%
Commercial Burglary	186	179	-4%	168	-6%
Theft from Vehicle	633	629	-1%	874	39%
Auto Theft	198	220	11%	232	5%
Total	1,662	1,698	2%	1,806	6%

The condemning of a building follows a similar process from the one described above. The first step is to make sure the structure is unsafe for habitation. The criteria for “unsafe” is defined in Chapter 5 of the City Code. The code enforcement department works in coordination with the building and fire department to determine if the structure is unsafe. Considerations include sanitation, electricity, water, and construction.

The City organizes Community Clean Up Events in some of the neighborhoods within the study area. Local commissioners and organizations such as Keeping Orlando Beautiful help facilitate and support the event. Other organizations like Pathway to Parramore, with the support of city representatives and the Orlando Police, tour the Parramore Neighborhood once a week and identify properties in distress and in violation of the codes.

Orange County Code Enforcement

Orange County Code Enforcement is a division of Community, Environmental and Development Services Department. The division's mission is to investigate and prosecute violations dealing with the Orange County Codes, which govern signage, nuisances such as junk vehicles and over grown lots, housing standards, adult entertainment, and residential and commercial zoning. The OBT corridor has two inspectors dedicated solely to the area. The following are examples of code violations:

- Abandoned or disabled vehicles
- Recreational vehicles and boats
- Construction without building permit
- Dual rear wheel vehicles in residential areas
- Signs
- Lot cleaning violations: Accumulation of trash, junk, and debris. Excessive growth of grass and weeds.
- International property maintenance code violations: Property owners ensure that buildings and structures are maintained in safe and sanitary condition. The code has standards pertaining to cooking facilities, structural soundness, plumbing, electrical systems, fire hazards, ventilation, heating, and sleeping facilities.
- Unsafe Residential Buildings: Residential buildings or structures that are unsafe, unsanitary, and/or unfit for human habitation, which constitute a fire hazard, or are otherwise

Orange County					
Crime	2014	2015	Change (%)	2016	Change (%)
Homicide	26	16	-38%	15	-6%
Sex Crimes	109	127	17%	91	-28%
Robbery	506	426	-16%	304	-29%
Persons	338	416	23%	353	-15%
Residential Burglary	703	637	-9%	661	-4%
Commercial Burglary	270	303	12%	274	-10%
Auto Burglary	600	828	38%	968	17%
Auto Theft	314	357	14%	351	-2%
Total	2,866	3,110	9%	3,017	-3%

dangerous to human life, are considered unsafe structures and subject to demolition.

The OBT corridor faces many code enforcement challenges. There are a significant amount of non-conforming lots in the commercial and residential area in violation of the code. Unless a new business comes in or a new home gets built, it is very difficult for the department to require the lot to be brought up to code. The second challenge is the amount of buildings and structures that are not being maintained in safe and sanitary condition. According to the county, an unsafe house is one that is severely dilapidated, improperly maintained, or has electrical, structural, or plumbing problems. If the owner does not repair or demolish an unsafe structure, the county may be ordered by the Code Enforcement Board or the Special Magistrate to perform the demolition. The owner must reimburse the county for the demolition, or the County may pursue enforced collection. The other method of enforcement is Nuisance Abatement, which is a unit of the Orange County Sheriff's Office. The mission of the unit is to promote, protect, and improve the health, safety, and welfare of the citizens of the county by imposing administrative fines and other non-criminal penalties as a method for abating drugs, prostitution, dealing in stolen property, and criminal street gang activities that constitute a public nuisance. All these methods are necessary in the OBT corridor to bring the area up to code and ensure a safe community.

Joint Effort

Law Enforcement and Code Enforcement officers continually work together on common problems in the corridor, but there are still challenges, since the two jurisdictions often have conflicting procedures and objectives. A few years ago, the OBTDB hosted regular meetings with representatives from the City and County Code Enforcement Departments, Orlando Police and the County Sheriff's Office. The purpose of the meetings was to address the issues and challenges of the corridor regarding crime prevention, code violations, and the general well-being of the corridor. Collaboration like this is essential for the safety of the community.

POPULATION

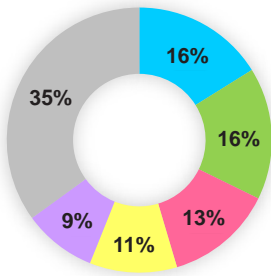
Demographic data was compiled from a variety of sources, including Environmental Systems Research Institute (ESRI), the U.S. Bureau of Labor Statistics, and the U.S. Census Bureau. Projections and current year data are based on the American Community Survey Census five year estimates. The population growth, race, education and income data from the Study Area (Corridor) was compared to Orange County data. The graph below depict the statistical data and findings.

	Orange County			Corridor			
Growth	Year	Population	Avg Annual Growth %	Year	Population	Avg Annual Growth %	The Study Area has a population of 16,884 according to 2016 Census Estimates, which accounts for roughly 1.3% of the total population of Orange County. Steady population growth is projected to continue in the Corridor through 2021.
	2000	896,294		2000	13,373		
	2010	1,145,956	2.5 %	2010	14,949	1.1 %	
	2016	1,279,744	1.9 %	2016	16,884	2.0 %	
	2021	1,405,306	1.9 %	2021	18,650	2.0 %	
Race	Race	Percentage (2016)		Race	Percentage (2016)		The majority of the population (54.3%)that live in the Corridor is Black.
	White	63.7 %		White	33.4 %		
	Black	22.2 %		Black	53.4 %		
	Other	14 %		Other	13.2 %		
Education	Level of Education		Percentage (2016)	Level of Education		Percentage (2016)	While the Study Area mirrors Orange County in some areas, that is not the case for educational attainment. Overall, just 22.5% of the Study Area has a population that has achieved a college degree of some type (Associate, Bachelor, or Advanced), as compared to 46% of the total Orange County population.
	Some High School No Diploma		7.7 %	Some High School No Diploma		15.0 %	
	High School Graduate		24.6 %	High School Graduate		41.0 %	
	Some College no Degree		21.3 %	Some College no Degree		21.6 %	
	Associate Degree		12.1 %	Associate Degree		8.9 %	
	Bachelor Degree		22.8 %	Bachelor Degree		10.0 %	
Advanced Degree		11.5 %	Advanced Degree		3.6 %		
Income	Year	Medium Household Income		Year	Medium Household Income		Median household incomes are projected to increase from 2016–2021 within the Study Area. Compared to Orange County, the average and median household incomes are significantly lower within the Study Area.
	2016	\$ 49,910		2016	\$ 31,940		
	2021	\$ 56,626		2021	\$ 33,265		

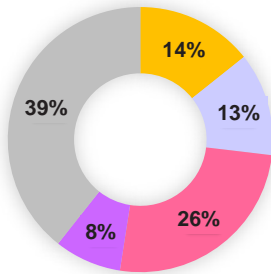
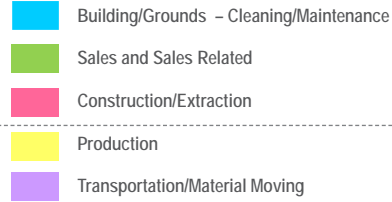
JOBS

The most striking result of the market analysis was the number of jobs that were actually imported to the Study Area, and how few of those jobs were actually held by area residents. The preponderant number of jobs were in service-related industries—sales, hospitality, food-related services, or maintenance.

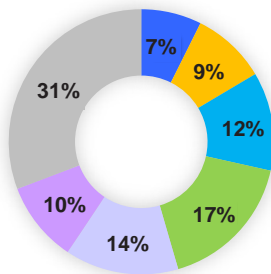
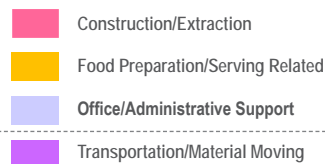
Construction-related jobs and office/administration employment were most prevalent in certain subareas. The makeup of the employment mix was skewed to more modest paying service jobs. The lack of resident employment in these fields indicates opportunities for more directed support for job readiness and job placement programs.



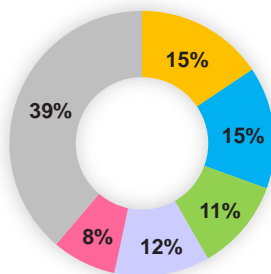
AREA 1 (SR 50 to SR 408)



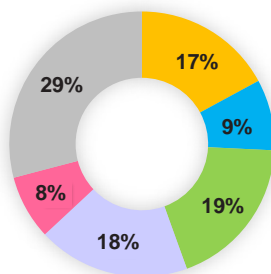
AREA 2 (SR 408 to I-4)



AREA 3 (I-4 to Holden Ave)



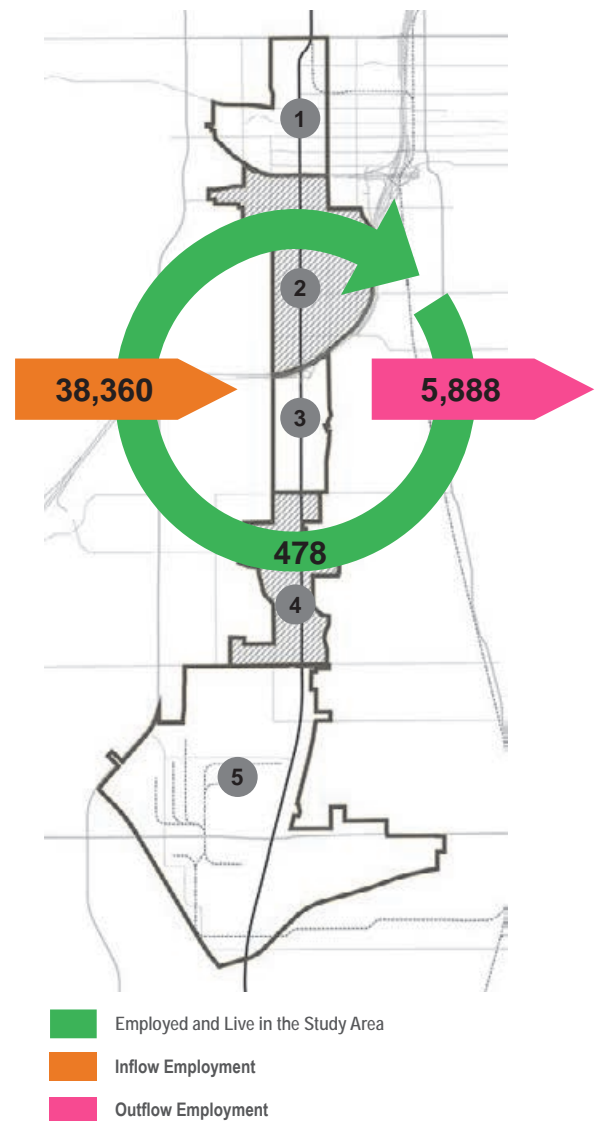
AREA 4 (Holden Ave to Oak Ridge Rd)



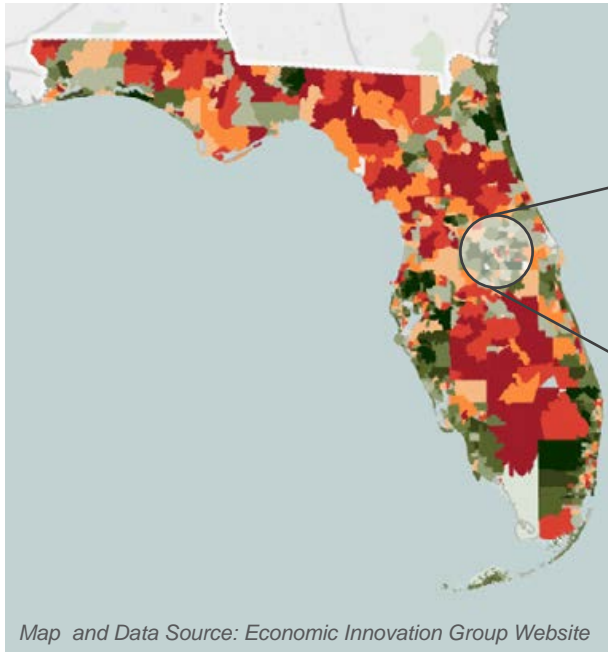
AREA 5 (Oak Ridge Rd to Sand Lake Rd)



Worker Inflow/Outflow



AREA WELL-BEING



Study Area ZIP Codes Distress Scores

32805

- Distress Score: 94.9
- State Rank: 44 of 923
- Orange County Rank: 1 of 43

32839

- Distress Score: 67.8
- State Rank: 325 of 923
- Orange County Rank: 7 of 43

32809

- Distress Score: 66.2
- State Rank: 343 of 923
- Orange County Rank: 9 of 43

More than 50 million live in economically distressed communities, according to a report from the nonprofit Economic Innovation Group (EIG). The report, which examines economically distressed ZIP codes, finds one-fifth of the U.S. ZIP codes to be in economic distress. The report's findings are based on a new Distress Community Index (DCI), which combines seven complementary metrics using the latest available Census Bureau data to assess the economic well-being of communities across the U.S. The table on the right shows the seven categories used in the report.

Our study area comprises three ZIP codes: 32805, 32839, and 32809. The 32805 is the number-one distressed ZIP code in Orange County, with a score of 94.4

The map above depicts a clear picture of neighborhoods in distress and the spatial inequality. Dark red (32805) shows the most distressed neighborhoods (Parramore, West Lake, and Holden Heights), located west of I-4. The most prosperous communities are in dark green (Downtown Orlando), located east of I-4.

The EIG study makes the important point the spatial inequality is different from income inequality. Income inequality is not only a function of the type of jobs the economy generates, according to the report, but also of much broader array of variables, such as consumption, or population growth. Too many Americans live in distressed neighborhoods, and too few cities combine growth with inclusive prosperity.

We recommend the use of the Distress Community Index to measure the future growth and well-being of the Study Area.

	Florida	32805	32839	32809
No High School Degree	14%	26%	19%	19%
House Vacancy Rate	10%	14%	19%	9%
Adults Not Working	47%	53%	39%	41%
Poverty Rate	17%	38%	26%	26%
Median Income Ratio	100%	50%	67%	71%
Change in Employment	7.7%	0%	13.9%	10%
Change in Businesses	3.9%	-0.9%	7.6%	2.2%
Distress Score	66.2	94.9	67.8	66.2

2

ISSUES AND OPPORTUNITIES

The livability of a corridor is measured by many factors, including how well the corridor can support movement and connect people to their neighborhoods, daily needs, jobs, and recreation. A successful corridor is a place where people want to go, spend time, invest and stay, and a place that supports all modes of transportation. Above all, a successful corridor is a safe place.

Our study began with a public engagement process that included discussions and feedback sessions with the community members and stakeholders along the corridor, followed by the technical analysis of the physical environment, crime, market, and demographic data. The insights gathered from these exercises raised issues and concerns that exposed that segments of the corridor and surrounding areas in distress. Together with the assets and positive influences in the corridor, these insights can lead to new opportunities and ideas for action, which will be outlined in the later section of the plan

This section of the plan groups the issues, assets, and ideas into the following topics:

- Crime and Safety
- Character and Image
- Neighborhood and Housing
- Open and Recreational Space
- Street Network and Connectivity
- Education and Training
- Business and Economic Development
- Governance

The following pages address the content within each of the topics.

ISSUES & CONCERNS

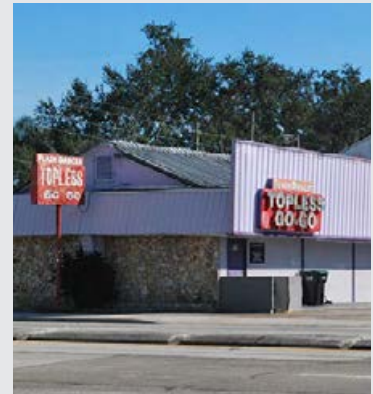


CRIME & SAFETY

- Area is perceived as unsafe
- Prostitution activity on streets, in homes, and hotels
- Drug activity at bus stops
- Gang activity in Americana Boulevard area
- Poor management of some hotels and apartment complexes
- Not enough police activity
- Police arrive on the scene too late
- Neighbors often don't follow through with complaints to police
- Squatters in some abandoned properties
- Lack of code enforcement of residential and commercial properties

CHARACTER & IMAGE

- Blight in area for many years
- Corridor doesn't provide a good first impression
- Litter on streets and properties
- Rundown buildings
- Appearance and use of buildings doesn't contribute to the area
- Undesirable uses of buildings for the area
- Lack of a cohesive vision for the area
- Lack of investment in public realm and private property



NEIGHBORHOOD AND HOUSING

- Neighborhoods are suffering from prostitution and drug activities
- 80% percent of properties are renter occupied
- 3% of total study area consists of vacant residential parcels
- Vacant homes attract squatters
- Lack of code enforcement
- Some homes in poor condition
- High concentration of multi-family residential in one area
- Limited access to food
- Lack of youth activities after school and on the weekends
- Limited access to affordable housing opportunities and ownership
- Neighborhood associations poorly organized

OPEN & RECREATIONAL SPACE

- Parks and recreational facilities need improvements
- Homeless population sleeps in parks
- Lack of playground facilities
- Not all lakes are publicly accessible
- Lack of neighborhood parks in the area
- Lack of lighting in some parks



STREETS & CONNECTIVITY

- Lack of streetscape on OBT due limited right-of-way
- Residents, business owners, and visitors don't feel safe walking on streets
- Very difficult to cross OBT from east to west
- Highways and main roads cut the Study Area into segments
- Streets don't provide appropriate bicycle facilities
- Intersections and crosswalks are not safe and need improvements
- Not enough lighting on some streets
- Prostitution activity on neighborhood streets
- Litter on streets, especially under interstate bridges



EDUCATION & TRAINING

- Lack of training and community space
- Lack of after-school and weekend activities for children
- Lack of educational programs for children and adults



BUSINESS & ECONOMIC DEVELOPMENT

- Perception that only auto-related businesses exist
- Poorly managed hotels bring illicit activity to the corridor
- Lack of mixed-use areas
- Some parcels don't have adequate infrastructure to redevelop
- Businesses get vandalized by gangs
- Regular drug activity at bus stops and strip malls
- Very little office development in the area
- Majority of new development is happening to the south of the corridor



GOVERNANCE

- Multi-jurisdictional corridor (City and County)
- Lack of organization and commitment in the area
- Investment in the area mainly from private development



ASSETS & POSITIVE THINGS

REGIONAL DESTINATIONS

Some key destinations located in the corridor are:

Camping World Stadium
Parliament House
Cowboys
Florida Mall
Florida Hotel
Woodlands Restaurant
Rossi Italian Restaurant



INDUSTRIAL COMPLEX

The industrial complex attracts 23,000 jobs to the area

The complex is home of distribution centers such as:

- Shrewin-Williams Distribution Center
- Publix Distribution Center
- CVS Caremark Distribution Center

The complex is also home to a number of educational facilities

VACANT LAND

Vacant land offers opportunities for infill redevelopment

Key vacant parcels are owned by the City, County, and CRA

Price of land is still affordable compared to other areas



ACCESS AND CONNECTIVITY

Street grid system in the northern segment of the corridor

Accessibility to the area via the highway system

Proximity to Downtown Orlando and South Downtown

Proximity to regional destinations such as:

- Millenia Mall
- Convention Center
- International Drive

Proximity to Sunrail Stations



EDUCATION AND POLICE STATION

Newly relocated Orlando Police Headquarters
Proximity to new Parramore PS8 School
Grand Avenue School Site and Park
Jones High School and Sports Complex
Cluster of private and tech schools around Lake Ellenor
Head Start in Callahan Center
Orange County South Branch Library

CENTERS & ORGANIZATIONS

Kaley Square LLC
John H. Jackson Center
New Holden Heights Community Center
Carter Street and Holden Heights Association
Polis Institute
LIFT Orlando
West Lake Partnership
Holden Heights Community Development Corporation
Involvement of UF and UCF in the neighborhoods
Pathway to Parramore influence in the area
Parramore Kidz Zone



LAKES

The corridor has a great system of lakes, including:

- Rock Lake
- Lake Lorna Doone
- Clear Lake
- Lake June
- Lake Holden
- Lake Tyler
- Lake Ellenor

CHARACTER BUILDINGS

Some of the key character buildings are:
Goff's Sundaes and Shakes
Parliament House
First Class Cleaners
Sands Motel



IDEAS



CRIME & SAFETY

- Create Business and Neighborhood Watch
- Increase law enforcement presence
- Create a safety campaign for the area
- Create a combined Code Enforcement and Police Task Force
- Organize engagement meetings with residents, police, and code enforcement
- Make residents aware that all complaints are private
- Make residents aware of all safety programs provided by the city and county
- Restrict traffic flow on some neighborhood streets
- Encourage residents and business owners to install cameras on their property
- Provide grants for residents and business owners to purchase cameras

CHARACTER & IMAGE

- Create distinctive character areas and destinations
- Use arts and culture to enhance the area
- Remove or restrict adult entertainment uses
- Remove or restrict number of hotels on the corridor
- Provide home repair grants to residents
- Provide business improvement grants to business owners
- Organize regular "Clean-Up Day" activities
- Create a branding campaign for the area
- Provide adequate lighting on streets and parks
- Condemn or enforce fees on unsafe structures



NEIGHBORHOOD AND HOUSING

- Utilize vacant lots for infill residential development
- Allow town homes in the low-density residential zoning areas
- Provide home improvement grants
- Provide educational courses on home improvement and maintenance
- Organize regular neighborhood clean-up days
- Create affordable housing and homeownership opportunities
- Make the residents aware of existing city and county housing programs
- Encourage a flexible and modular architecture style
- Create "OBT Neighborhood Partnership" with all neighborhood associations
- Expand Safe Neighborhood Program to include the entire Holden Heights area
- Organize regular community events such as block parties and markets

OPEN & RECREATIONAL SPACE

- Identify existing parks that need low cost improvements
- Utilize vacant residential parcels for open space
- Create new open space through redevelopment
- Create a featured open space at Lake June



STREETS & CONNECTIVITY

- Capitalize on roadway system and regional location of the area
- Improve key intersections and crosswalks
- Create adequate and safe bicycle facilities
- Create safe mid-block crossings
- Create easement /setback requirements on new development for streetscape
- Study the possibility of turning some one-way streets into two-way streets
- Apply complete streets standards on each road, including OBT
- Improve security at bus stops along OBT
- Improve bus shelters on neighborhood streets



EDUCATION & TRAINING

- Encourage technical training facilities to relocate to the area
- Create partnerships with UCF, UF, Valencia, and other higher education institutions
- Utilize city- and county-owned land to attract job-generating developments
- Create community space within new developments
- Develop more community centers for the area

BUSINESS & ECONOMIC DEVELOPMENT

- Create distinctive character areas and target new development
- Market each area and destination
- Encourage mixed-use development in key locations on the corridor
- Allow and expand mixed-use zoning at key locations
- Create shared parking and infrastructure standards on small blocks and parcels
- Create an OBT Business Organization
- Require improved management by hotel owners to avoid illicit activities
- Encourage better property maintenance by business owners
- Partner with key industries and organizations within and outside the area



GOVERNANCE & ORGANIZATION

- Create multi-jurisdictional task forces such as:
 - Code and Law Enforcement Task Force
 - Neighborhood Associations Task Force
 - Business Owners and Entrepreneurship Task Force
 - Development and Growth Task Force
 - Programs and Events Task Force
- Demand a commitment to the area from elected officials
- Demand a commitment to the area from City and County Staff



VISION AND GUIDING PRINCIPLES



The master plan framework includes Vision, Guiding Principles, and Big Moves. This framework creates an organizational structure for the numerous individual ideas and comments from the community as planning concepts.

The Guiding Principles are informed by the general topics driven from the Issues and Opportunities insights. The Vision is driven by the definition of community resilience and the six foundations for building Community Resilience as developed by the Post Carbon Institute. Community resilience is defined as the ability of a community to maintain and evolve its identity in the face of both short- and long-term changes, while cultivating environmental, social, and economic sustainability.

The six foundations of building community resilience are:

- **People:** *The power to envision the future community, and build its resilience, resides with the community members.*
- **System thinking:** *This is a set of essentials for understanding the complex, interrelated crises now unfolding and what they mean for our similarly complex communities.*
- **Adaptability:** *A community that adapts to change is resilient. But because communities and the challenges we face are dynamic, adaptation is an ongoing process.*
- **Transformability:** *Some challenges are so big it is not possible for the community to simply adapt. Instead, fundamental, transformative changes may be necessary.*
- **Sustainability:** *Community resilience is not sustainable if it serves only us, and only now; it needs to work for other communities, future generations, and the ecosystems on which we all depend.*
- **Courage:** *As individuals, and as a community, we need courage to confront challenging issues and take responsibility for our collective future.*

The overall vision of the OBT corridor for the master plan is driven by the OBTDB's current vision and mission. The Board works as a conduit between local governments, property owners, developers, and technical groups—with the sole purpose of improving the lives of residents. The Board endeavors to plan and implement projects intended to revitalize the OBT area.

The following pages outline the content within each of the topics.

- **TRANSFORMATION:** To change and reposition.
- **SAFETY:** To prevent crime.
- **EQUITY:** To be affordable and provide access.
- **GROWTH:** To be diverse and sustainable.
- **CONNECTIVITY:** To provide linkages and networks.

GUIDING PRINCIPLES

THESE PRINCIPLES GUIDE THE MASTER PLAN. THEY ARE THE UMBRELLA UNDER WHICH FRAMEWORKS AND SPECIFIC VISION CONCEPTS HAVE BEEN DEVELOPED. THESE PRINCIPLES ARE INTENDED TO REMAIN CONSTANT, PROVIDING A BASELINE FOR NEW FRAMEWORKS TO BE DEVELOPED AND THE MASTER PLAN TO EVOLVE TO MEET CHANGING CONDITIONS AS TIME GOES ON.



TRANSFORMATION – Change and Reposition

The OBT corridor—The Trail—will encourage transformative and bold changes to improve the perception of the corridor as safe, economically vibrant, diverse, and collectively managed and governed. This will reposition “The Trail” in the Central Florida region as a place of distinctive districts and destinations bringing an influx of new residents, jobs, business, tourism, education, and entertainment. It will emphasize the creation of affordable housing and preserve the good tradition, culture, and history of its neighborhoods. It will empower the people living and working along The Trail to envision a livable place and create a sense of pride.



SAFETY – Prevention and Justice

The OBT corridor—The Trail—will focus on crime prevention practices and ensuring The Trail is a safe area. It will work among jurisdictions to create programs, increase policing and strong code enforcement to reduce crime and improve the character of the area. It will empower its residents to file complaints against violators and criminals along the corridor and in the neighborhoods. The Trail will have safer streets for pedestrians and cyclists.



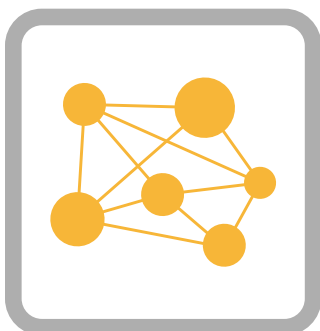
EQUITY – Access and Affordability

The OBT corridor—The Trail—will have equitable neighborhoods with access to jobs, training, housing, food and community services, a place where residents live with dignity and security. The Trail would be an inclusive place that promotes social justice. It will provide affordable housing opportunities and home literacy programs for existing and new residents. It will provide access to quality open and community spaces to recreate, learn, and promote active living. It will foster partnerships with schools and higher education institutions. It will provide access to quality health care and good schools, youth programs, daycare, and social and cultural amenities.



GROWTH – Diverse and Sustainable

The OBT corridor—The Trail—will have five growing distinct districts receiving an influx of new jobs and serve as the center for traditional jobs and emerging high-production industries. The districts will be in constant change and will adapt to the different influences of the market. The corridor will realize full potential of vacant and underutilized land, enhanced access to housing and jobs, as well as reinvestment in government-owned properties and large, contiguous parcels for future infill development. The corridor will attract economically vibrant mixed uses of businesses and development. All new development will follow sustainable practices and provide adequate infrastructure. Neighborhoods will be strong and diverse, and will provide existing and new residents with an affordable and mixed income housing stock with opportunities for homeownership and home literacy.



CONNECTIVITY – Linkages and Networks

The OBT corridor—The Trail—will improve connections with the adjacent community, and the larger Central Florida Region and strengthen the connection with downtown Orlando. It will see improved mobility in the form of enhanced public transportation and more walkable and bikeable streetscapes. It will create linkages among local and regional destinations and encourage a network of business, neighborhoods, and local organizations.

4

BIG MOVES & ACTIONS

The Big Moves outline the key actions for the OBTDB to take in order to execute the plan. The actions are organized by policy and regulations, and organizational, administrative, and physical improvements. They have been created in thoughtful consultation with community members and stakeholders. The plans and imagery shown with each move are intended to be indicative of the character and intent of the recommended actions.

- B1** DEVELOP DESTINATIONS TO ATTRACT DEVELOPMENT, BUSINESS, JOBS & TRAINING
- B2** ENCOURAGE A VIBRANT AND DIVERSE CORRIDOR
- B3** MAKE SAFE AND LIVABLE STREETS FOR ALL MODES OF TRANSPORTATION
- B4** IMPROVE ACCESS TO OPEN SPACE AND RECREATIONAL ACTIVITIES
- B5** BUILD STRONG NEIGHBORHOODS
- B6** CREATE FLEXIBLE AND AFFORDABLE HOUSING OPPORTUNITIES

BIG MOVES

BIG MOVES ARE DEVELOPMENT OPPORTUNITIES THAT OUTLINE KEY ACTIONS AND PARTNERS FOR THE CITY OF ORLANDO, ORANGE COUNTY, THE OBTDB, AND THE COMMUNITY THAT COULD BE EXAMINED AS IMPLEMENTATION ITEMS IN SPECIFIC LOCATIONS. THE MOVES ARE CONCEPTUAL AND WILL REQUIRE ADDITIONAL DUE DILIGENCE, LOCAL REFINEMENT, AND FUNDING STRATEGIES TO IMPLEMENT.

1

DEVELOP DESTINATIONS TO ATTRACT DEVELOPMENT, BUSINESS, JOBS & TRAINING

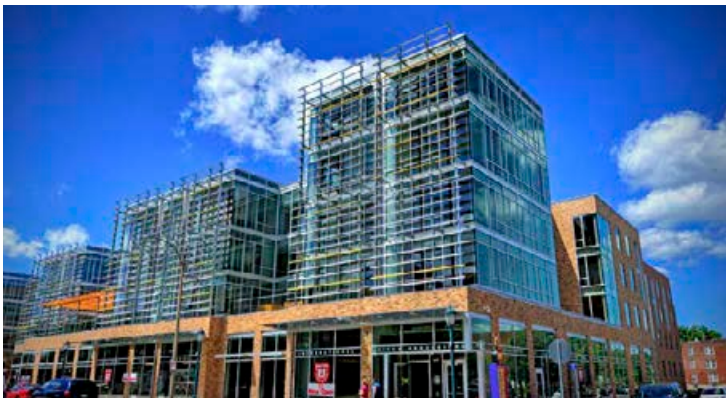
Six distinctive branded districts will be created to help reposition the trail regionally. This will attract sustainable growth, economic development, academic institutions, food and entertainment business, and bring traditional and non-traditional jobs and industry to the corridor.



2

ENCOURAGE A VIBRANT AND DIVERSE CORRIDOR

By supporting sustainable growth, adequate infrastructure, mixed use development, connectivity and open space, the trail will be repositioned as a more attractive, safe, livable, and accessible place for people to invest and work.



3

MAKE SAFE AND LIVABLE STREETS FOR ALL MODES OF TRANSPORTATION

With adequate bicycle facilities and streetscape elements, the streets in the corridor will be safe and connected, creating a rich environment for business, as well as safe pedestrian activities.



ACTIONS HAVE WILL HAVE A TIME FRAME, AND ARE ORGANIZED BY TYPE

N Now

S Soon

L Later

P Policy [Code and Regulations]

A Administrative [Organization and Program]

I Infrastructure [Physical Improvements]



4 IMPROVE ACCESS TO OPEN SPACE AND RECREATIONAL ACTIVITIES

Investment in the community will establish parks, lakes, recreational facilities, and open spaces as primary elements of civic identity and will enhance the experience in The Trail and surrounding neighborhoods.

BUILD STRONG NEIGHBORHOODS

5

Neighborhoods will be safe, vibrant, healthy, and diverse—giving access to housing, parks, culture, and education.



Big Moves & Actions



6 CREATE FLEXIBLE AND AFFORDABLE HOUSING OPPORTUNITIES

Existing and new residents will have access to diverse housing opportunities, home literacy and programs that will allow them to become future homeowners.

B1

DEVELOP DESTINATIONS TO ATTRACT DEVELOPMENT, BUSINESS, JOBS, AND TRAINING

	POLICY	ADMINISTRATIVE	INFRASTRUCTURE	NOW	SOON	LATER	KEY PLAYERS/ PARTNERS
1 CREATE SIX DISTINCT DISTRICTS & HUBS		●	●		●		Orlando Downtown Development
2 BUILD DESTINATIONS AND KEY ADDRESSES		●	●		●		City and County Planning and Economic Development
3 DEVELOP AN OBT DISTRICT PARTNERSHIP		●		●			Orlando Main Street Program LIFT Orlando
4 ESTABLISH A STRONG IDENTITY AND BRANDING FOR EACH DISTRICT AND HUB		●	●	●			Florida Citrus Sports
5 LAUNCH AN AWARENESS CAMPAIGN		●		●			UF, UCF, Valencia and other Educational Institutions Property & Business Owners

B2

ENCOURAGE A VIBRANT AND DIVERSE CORRIDOR

6 DEVELOP AN ADEQUATE PARCEL AND BLOCK INFRASTRUCTURE TO ALLOW FUTURE REDEVELOPMENT THAT HELPS PROTECT THE NEIGHBORHOOD	●		●		●		Orlando Downtown Development City and County Planning and Economic Development
7 IDENTIFY AND ACQUIRE POTENTIAL SITES FOR REDEVELOPMENT		●	●		●		City and County Historic Preservation City and County Sustainability
8 EXPAND THE MIXED-USE ZONING AND FUTURE LAND USE	●				●		City and County Code Enforcement
9 ENCOURAGE SUSTAINABLE DEVELOPMENT PRACTICES	●		●			●	City and County Real Estate Department City of Orlando Police
10 PRESERVE AND RESTORE ICONIC BUILDINGS	●		●			●	Orange County Sheriff Office City and County Transportation
11 CREATE BUILDING FACADES AND SITE IMPROVEMENTS PROGRAMS		●		●			MetroPlan Orlando LYNX
12 ESTABLISH A LAW AND CODE TASK FORCE FOR THE CORRIDOR		●		●			Property & Business Owners
13 REPREHEND, CONDEMN OR/AND DEMOLISH UNSAFE STRUCTURES		●			●		
14 IDENTIFY AND REPREHEND BUSINESS THAT ARE RUNNING ILLICIT ACTIVITIES		●			●		
15 RE-DESIGN THE ORANGE BLOSSOM TRAIL AS A LIVABLE STREET			●			●	

B3

MAKE SAFE AND LIVABLE STREETS FOR ALL MODES OF TRANSPORTATION

16 APPLY COMPLETE STREETS DESIGN STANDARDS	●					●	City and County Planning City and County Sustainability
17 FOCUS ON KEY STREETS AND INTERSECTIONS IMPROVEMENTS			●		●		City and County Code Enforcement City of Orlando Police
18 PARTNER WITH LYNX, METROPLAN ORLANDO AND OTHER TRANSPORTATION AGENCIES		●		●			Orange County Sheriff Office
19 ENCOURAGE LOW IMPACT DEVELOPMENT	●		●			●	City and County Transportation
20 DEVELOP PILOT PROJECTS AND USE COLOR AND ART			●		●		MetroPlan Orlando LYNX

B4

IMPROVE ACCESS TO OPEN SPACE AND RECREATIONAL ACTIVITIES

	POLICY	ADMINISTRATIVE	INFRASTRUCTURE	NOW	SOON	LATER	KEY PLAYERS/ PARTNERS
21 BUILD AND IMPROVE ACCESS TO THE LAKES			●			●	City and County Planning City and County Parks
22 IMPROVE EXISTING PARKS			●			●	Developers
23 DESIGN ATTRACTIVE OPEN SPACE FOR PEOPLE OF ALL AGES			●			●	Residents
24 TURN RESIDENTIAL VACANT PARCELS INTO PARKS	●		●		●		Schools/Churches
25 BUILD NEW OPEN AND COMMUNITY SPACE THROUGH NEW DEVELOPMENT	●		●			●	Local Organizations

B5

BUILD STRONG NEIGHBORHOODS

26 CREATE AN "OBT NEIGHBORHOOD" PARTNERSHIP		●		●			City and County Neighborhood Revitalization
27 ESTABLISH A NEIGHBORHOOD LAW AND CODE TASK FORCE		●		●			City and County Planning
28 IDENTIFY AND ACQUIRE POTENTIAL SITES FOR RESIDENTIAL INFILL DEVELOPMENT			●		●		City and County Transportation
29 RESTRICTING ACCESS ON SOME OF THE NEIGHBORHOOD STREETS	●		●		●		City and County Code Enforcement
30 PROVIDE BASIC NEIGHBORHOOD INFRASTRUCTURE			●		●		City of Orlando Police
31 UTILIZE VACANT PARCELS FOR TEMPORARY ACTIVITIES	●		●		●		Orange County Sheriff Office
32 ALLOW EDIBLE LANDSCAPES AND GARDENS	●					●	Neighborhood Associations
33 CREATE A HOME FACADE AND SITE IMPROVEMENTS PROGRAMS AND GRANTS		●		●			Residents Institutions
34 ORGANIZE COMMUNITY AND EDUCATIONAL EVENTS		●		●			Community Centers

B6

CREATE FLEXIBLE AND AFFORDABLE HOUSING OPPORTUNITIES

35 DEVELOP AND COMPREHENSIVE INVENTORY OF FUTURE INFILL SITES		●			●		City and County Real Estate
36 DEVELOP MECHANISMS TO CREATE VIABLE REAL ESTATE ASSETS	●	●				●	City and County Housing City and County Planning
37 CREATE A LAND BANK	●	●				●	Central Florida Foundation
38 BUILD FINANCIAL LITERACY AND HOMEOWNERSHIP TRADE SKILLS		●			●		Land Bank/Trust Organizations
39 ALLOW MIXED-INCOME HOUSING	●				●		
40 ALLOW ACCESSORY UNITS ON SINGLE FAMILY RESIDENTIAL LOTS	●				●		
41 SUPPORT FLEXIBLE ARCHITECTURE TECTONIC	●				●		
42 UPDATE RESIDENTIAL FUTURE LAND USE AND ZONING TO BE MORE FLEXIBLE AND INCLUSIVE	●					●	

Big Moves &
Actions

B1

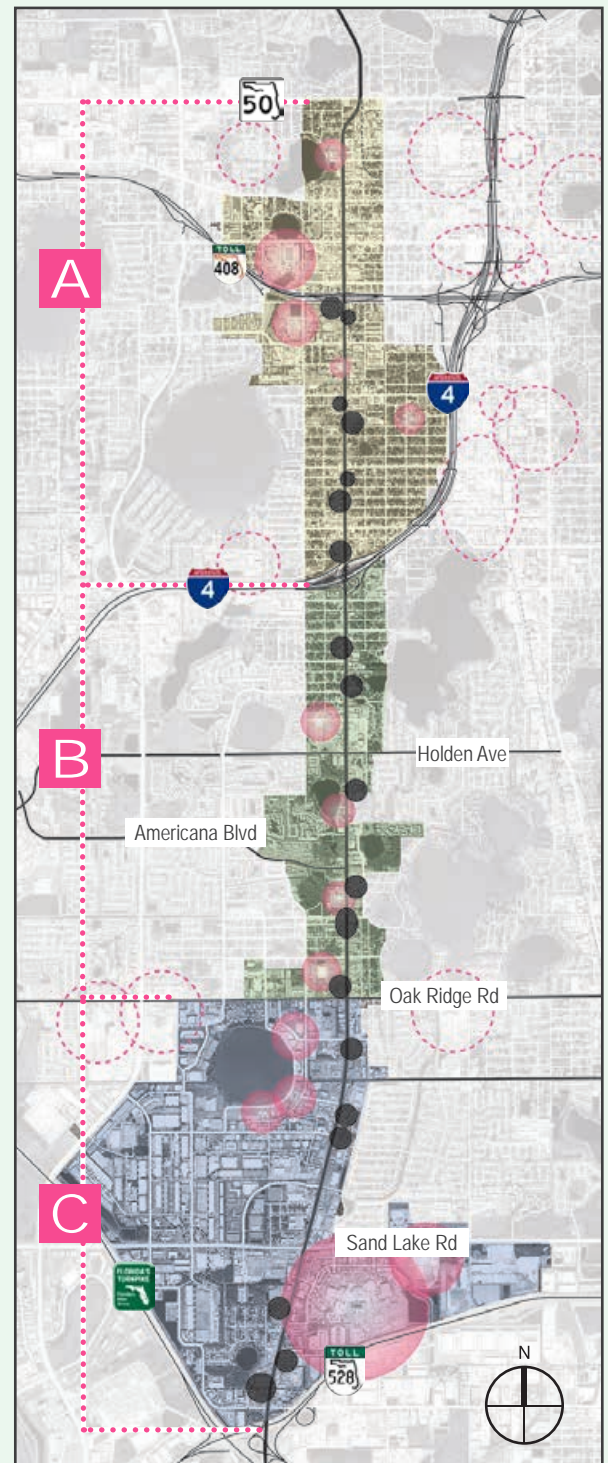
DEVELOP DESTINATIONS TO ATTRACT DEVELOPMENT, BUSINESS, JOBS, AND TRAINING

Six distinctive branded districts will be created to help reposition the trail regionally. This will attract sustainable growth, economic development, academic institutions, food and entertainment business, and bring traditional and non-traditional jobs and industry to the corridor.

The first big move involves defining and changing the character of the corridor. We can say the overall corridor lacks differentiation and character and is fragmented by the highway system (SR 408 and I-4) and key east-west roads (Holden Avenue, Oak Ridge Road and Sand Lake Road). The corridor has three well-identified segments: A, B, and C (see map of the right). Each segment has a unique character based on the land use, business types and block pattern.

The corridor has 4 main regional destinations: the Camping World Stadium, The Florida Mall and Hotel, and the Industrial and Office complex with 23,000 jobs. It also has other smaller destinations such as bars, restaurants, clubs, and technical schools. These destinations are places where people from outside the corridor come and spend time and money. But the corridor also has approximately 20 hotels and businesses that are not well managed, and as a consequence illicit activities occur at these locations, attracting drugs, prostitution, and crime to the area.

The goal is to create six distinctive character areas (districts and hubs), develop key addresses and destinations, establish a strong identity and brand for each area, and create an awareness campaign that will reposition and promote the transformation of the corridor.

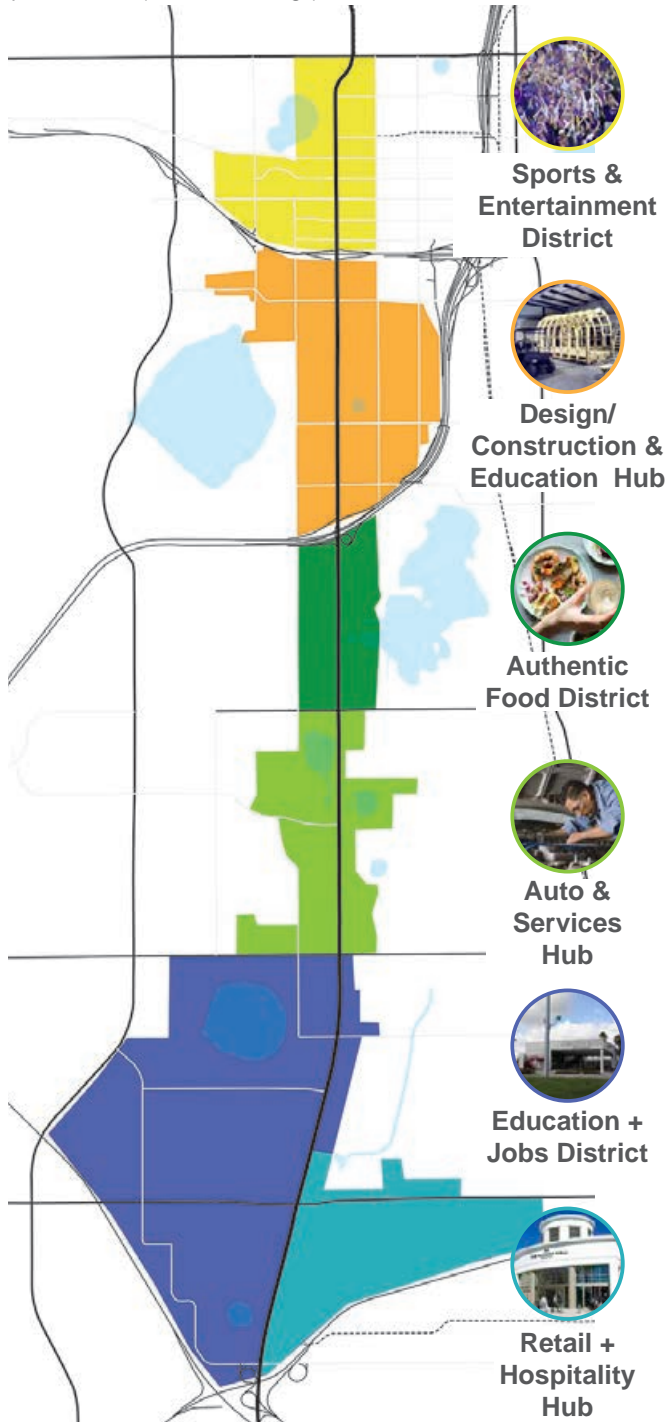


1

CREATE SIX DISTINCT DISTRICTS & HUBS



Six distinctive branded districts will be created to help reposition the trail regionally. This will attract sustainable growth, economic development, academic institutions, food and entertainment business, and bring traditional and non-traditional jobs and industry to the corridor. Each district will have a different redevelopment approach, based on the understanding of the existing jobs and key players, which informed the vision and character of each one of the future districts. Each district should be encouraged to grow as a connected series of commercial stores, mixed used development with stores and office on the ground floor, and more intense and focused nodes at key intersections. Each district should incorporate the assets of the area, such as key buildings, institutions, parks, and lake system as well as the relationship to the adjacent and abutting residential areas. The intent is not to create 8 miles of the same character, but to focus time, effort, and investment toward building a unique corridor and the opportunities that exist both in the public realm (the streets and parks) and the private realm (lots and buildings).



West Downtown: This portion of the corridor is situated and connected to become a hub for sports and entertainment uses and be supported by quality food and beverage businesses.

Holden Heights: This hub, with 26% of the existing jobs related to construction, possesses a wider variety of building types from residential to commercial and industrial. It can become a place to attract higher education institutions and businesses related to Design and Construction.

Holden: With a wide variety of restaurants from different parts of the world and being surrounded by neighborhoods, this is the perfect portion of the corridor to create a district for authentic food supported by other office and service uses.

Americana: The overall corridor is full of auto-related uses, but the Americana Boulevard area has large parcels that can support a hub for all auto-related businesses especially used-car sales.

Lake Ellenor: This portion of the corridor has a high concentration of educational institution around Lake Ellenor and it is the home of a regional industrial and office complex, attracting 23,000 employees to the area, making this place a great District for Educations and Jobs.

Florida Mall: The Florida Mall and Hotel are a regional destination for local residents as well as tourists bringing a high volume of people to this area. This hub should keep supporting retail and hospitality uses as it grows and becomes a key east west connector between the airport and the international drive area.

KEY PARTNERS:

- LIFT Orlando
- Entertainment Venues
- Local Business
- Entrepreneurs

- Design and Construction Business
- University of Florida College Design, Construction and Planning
- Non-Profit Organizations

- Local Restaurants
- Darden Restaurants
- PepsiCo

- Auto Business
- David Maus

- University of Central Florida
- Orange County Public Schools
- Tech Collages
- Private Schools

- Florida Mall
- Florida Hotel
- Existing Hotels

2 BUILD DESTINATIONS AND KEY ADDRESSES



To boost economic development and attract people and investment to the OBT area, it is important to create destinations and addresses in each one of the future hubs and districts. These destinations will happen on neighborhood streets like Nashville Avenue and Woods Avenue, complementing the future uses and activities of the OBT corridor. The following are four key destinations proposed in the master plan:



MAIN STREET

Develop South Nashville Avenue as a mixed-use walkable street

KEY PARTNERS:

- LIFT Orlando
- Entertainment Venues
- Local Business
- Entrepreneurs



MAKER'S ROW

Transform South Woods Avenue as a Maker's Row. An industrial street for designers, builders, contractors, and educators

KEY PARTNERS:

- Design and Construction Business
- University of Florida College Design, Construction and Planning
- Non-Profit Organizations



RESTAURANT SQUARE

Extend Nashville Avenue as local residential and restaurant destination with mixed-use development

KEY PARTNERS:

- Local Restaurants
- Darden Restaurants
- PepsiCo



CAMPUS BOULEVARD

Develop a higher education campus around Lake Ellenor

KEY PARTNERS:

- University of Central Florida
- Orange County Public Schools
- Tech Collages
- Private Schools

3 DEVELOP AN OBT DISTRICT PARTNERSHIP



Develop a partnership organization with all six districts, members, and key partners to help promote each of the areas and carry out projects related to business development, placemaking, infrastructure, and branding. The focus should be on a holistic approach to revitalization, based on the 4-point approach of design, promotion, economic restructuring, and organization.

KEY PARTNERS:

- City and County Economic Development Department
- Districts/Hub Partners
- City and County Police and Code Enforcement
- Orlando Main Street Director
- Local Business Owners



4 ESTABLISH A STRONG IDENTITY AND BRANDING FOR EACH DISTRICT & HUB



Build a unique brand for each of the districts and hubs. Ideas include the design of street banners, website, and social media platform, and teaming up with local corporations, business, and institutions to help sponsor the design and creation of the brand elements. See below an example of a billboard in the form of a bench launch by IBM.

KEY PARTNERS:

- City and County Economic Development Department
- Districts/Hub Partners
- Local corporations, institutions and business
- Orlando Main Street Director



Big Moves & Actions

5 LAUNCH AN AWARENESS CAMPAIGN



To reposition and promote the transformation of the OBT corridor, it is important to inform the business and residents that the OBTDB is working on the improvements for the well-being of the area via a campaign. The campaign will focus on restoring the belief in the area and build up the sense of pride.

KEY PARTNERS:

- Local corporations, institutions, business and residents
- Churches
- Local Organizations and institutions
- City and County Code Enforcement





MAKER'S ROW

Transform South Wood Avenue as an industrial area for designers, builders, contractors, and educators



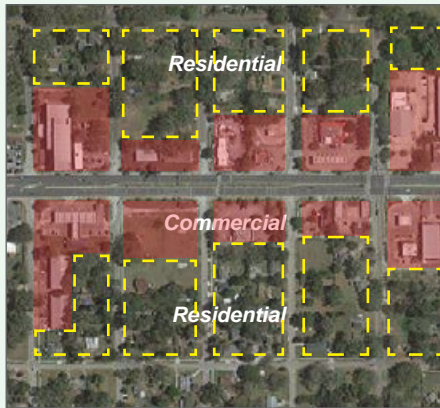


B2

ENCOURAGE A VIBRANT AND DIVERSE CORRIDOR

The trail will be repositioned as a more attractive, safe, livable, and accessible place for people to invest and work by supporting sustainable growth, adequate infrastructure, mixed use development, connectivity, and open space.

Parcel & Block Infrastructure



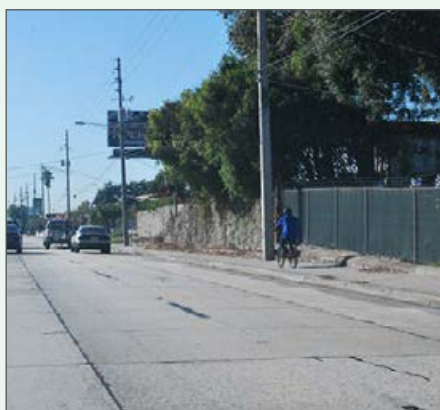
The corridor has a combination of very shallow and small parcels that have proven to be very difficult to assemble in a way that supports commercial reinvestment. On the other hand, there are a few locations along the corridor where we can find large contiguous parcels under one ownership, which makes them easy to redevelop in the short term.

Building Use and Density



The commercial uses of the corridor are mostly auto-related and hotel uses. Most of the buildings are one and two stories high. The tallest buildings are located within the industrial and office complex in the southern segment of the corridor.

The “Trail”



The overall character of the OBT is not attractive. The main purpose of the road is to move cars, focusing very little on the pedestrian and bicycle experience. There is a lack of shade and streetscape elements, as well as a lack of well-defined crosswalks and bicycle infrastructure. The buildings are generally pushed to the back of the property and parking surfaces are in the front. Businesses don't do a very good job of maintaining their properties and sometimes they build fences along their perimeter.

DEVELOP AN ADEQUATE PARCEL AND BLOCK INFRASTRUCTURE TO ALLOW FUTURE REDEVELOPMENT THAT HELPS PROTECT THE NEIGHBORHOOD

Commercial properties, in aged corridors, are difficult to assemble in a way that supports commercial reinvestment and protects the neighborhoods. This is because the corridor fronting properties don't have the adequate parcel depth to redevelop, and the parcels are owned by different entities. Another challenge is the majority of the business accesses are happening on the primary street (OBT) and not on the secondary streets; therefore, the amount of curb cuts facing OBT prevents the business from providing with the adequate streetscape elements.

Existing Parcel/Block Configuration



1. **Parcel Depth:** Higher density development requires additional functional depth of sites in order to provide building pads, parking, and proper transition to the adjacent neighborhoods. By establishing a uniform parcel depth of approximately 200 feet, commercial properties will be better able to support street front buildings and rear parking, service cross access and stormwater, and provide an adequate buffer between the commercial use and residential homes.

Future Parcel/Block Configuration 1



2. **Building Placement:** The new building should be placed fronting the primary street when possible. When the road ROW is not sufficient to provide adequate sidewalk of 10 feet with a minimum 6-foot landscape strip, the building should be placed 16 feet behind the ROW line, and the development provided with the necessary streetscape elements (sidewalk, trees, lighting, and bicycle racks).

3. **Parking:** Parking should be located at the rear of the parcel and encourage the concept of shared parking among uses to avoid fragment parcel and allow the space to be utilized efficiently.

4. **Stormwater:** Stormwater system for the block should be located between the parking and the residential homes and work as a buffer between the two uses. The system can be shared among parcels. Other ways to treat stormwater is by using a Low Impact Development (LID) design.

5. **Alley:** The site access should include an alley (if not present already) to provide access to parking from the side street, so the primary street edge can be maintained for building edge.

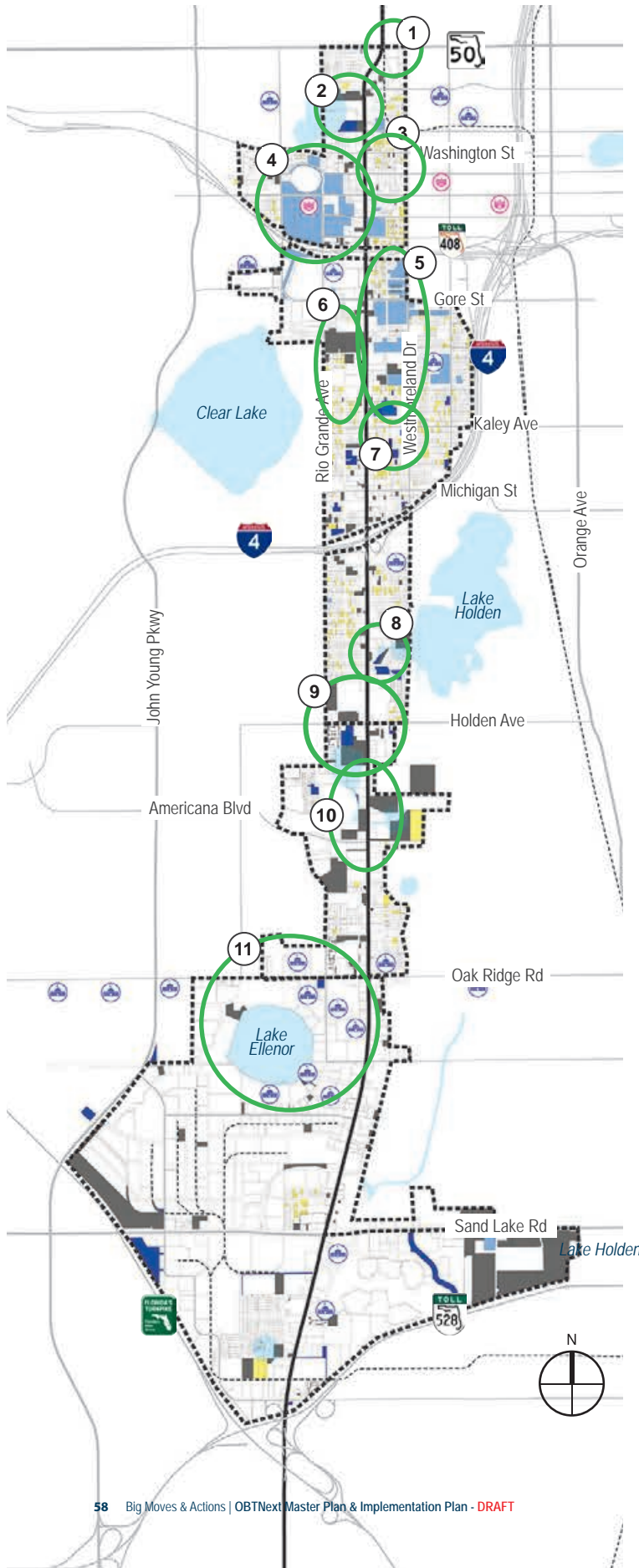
KEY PARTNERS:

- City and County Planning and Building Department

Future Parcel/Block Configuration 2



Vacant and Government-Owned Parcels



7

IDENTIFY AND ACQUIRE POTENTIAL SITES FOR REDEVELOPMENT A I S

There are a number of conditions that present opportunities for redevelopment. These include vacant properties, government-owned properties (see map on the left), and large contiguous parcels (see map on next page). Almost 10% of the parcels within the study area are vacant, which includes both residential and non-residential parcels. Additionally, there are roughly 228 acres of land owned by government entities within the study area. We also mapped the location of schools and higher education facilities.

After doing an analysis of the parcels (see corridor assessment report for detailed analysis), we have identified roughly 11 areas where redevelopment can happen in the medium and long term. Some of those sites are located within the OBTCRA boundaries.

Those area are the following:

1. Former McNamara Site (OBTCRA)
2. Parliament House Site (OBTCRA)
3. West Arts District Area (OBTCRA & Downtown CRA)
4. Camping World Stadium Area (OBTCRA)
5. Woods Avenue Area (OBTCRA)
6. Nashville Avenue Area (OBTCRA)
7. Lake June and Kaley Square Area (OBTCRA)
8. Lake Holden Hotel Site
9. Holden Avenue Intersection Site
10. Lake Tyler Site
11. Lake Ellenor Site

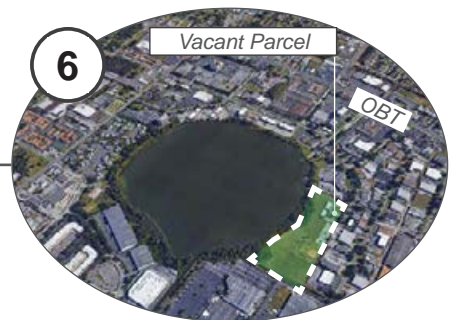
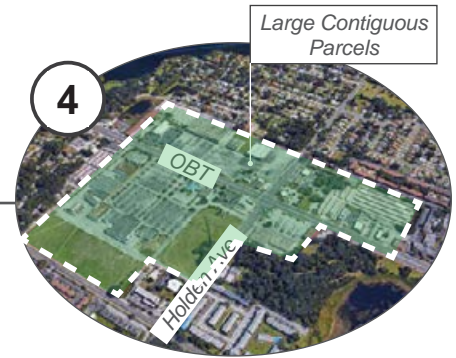
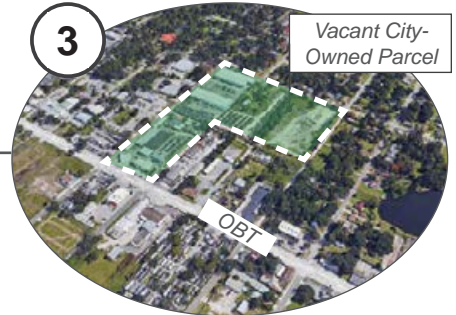
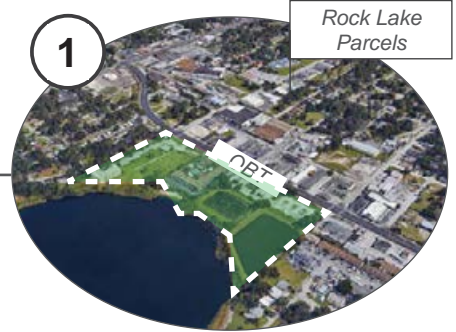
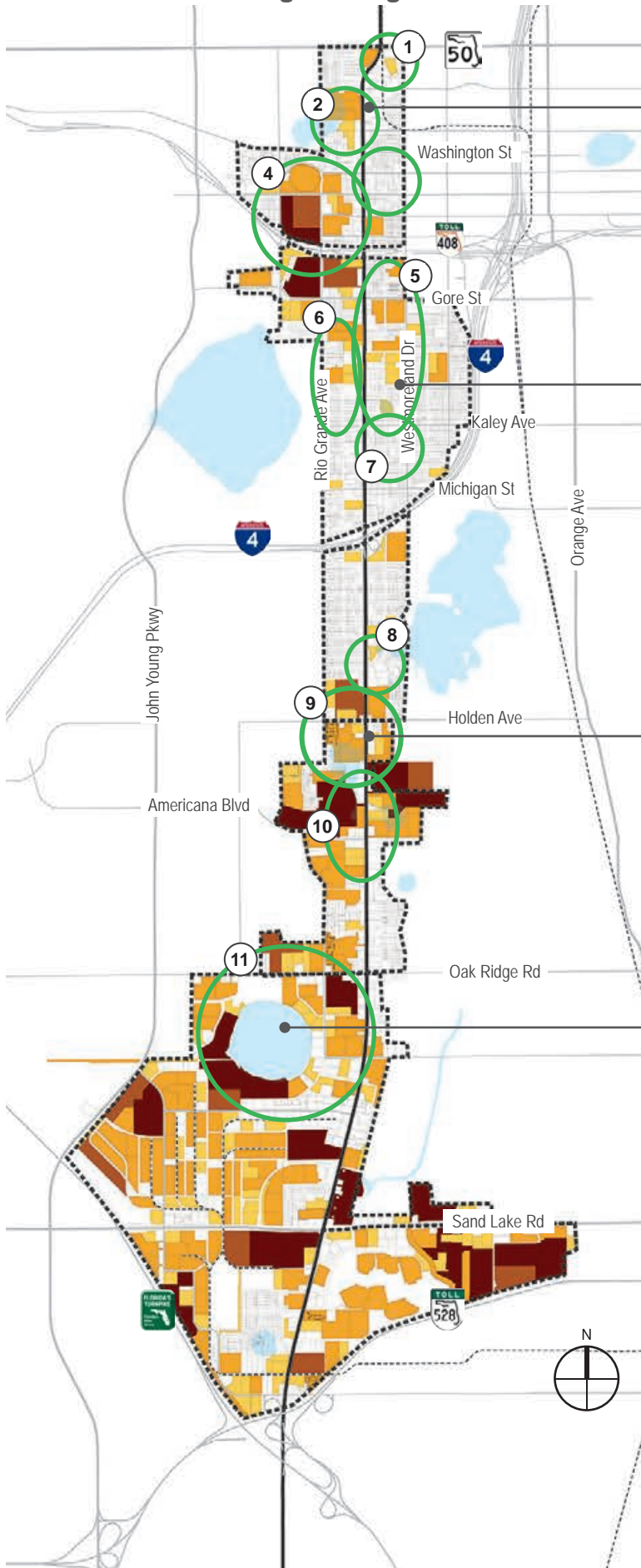
KEY PARTNERS:

- City and County Planning Department
- City and County Economic Department
- City and County Real Estate Department
- Downtown Orlando CRA
- OBTCRA

MAP LEGEND

- Vacant Residential Parcels
- Vacant Non-Residential Parcels
- City of Orlando-Owned Parcels
- Orange County-Owned Parcels
- Lakes
- District/Hub Boundaries
- 🏫 Educational Institutions
- 🏟️ Stadiums
- Redevelopment Opportunity Sites

Parcel Size/Large Contiguous Parcels



MAP LEGEND

- 3-5 Acres
- 5-15 Acres
- 15-20 Acres
- 20+ Acres
- Lakes
- District/Hub Boundaries
- Redevelopment Opportunity Sites

8

EXPAND THE MIXED-USE ZONING AND FUTURE LAND USE



The parcels facing the OBT corridor between SR 50 and SR 408 are the only ones currently zoned as mixed use (all within the City of Orlando limits). The rest of the corridor future land use is generally commercial, industrial, neighborhood activity center and neighborhood center. Key locations on the corridor have the potential to develop as higher density developments; therefore, there is a need to expand the mixed use zoning and future land use in both jurisdictions to allow future redevelopment in the area. Allowing mixed uses on the corridor is going to help break the existing monotony and transform the corridor into a more diverse place.

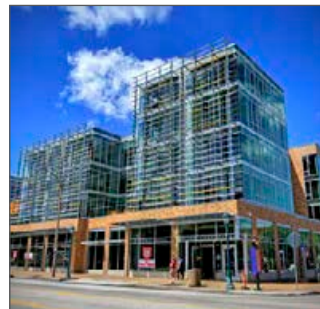
The proposed areas to allow mixed use zoning go hand in hand with the creation of key address and new destinations in the corridor boosting redevelopment and investment.

KEY PARTNERS:

- City and County Planning Department

MAP LEGEND

-  Proposed Mixed-Use Future Land Use
-  Proposed General Commercial Future Land Use
-  Proposed Institutional Future Land Use
-  Lakes
-  District/Hub Boundaries
-  Redevelopment Opportunity Sites



The U.S. Environmental Protection Agency describes the term “low impact development” (LID) as systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration, or use of stormwater in order to protect water quality and associated aquatic habitat. LID practices aim to preserve, restore and create green space using soils, vegetation, and rainwater harvest techniques. LID is an approach to land development (or redevelopment) that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product. There are many practices that

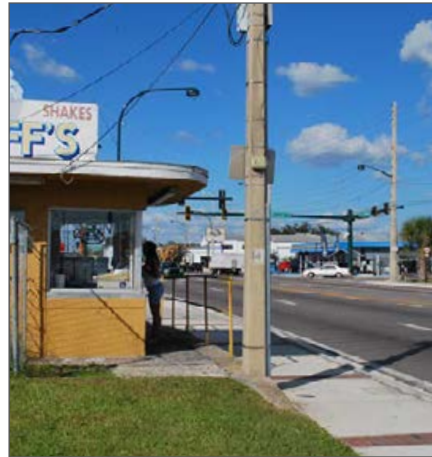
have been used to adhere to these principles such as Bioretention facilities, rain gardens, vegetated rooftops, rain barrels and permeable pavements. By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed. We also encourage the use of sustainable practices for buildings like the use of solar panel and any other energy efficient practice.

KEY PARTNERS:

- City and County Planning and Building Department
- City and County Sustainability Department
- City and County Public Works Department



10 PRESERVE AND RESTORE ICONIC BUILDINGS



Preserve and restore key iconic buildings and signs originally built when OBT was the “Central Florida Scenic Route” This buildings will help bring back the historic character of the corridor back.

These buildings are:

- Parliament House Building and Sign
- First Class Cleaners Building
- Goff’s Sundaes and Shakes
- Sands Motel Sign
- 435 N Orange Blossom Trail Building
- 315 N Orange Blossom Trail Building

KEY PARTNERS:

- City Historic Preservation Department
- OBT CRA

11 CREATE A BUILDING FACADES AND SITE IMPROVEMENTS PROGRAM



Facade Improvements



Landscape Improvements



Building facade and parcel landscape improvements grant programs are a quick way to improve the aesthetic of the existing buildings along the corridor—at the same time, some of these improvements can help prevent crime. Improvements that can be implemented are the following:

- Facade repair
- Lighting
- Sign repair
- Murals (no graffiti)
- Landscape shrubs and flower ground cover
- Canopy and flowering trees

KEY PARTNERS:

- City and County Planning Department
- OBT CRA

12 ESTABLISH A LAW AND CODE TASK FORCE FOR THE CORRIDOR



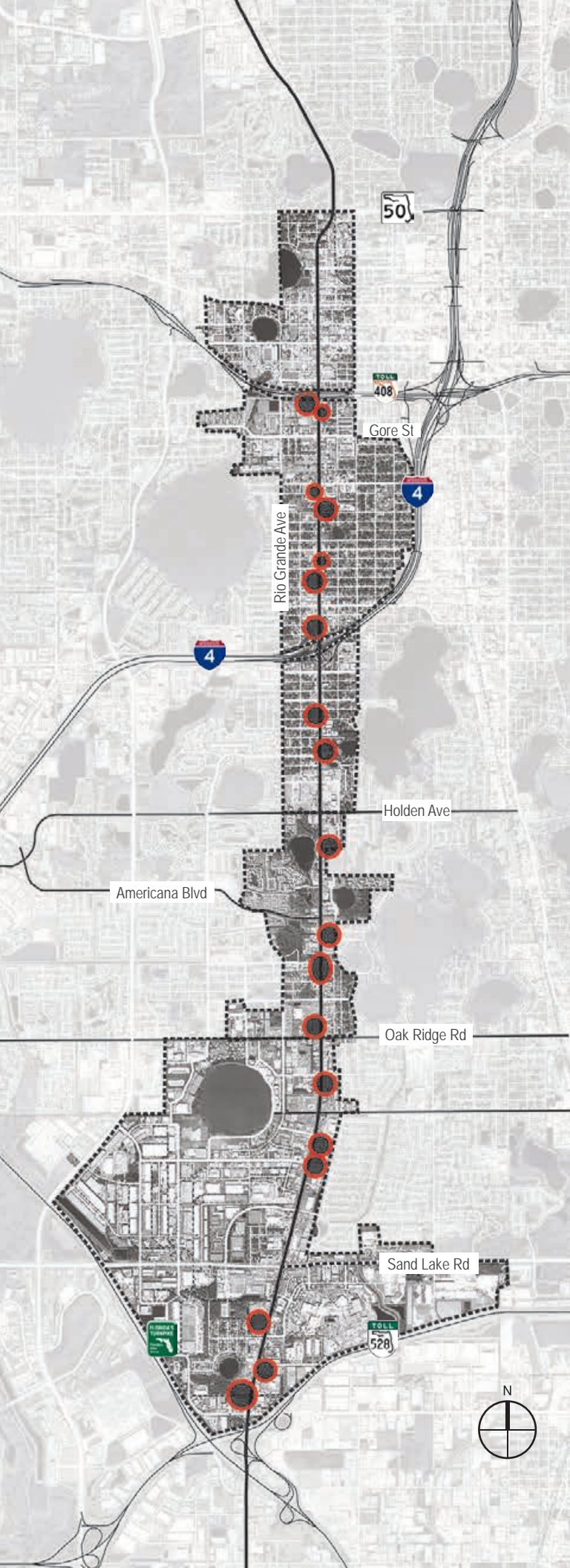
Create a multi-jurisdictional OBT “Law and Code” Task Force for the non-residential uses along the corridor to help create programs that would prevent crime and improve the aesthetic of the corridor. Some of initial actions we recommend are:

- Provide grants for business to purchase cameras (Orlando Police Department already has a program in place).
- Provide free crime assessment and consulting to business owners to make their properties safer using the Crime Prevention through Environmental Design (CPTED).
- Create a business watch program.
- Installation of cameras at key destinations, intersections and bus stops.
- Periodic visits to properties that in violation of the code.
- Make business aware of all the programs the city and county offer.

KEY PARTNERS:

- City of Orlando Police Department
- Orange County Sheriff Office

- City and County Code Enforcement
- City and County Transportation Department
- LYNX
- Local Business Owners



13

REPREHEND, CONDEMN, AND/OR DEMOLISH UNSAFE STRUCTURES



Establish a multi-jurisdictional strategy to identify all non-residential “unsafe” structures along the corridor. According to the city and county code, an “unsafe” building is one that is severely dilapidated, improperly maintained, or has electrical, structural, or plumbing problems. The city and county both have a system in place to reprehend, condemn or demolish an unsafe structure. An example of an “unsafe” structure is the Super Inn Hotel located north of I-4.

KEY PARTNERS:

- City of Orlando Police Department
- Orange County Sheriff Office
- City and County Code Enforcement
- City and County Building and Fire Department
- Local Business Owners
- OBT Safe Neighborhood

14

IDENTIFY AND REPREHEND BUSINESS THAT ARE RUNNING ILLICIT ACTIVITIES



The poor management of some of the hotels along the corridor attracts illicit activities like drug dealing, prostitution, and other types of crime. Both law enforcement departments are aware, and have specific crime data of which businesses and hotels are letting illicit activities happen on their properties. A strong police effort and action is necessary to eradicate these activities.

Some of the hotels that law enforcement identify as problematic for the corridor are:

- Vacation Lodge Hotel
- Orange Inn Motel
- Budget Motel
- Sands Hotel
- Melody Hotel
- Maxwell Garden Apartments
- Arrow Hotel
- Knight Inn Orlando
- Great Value Suites
- Sunstyle Suites Inn
- Econo Lodge Inn and Suites
- Baymont Inn and Suites

KEY PARTNERS:

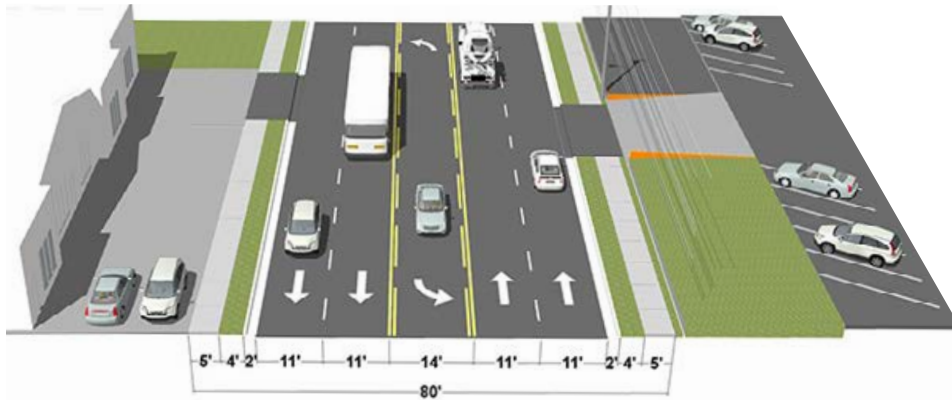
- City of Orlando Police Department
- Orange County Sheriff Office
- City and County Code Enforcement
- City and County Building and Fire Department
- Hotel and Business Owners
- OBT Safe Neighborhood

OBT is now one of the three service corridors for trucks in the region, according to MetroPlan Orlando. The other two corridors are Orange Avenue and John Young Parkway, both a mile east and west of OBT, respectively. MetroPlan identifies the OBT corridor as a Sustainable Development Corridor in their 2040 Long Range Transportation Plan. MetroPlan also developed a Sustainable

Land Use Forecast for their 2030 Long Range Transportation Plan, which discusses how Smart Growth can improve the efficiencies of the transportation system. It is necessary to address future land uses and the transportation system at the same time, in order to transform the OBT corridor into a Sustainable Development Corridor.

OBT from SR 50 to I-4 (80' ROW)

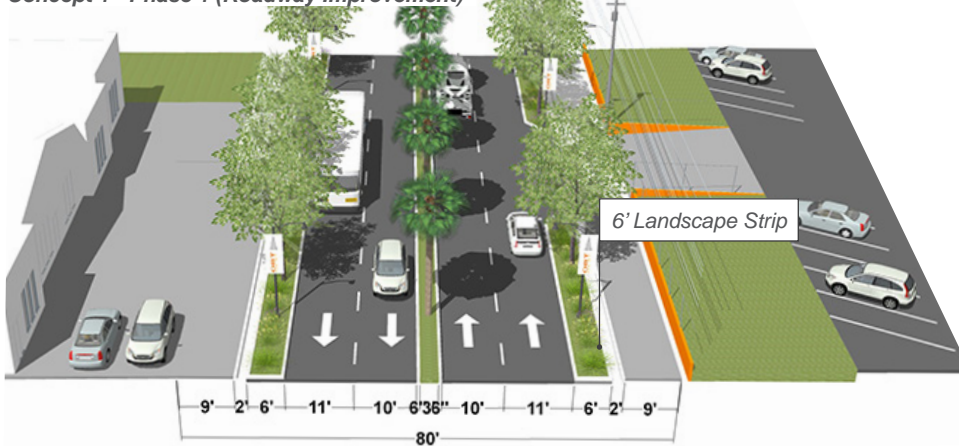
Existing Street Condition



Four-lane Road with a Center Turn Lane

This segment of OBT carries an average of 28,000 cars a day. This is a four-lane road with a center turn lane. Not many roadway improvements have happened in the past few years.

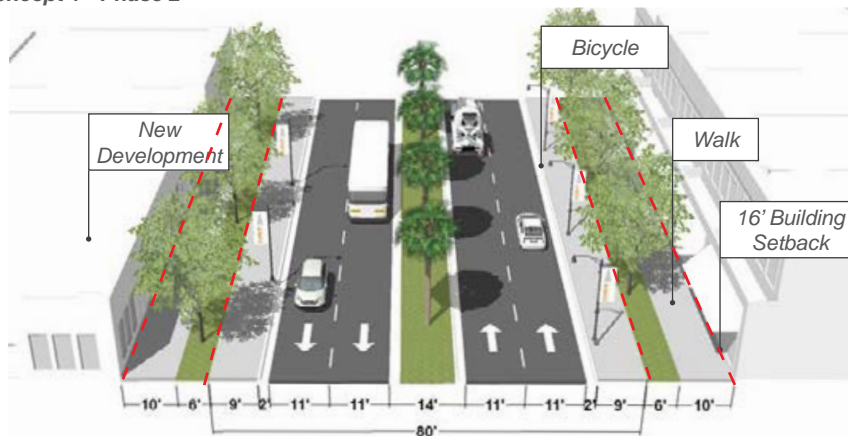
Concept 1 - Phase 1 (Roadway Improvement)



Four-lane Road with 6-foot Landscape Strips on Both Sides

On this concept, the 14-foot center turn lane was removed, and the extra space was split in two to create a six-foot landscape strip for street trees and lighting with banners. This strip will help improve the pedestrian experience on the corridor by providing a buffer between the car and the people walking on the sidewalk. The strip can incorporate LID standards.

Concept 1 - Phase 2



Four-lane Road with 6-foot Landscape Strips on Both Sides

The use of the center lane and areas where the lane is not needed for left turns should be evaluated for a landscaped median, based on existing traffic generators and circulation patterns. When redevelopment happens the new building should be placed 16-foot behind the ROW line to allow the construction of a 6-foot landscape strips and a 10-foot sidewalk. Because there is no room for bicycle facilities on this segment of OBT, the existing 9-foot sidewalk can work as "informal" bicycle facility.

In 1987, a Municipal Service Taxing Unit funding source was created to enhance the safety and aesthetics of the OBT from I-4 to SR 528. The total cost of the OBT Roadway Enhancement Project was \$78 million. No road enhancements have been made to segment from SR 50 to I-4; however, this segment of corridor is on the MetroPlan Orlando Fiscal Year 2017/18 Priority Project List as number 14 for two different Pedestrian Enhancement Projects. Phase 2a from 30th Street to Gore Street (\$3.9 million) and phase 2b from Church Street to SR 50 (\$2.5 million).

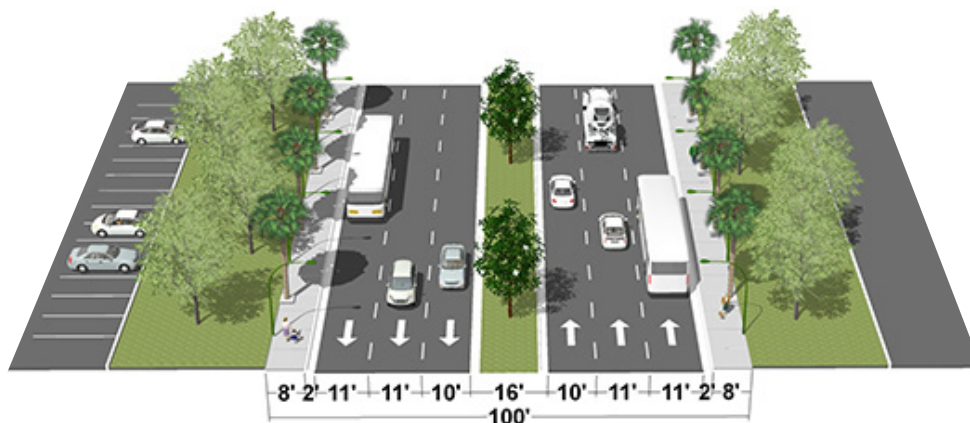
These are only concepts based on the input gathered during the master plan process. Further transportation analysis and design alternatives are needed to develop the final concepts.

KEY PARTNERS:

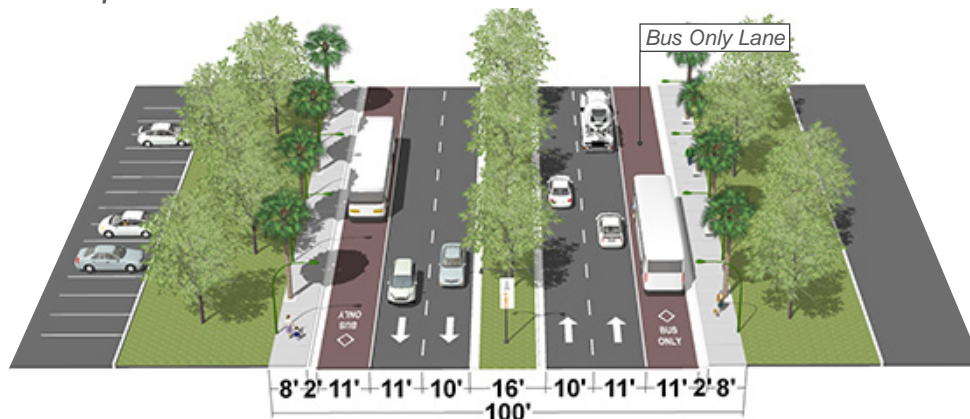
- City and County Planning Department
- City and County Transportation Department
- City and County Public Works Department
- MetroPlan Orlando
- Water Management District

OBT from I-4 to SR 528 (100' ROW)

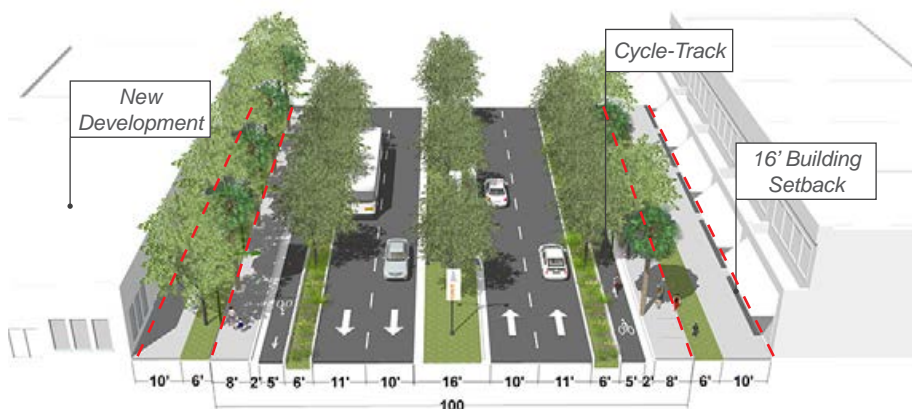
Existing Street Condition



Concept 1



Concept 2



Six-lane Road with a Center Turn Lane and Landscape Median

This segment of the OBT carries an average of 61,000 cars a day. This is a six-lane road with a center turn lane and landscape median. There are a few areas along the corridor that offer a mid-block crossing for pedestrians, but the challenge is that all crossings, including intersections, are very far apart; therefore, pedestrians still cross the road anywhere.

Four-lane Road with Center Turn Lane with Landscape Median and Designated Bus Lanes

This concept shows the option of having designated bus lanes for express services (in the short term can operate as mixed traffic lane) and later can move up to the proposed BRT line that will operate from Downtown to the Florida Mall.

Four-lane Road with Center Turn Lane with Landscape Median and Protected Bicycle Lanes on Both Sides

This concepts shows the option of providing protected bicycle lanes (cycle-track) on OBT. Bus services will only operate as a mixed traffic. When redevelopment happens, new buildings should be placed 16 feet behind the ROW line to allow the construction of a 6-foot landscape strip and a 10-foot sidewalk.



BEFORE

THE TRAIL





9' Multi-Purpose Path

6' Landscape Strip

Big Moves &
Actions

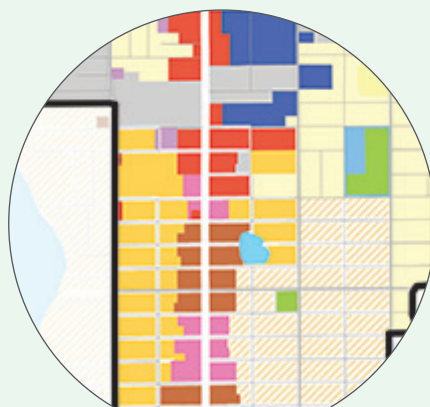
B3 MAKE SAFE AND LIVABLE STREETS FOR ALL MODES OF TRANSPORTATION

The streets in the corridor will be safe, connected, create the environment for business, and will promote safe pedestrian activities, provide adequate bicycle facilities and streetscape elements.

Current Street Network and Land Pattern

Streets provide the means of travel, allowing children to get to school and parents to get to work. Streets create places for exchange, bringing together neighbors and drawing customers to shops, offices, and parks. Streets comprise more than 80% of public space in urban cities, but they often fail to provide their surrounding communities with a space where people can safely walk, bicycle, drive, take transit and socialize.

We have two very distinct street patterns in the study area. The northern segment from SR 50 to Holden Avenue still maintains the historic grid pattern configuration of the 300 foot by 600 foot block. However, the street network and connectivity south of Holden Avenue changes drastically. The blocks are bigger, and the streets follow a suburban pattern.



Grid Street Pattern



Suburban Street Pattern

Current Street Condition



New Streetscape



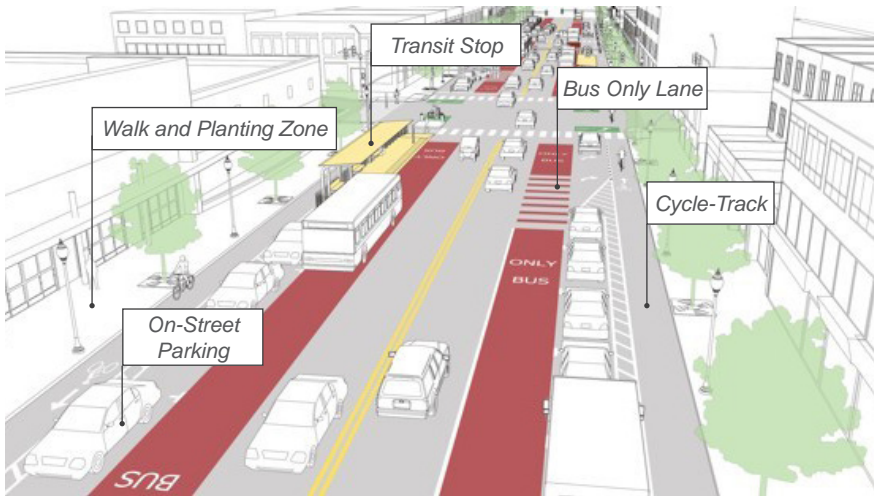
Cyclist on OBT



Children crossing OBT

The Complete Street philosophy holds that streets should be designed to serve a broad range of users—both young and old, on foot or on bicycle, in a car or in a bus—rather than being designed primarily for cars and trucks. The National Complete Streets Coalition defines the Complete Streets as the following: “Complete Streets are streets for everyone. They are designed and operated

to enable safe access for all users. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities are able to safely move along and across a complete street. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.”



A complete street approach for the Study Area should view each transportation improvement to a roadway as an opportunity to create safer, more accessible streets for all users, including pedestrians, cyclists, and public transportation passengers.

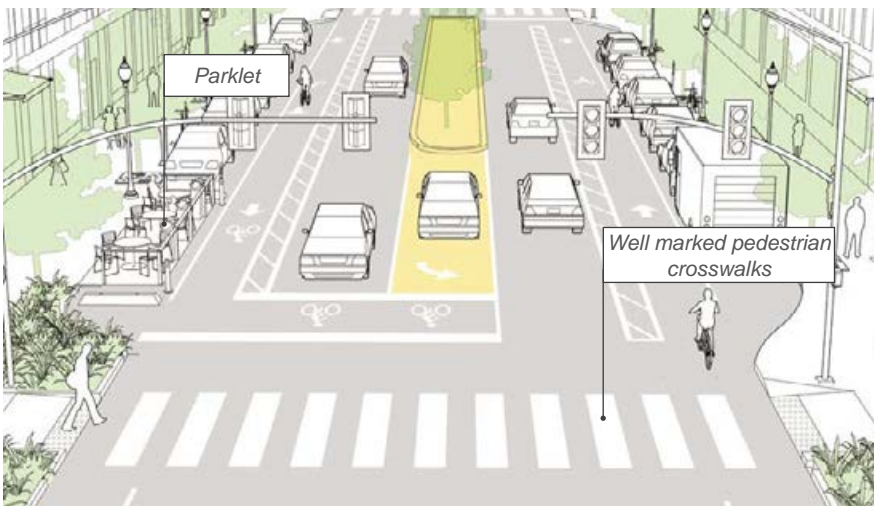
Roadways should be designed based on their full functioning potential rather than just the needs of cars and trucks. A broad range of users must be considered, including:

Moving Users:

- Car
- Buses
- Trucks
- Bikes
- Pedestrians

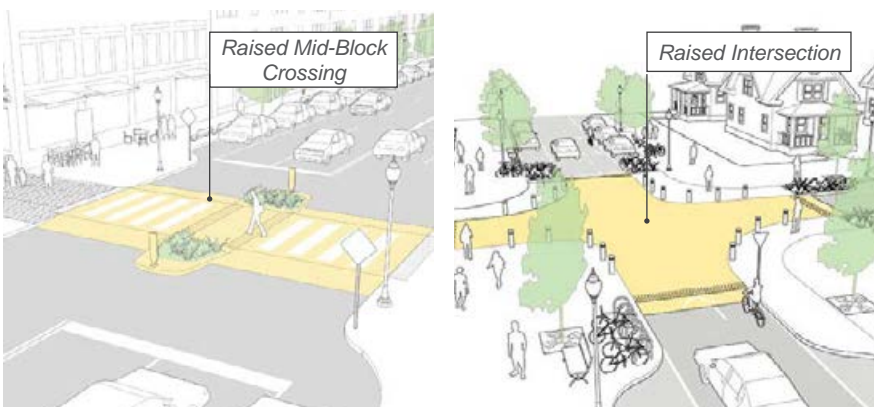
Static Users

- Stores
- Offices
- Business
- Residences



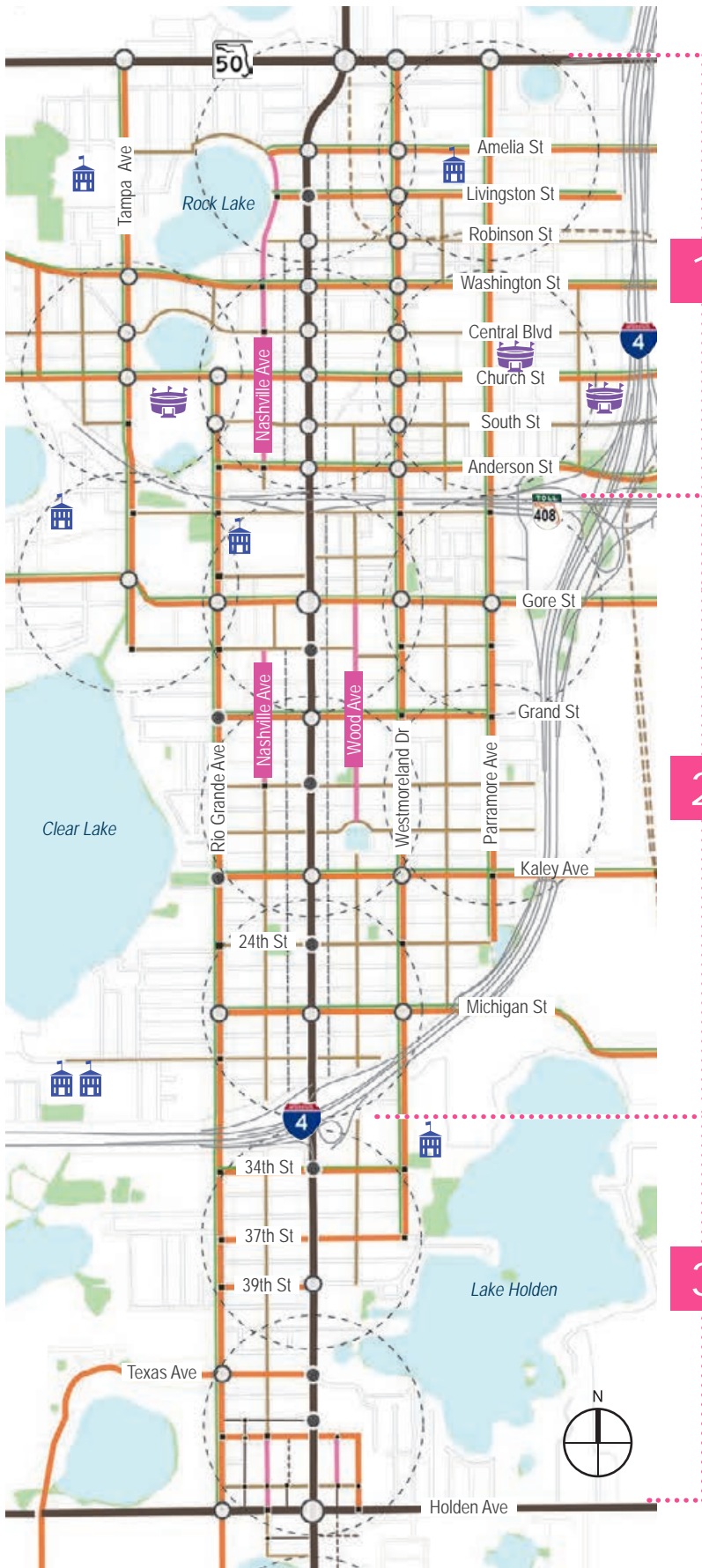
The National Association of City Transportation Officials (NACTO) developed a series of Street Design Guidelines with a series of tactics and a toolbox for cities and to use and make safer, more livable, and more economically vibrant streets. We recommend that the city and the county be a part of the NACTO network and follow the guidelines for street design. The pictures on the left show a few of the designs NACTO has proposed for complete streets, mid-block crossings, and raised intersection treatments for residential streets.

We also recommend to follow the guidelines of the new FDOT Complete Street Design Manual and Implementation Plan.



KEY PARTNERS:

- City and County Planning Department
- City and County Transportation Department
- City and County Public Works Department
- MetroPlan Orlando
- Water Management District
- FDOT



17

FOCUS ON KEY STREETS AND INTERSECTIONS IMPROVEMENTS I S

The overall street and connectivity network for the entire study area is important. We recommend focus on the improvements of streets and intersections within Areas 1, 2, and 3 (see map).

STREETS

- Regional Streets** are urban thoroughfares, they feature short blocks, enable access to the local streets network for trips with local destinations, and reinforce speed operation (35 mph and not 45 mph). These streets can support mid-block crossing when necessary.
- Community Streets** are complete streets. They support vehicular, bike, and pedestrian connectivity, access to the local street network, and reinforce slow speed operation (25 mph not 35 mph) through streetscape improvements and on-street parking where appropriate. These street will support a comprehensive bicycle network with protected bike lanes where appropriate. First roadway improvements should be focus in the Community Streets.
- Local Streets:** should prioritize pedestrian and bike travel. Vehicular speed should be low, and retrofits to support pedestrians, such improved sidewalks, streetscape and crosswalks should be encourage.
- Feature Streets:** These are new address streets to be build through redevelopment. They are pedestrian priority streets that would contribute to the vision and character of the area, they support new business, jobs and housing.

INTERSECTIONS

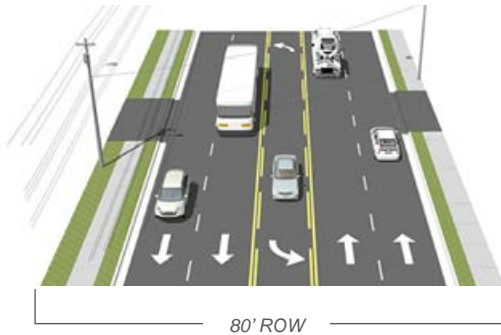
- Signalized Intersections:** The signalized intersections will increasingly serve as the principle pedestrian crossing for pedestrian and bicycles. School children cross OBT every day and they need to be provided with a safe way to cross the road. Prioritize improvements on existing signalized intersections on OBT, Rio Grande Avenue and Westmorland Drive. Some of the improvements need it are: lighting, crosswalk marking, banners, signs and landscape features.
- Future Signalized Intersections:** As the area redevelops and new signalized intersections will occur due the demand from higher density and pedestrian and bicycle crossing

Rio Grande Avenue

Rio Grande Avenue was developed to accommodate access and egress and to and from Camping World Stadium and its activities. The existing typical section for the segment from SR 408 to I-4 is a 4-lane road with center turn lane, limited landscape elements, and no bike lanes in an 80-foot ROW. The road carries 11,500 cars a day, making this segment a candidate for a road diet. We proposed converting Rio Grande Avenue into a 2-lane road with center turn lane and protected bike lanes (one-way or two-way cycle-track) and a 5'-6' planting strip on both sides.

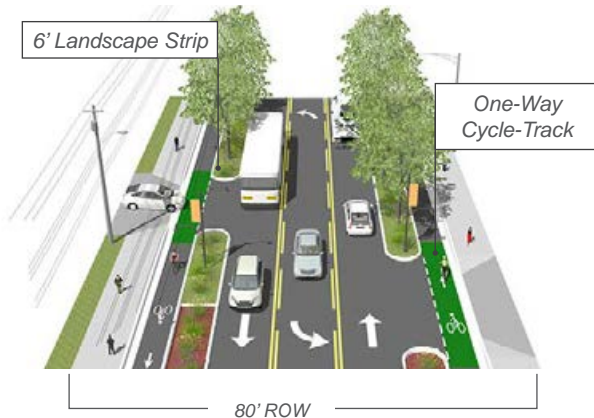
Existing Street Condition (From SR 408 to I-4)

4-Lane Road with Center Turn Lane (80' ROW)



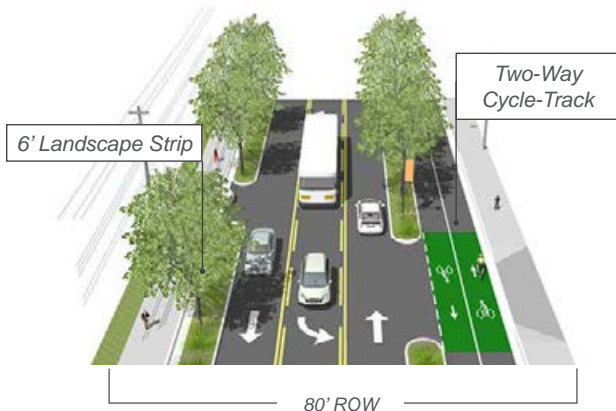
Concept 1

2-Lane Road with Center Turn Lane and Protected Bike Lanes on Both Sides of the Road



Concept 2

2-Lane Road with Center Turn Lane and Protected Bike Lanes on one Side of the Road

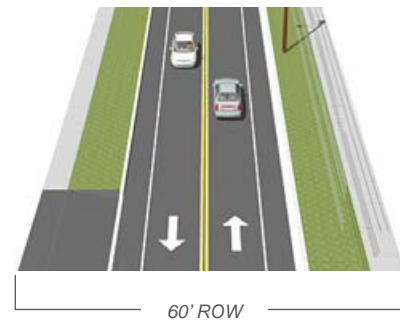


Westmoreland Drive

Westmoreland Drive is north-south street connecting the Parramore and Holden Heights neighborhoods. The typical street section is a 2-lane road, with sidewalks and planting in a 60' ROW. The City recently completed the construction of multi-purpose trail to accommodate joint pedestrian and bike usage. These new improvements stop at the city limit (Miller Street). It is recommended that the widened sidewalks be extended Pineloch Elementary School located south of I-4. Concept 2 shows a long term vision of the street taking advantage of the full ROW width of the road.

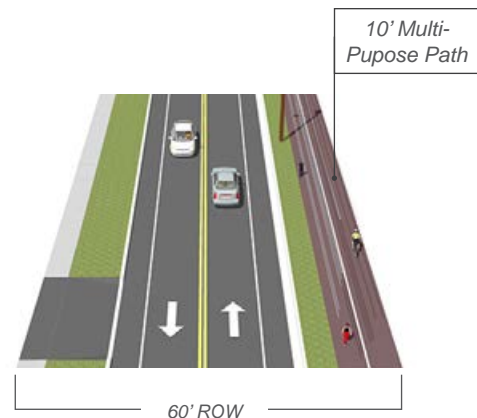
Existing Street Condition

2-Lane Road (60' ROW)



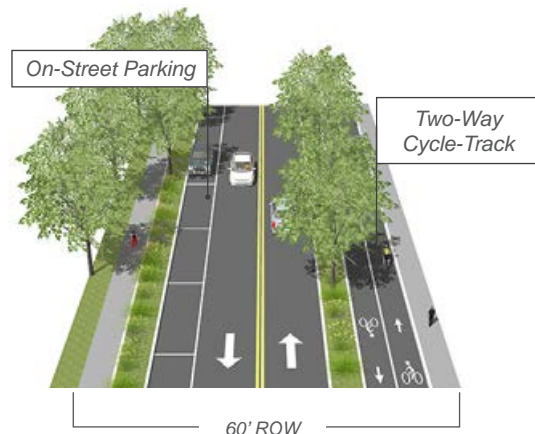
Concept 1

2-Lane Road with Multi-Purpose (Path from SR 50 to Miller Street is under construction)



Concept 2 (Long Term Vision)

2-Lane Road with Parking one side and Protected Bike Lanes

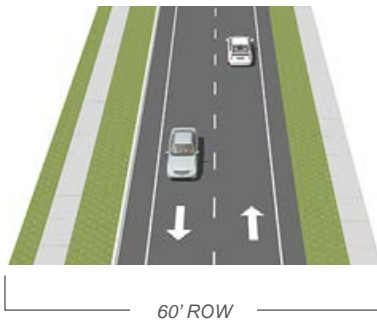


Washington Street (East of OBT)

Washington Street is a part of State Road 526, a 12-mile east-west route connecting Downtown Orlando and the City of Ocoee. The segment in the City of Orlando limits has two street configurations. The section east of OBT (shown below) is a 2-lane road in a 60-foot ROW with no bicycle facilities and limited streetscape elements. The improvements we proposed are: (1) move one of the curbs 3 or 4 feet to allow room for protected bike lanes; (2) plant street trees; and (3) add street lights.

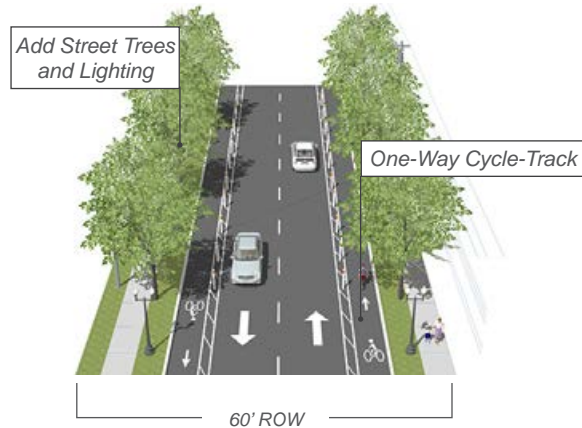
Existing Street Condition

2-Lane Road (60' ROW)



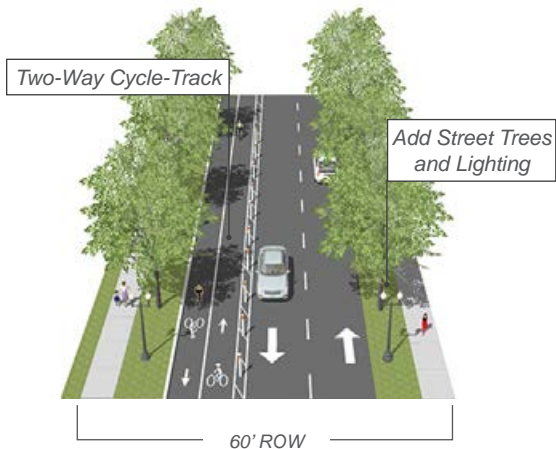
Concept 1

2-Lane Road with Parking and Protected Bike Lanes



Concept 2

2-Lane Road with Parking and Protected Bike Lanes

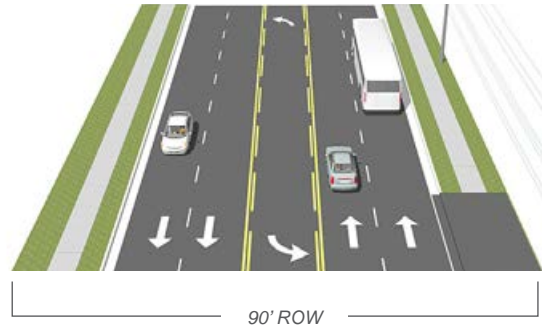


Washington Street (West of OBT)

The Washington Street segment west of OBT is a 4-lane road with a center turn lane and very limited streetscape elements in a 90-foot ROW. We propose a short-term project to reconstruct the sidewalks and landscape strip into a 9-foot walk area with a 6-foot planting strip. The road can turn into a 2-lane road with a center turn lane, with on-street parking, protected bike lanes (two-way cycle track) and landscape buffer in the future.

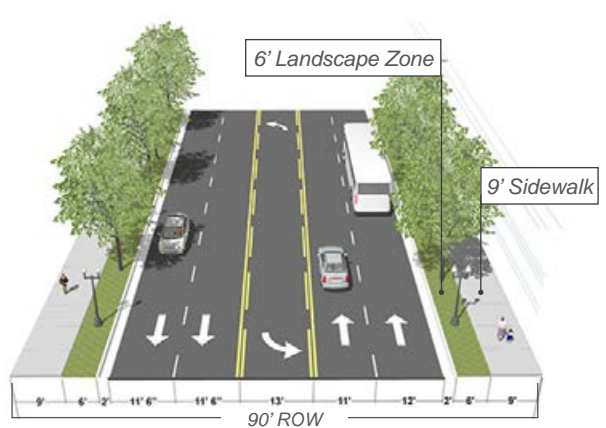
Existing Street Condition

4-Lane Road with Center Turn Lane (90' ROW)



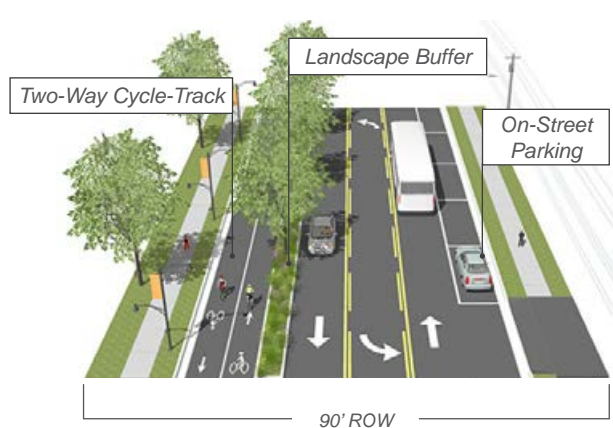
Concept 1 – Streetscape Improvements

4-Lane Road with Center Turn Lane and Median



Concept 2 – Complete Street

2-Lane Road Center Turn Lane/On-Street Parking and Protected Bike Lane

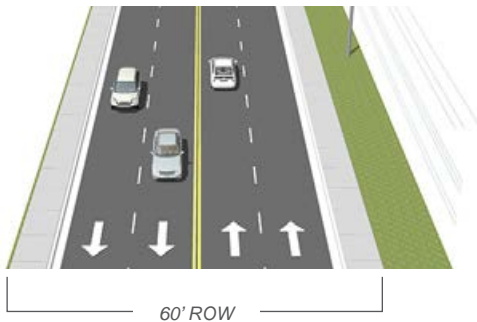


Amelia Street

Amelia Street is currently a four-lane road in a 60' ROW, and can be redesigned and reconstructed as a complete street by taking away two of the traffic lanes and reconfiguring the street to be a two-lane road with on-street parking and protected bike lanes.

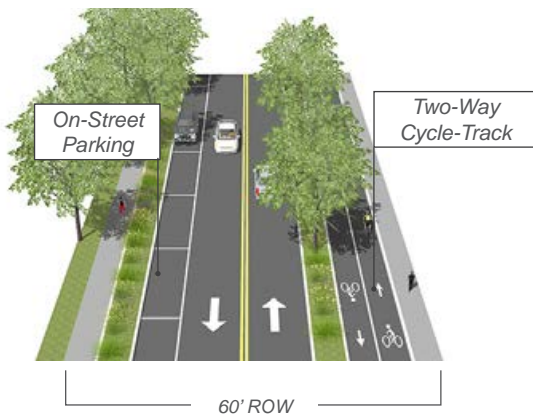
Existing Street Condition

4-Lane Road (80' ROW)



Concept 1

2-Lane Road with Parking and Protected Bike Lanes

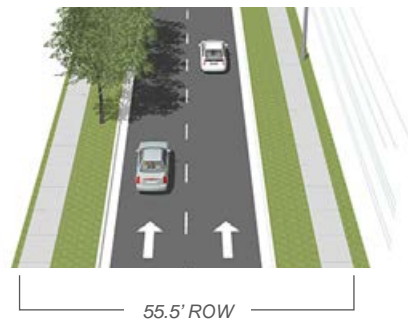


Anderson Street

Anderson Street is currently a one-way street running east. The purpose of this was for Anderson Street and South Street to work as a one-way pair to get people in and out of events at Camping World Stadium as quickly as possible. It is not necessary for the street to function as a one-way pair today, so we proposed a two-way conversion of the road and to add shared bike markings, street trees, and lighting.

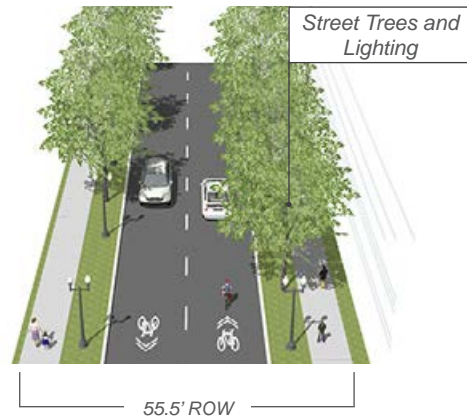
Existing Street Condition

2-Lane Road (60' ROW)



Concept 1

2-Lane Road with Share-Lane for Bikes (Sharrows)



KEY PARTNERS:

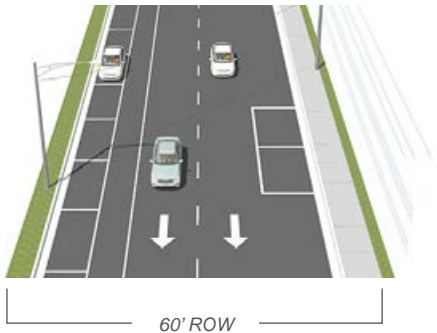
- City and County Planning Department
- City and County Transportation Department
- City and County Public Works Department
- MetroPlan Orlando
- Water Management District
- FDOT

South Street

South Street is currently a one-way street running west. The purpose of this was for Anderson Street and South Street to work as a one-way pair to get people in and out of events at Camping World Stadium as quickly as possible. It is not necessary for the street to function as a one-way pair today, so we proposed a two-way conversation of the road and to add shared bike markings, street trees, and lighting.

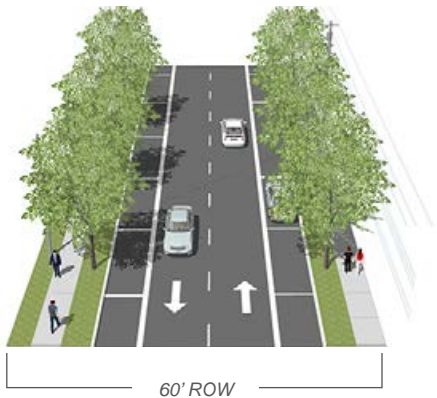
Existing Street Condition – One-Way Street

2-Lane, One-Way Road with Parking on Both Sides (60' ROW)



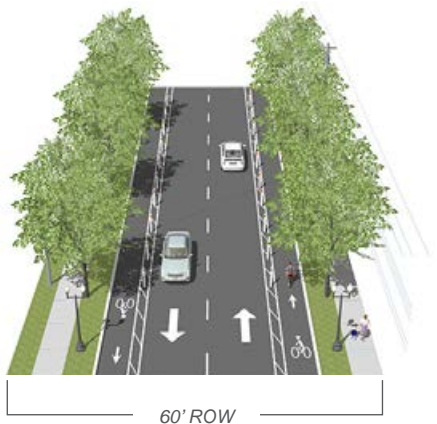
Concept 1 – Convert to 2-Way Street

2-Lane, 2-Way Road with Parking on Both Sides



Concept 2

2-Lane Road with Parking and Protected Bike Lanes



18

PARTNER WITH LYNX, METROPLAN ORLANDO, AND OTHER TRANSPORTATION AGENCIES



Partnerships with LYNX, MetroPlan Orlando, and other transportation agencies are key for future plans to improve connectivity, and to make streets more pedestrian, bicycle, and transit friendly. Those agencies have the potential to provide budget for studies, analysis and design for capital improvement projects, as well as implementation strategies.

The OBT corridor is one of three routes with the highest bus ridership in the LYNX system. The top three routes according to the Fiscal Year (FY) 2016 Annual Ridership Report are:

- 8 – W Oak Ridge Road/International Drive: 2,308,173
- 21 – Downtown Orlando/Universal Studios: 948,266
- 107 – Downtown Orlando/Florida Mall: 1,127,280

LYNX's future plans for the OBT corridor are the following:

- LYNX 2030 Vision Plan identifies the section of OBT from Downtown Orlando to Florida Mall as the #12 Emphasis Corridor
 - Recommendations start with Express service and move up to BRT operating in Mixed Traffic and Exclusive Travel lanes (depending on the portion of the corridor) by 2030
- The 2013 Comprehensive Operational Analysis calls for BRT on 441 from Downtown Orlando to Florida Mall, as well high-level alignment of the BRT
 - In the interim, expand services on FastLink 441
- The 2017 Annual update of the Transit Development Plan recommends:
 - Increasing the Link 107 service to every 15 minutes all day on weekdays
 - Increasing the FastLink 441 frequency to 30 minutes during peak periods
 - Creating a new BRT from Downtown Orlando to Florida Mall by FY 2022

OBT is now one of the three service corridors for trucks in the region, according to MetroPlan Orlando. The other two corridors are Orange Avenue and John Young Parkway, both a mile east and west of OBT, respectively. MetroPlan identifies the OBT corridor as a Sustainable Development Corridor in their 2040 Long Range Transportation Plan. MetroPlan also developed a Sustainable Land Use Forecast for their 2030 Long Range Transportation Plan, which discusses how Smart Growth can improve the efficiencies of the transportation system. It is necessary to address future land uses and the transportation system at the same time, in order to transform the OBT corridor into a Sustainable Development Corridor. The Fiscal Year 2017/18 Priority Projects list pedestrian enhancement Projects for two segments of OBT.

KEY PARTNERS:

- City and County Transportation Department
- FDOT
- OBT CRA
- MetroPlan Orlando
- LYNX

19 ENCOURAGE LOW IMPACT DEVELOPMENT (LID) ON STREETS



LID is an approach to streets that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and re-creating natural landscape features, and minimizing effective imperviousness to create functional and appealing site drainage that treats stormwater as a resource rather than a waste product. The creation of stormwater planters and biowales are two of the most common practices to capture water from the roads.

KEY PARTNERS:

- City and County Planning Department
- City and County Sustainability Department
- City and County Public Works Department



20 DEVELOP PILOT PROJECTS AND USE COLOR AND ART



A transportation pilot project is a small scale experimental project, easy and quick to implement, and is cost effective. It is an attempt to predict an appropriate sample size design for bike lanes, intersections, lane reduction, crosswalks, and sidewalks prior to the final and long term improvement. These projects can be achieved with the use of paint, planters and art. An example on the right depicts a project in Rio de Janeiro where extra asphalt space was transform into pedestrian space with only the use of paint, plants and cones.

The use of art within the ROW also encourages improvement of the character of the area. See sample of project on the right.

KEY PARTNERS:

- City and County Transportation Department
- City and County Planning Department
- FDOT
- MetroPlan Orlando
- LYNX
- OBT CRA
- OBT Safe Neighborhood Program



Rio de Janeiro Intersection Pilot Project (Source: NACTO)



RIO GRANDE AVENUE



New Development

Landscape Strip

BEFORE



Improved Park

Two-Way
Cycle-Track

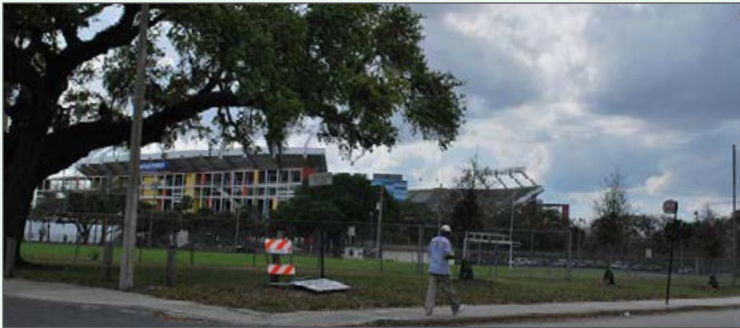
Stormwater
Planter

Big Moves &
Actions

B4

IMPROVE ACCESS TO OPEN SPACE AND RECREATIONAL ACTIVITIES

Investment in the community will establish parks, lakes, recreational facilities, and open spaces as primary elements of civic identity and will enhance the experience along The Trail and surrounding neighborhoods.



Parks, Recreation, and Open Space

Open space provides recreational areas for residents and helps to enhance the beauty, health, and environmental quality of neighborhoods. Lack of community and public access to safe and open green spaces is a concern in the Study Area.

The entire study area is roughly 8 square miles (4,766 acres). There are 135 acres of parks in the study area, which includes 69 acres of Orange County Parks and 64 acres of City of Orlando Parks. The total population of the study area (2016 estimate) is 16,884. This provides a level of service of approximately 8 acres of park land per 1,000 residents—which is a generous number and provides great opportunities for residents to take advantage of nearby options to recreate. The challenge is that many of these parks lack appropriate infrastructure, maintenance, and programming, making them unattractive and unsafe.

The existing parks are concentrated in the segment from SR 50 to Kaley Avenue—Areas 1 and 2—which coincides with the highest residential population, where it would be advantageous to have higher level of service and access to recreation.

- Lorna Doone Park (City Park)
- McCracken Field (City Recreational Facility)
- John H Center Pool and Fields (City Recreational Facility)
- Carter Park (City Park)
- Grand Avenue Park (City Park)
- Kaley Square (County Park)
- Orlando Sports Campus (Outside the Orange Blossom Trail Safe Neighborhood Area)
- Clear Lake Park (Outside the Orange Blossom Trail Safe Neighborhood Area)

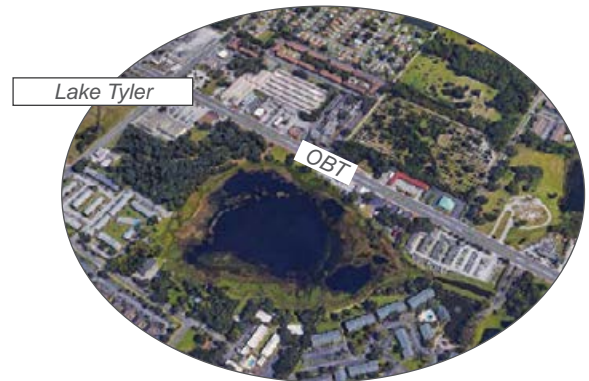
There are six lakes located in the study area. However, currently only two lakes, Lake Lorna Doone and Lake June, provide public access, serving the densely residential Areas 1 and 2. Lake Lorna Doone has a large active park on the southern half of the lake that currently has renovations in design by the City of Orlando. Lake June is located adjacent to the Holden Heights Community Center. Although the lake is open and accessible to the public, it doesn't have the adequate infrastructure of a park and open space, and is therefore not used by the community. It is prime for development into a park. Clear Lake is located outside of the study area, just west of Area 2. This lake is influential for the residents of Area 2 (Holden Heights), because it provides two large parks and ample public access that is easy to get to. Seeking to provide public access to lakes is important because of the opportunity for passive connection to nature and the restorative benefits of being near the water.

Redevelopment activities in the study area need contain provisions to provide access to lakes, with a focus on Rock Lake, Lake Holden, Lake Tyler, and Lake Ellenor. Public access should be meaningful, and not forced in small slivers of land that would be obtrusive to adjacent property owners. For instance, the sample photo below shows a successful redevelopment project in Winter Park: Trader Joe's Plaza on 17-92, which provides public access to Lake Killarney. Easy and safe pedestrian access from nearby neighborhoods ensures that the sites will be utilized.

KEY PARTNERS:

- City and County Planning Department
- City and County Parks Department
- OBT CRA
- Future Developers

Lake Killarney – Winter Park, FL



22 IMPROVE EXISTING PARKS I L

Parks make up the fabric of the community and provide quality of life to residents. The existing parks need to feel safe for people to utilize them. Improvements to basic infrastructure, such as security lighting and benches, will help provide comfort for the normal user and attract more people to the park. Maintenance and upkeep is the single most important aspect influencing the perception of safety. Security lighting helps to ensure opportunities for natural surveillance and allows law enforcement personnel to see the interior of a park from a distance. Programming and amenities need to be

responsive to the needs of the surrounding neighborhoods, and easy pedestrian access to each site will facilitate usage. Art, color, lights, and educational elements can be used to quickly improve the parks. Also, inviting the community to be a part of the design and implementation process, would be a great way for them to reclaim and take ownership of their open space.

KEY PARTNERS:

- City and County Parks Department
- OBT Safe Neighborhood Program
- Neighborhood Associations
- Community Member



23 DESIGN ATTRACTIVE OPEN SPACE FOR PEOPLE OF ALL AGES I L

Demographics in the study area (2016) indicate that there are 27% children under age 19 and almost 71% adults age 20–74. Although this is a large age span, it is indicative of a lot of families and residents in the work force living in the residential areas. There is a relatively small senior population, about 3%. Park programming and amenities need to focus on self-directed play that can appeal to all ages. For instance, having a walking trail perimeter that can be used by adults, while simultaneously watching children on a playground helps to keep people in parks longer, and therefore more active. Community centers, faith-based organizations, and nonprofits need to ensure that programming provides opportunities for the whole family during non-working hours.

KEY PARTNERS:

- City and County Planning Department
- City and County Housing Division
- City and County Parks Department
- OBT Safe Neighborhood Program



24 TURN RESIDENTIAL VACANT PARCELS INTO PARKS

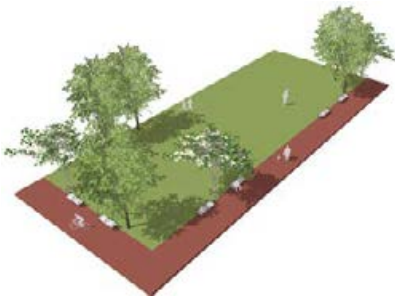


There are approximately 85 acres of vacant residential land and 150 acres of non-residential land located in the study area. Vacant parcels tend to attract the abnormal user and have a negative impact on the area. They need to be kept clear and/or secured as well as patrolled so they are not a haven for crime. Active code enforcement is necessary while any parcels remain vacant. Utilization of CPTED principals such as natural surveillance will curtail crime. Consideration should be given to develop them into temporary or permanent open space, provided they are easy to access and patrol.

KEY PARTNERS:

- City and County Planning Department
- City and County Parks Department
- OBT Safe Neighborhood Program
- Neighborhood Associations
- Community Member

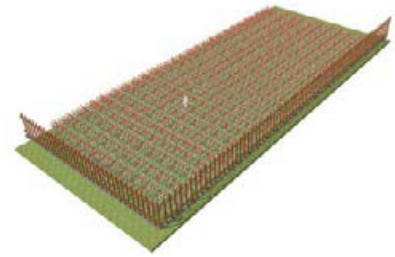
Pocket Park



Garden



Wild Flower Field



25 BUILD NEW OPEN AND COMMUNITY SPACE THROUGH NEW DEVELOPMENT



Funds are limited in the City of Orlando and Orange County to buy new land for parks, or more importantly, to maintain new parks. Funds need to focus on maintaining what exists to ensure safety and functionality. We propose to create a public-private partnership with the developers to create new parks and community spaces accessible to the general public in exchange for development

incentives. The developer would have the responsibility to design, build, and maintain the open space. The community and open space should be located facing the primary or secondary street. Both spaces should be located next to each other. A community building space is a multi-purpose room (from 1,000 to 3,000 square feet) dedicated to the general public for them to host educational programs, markets, and any other community events. An open space is a small- to medium-sized park (pocket park, dog park, playground) that would support the new development and be open to the general public.



KEY PARTNERS:

- City and County Planning Department
- City and County Housing Division
- City and County Parks Department
- OBT CRA
- OBT Safe Neighborhood Program

LAKE ELLENOR





Big Moves &
Actions

B5

BUILD STRONG
NEIGHBORHOODS

Neighborhoods will be safe, vibrant, healthy, and diverse—giving access to housing, parks, culture, and education.



The OBT area will have healthy neighborhoods that support diverse, mixed-income, multi-generational community. Neighborhoods should be safe, secure places with walkable and bikeable access to basic daily amenities, such as strengthened schools, proximate parks, and local retail services.

The OBT corridor has a total of 15 neighborhood and condominium associations, and half of them are part of the OBT Safe Neighborhood Program. The program provides assistance to Orange County’s older and transitioning neighborhoods. It was designed to assist residents in reclaiming their communities from crime, deterioration, and blight. The program partners citizens with the Orange County Sheriff’s Office, Orange County Government, the private sector, community stakeholders, and others to collaboratively preserve and stabilize neighborhoods.

During the public engagement process, the overall theme was safety and neighborhood image. The constant illicit activities on streets and homes deteriorates the livelihood of the area. Residents attribute that to absentee landlords and lack of homeownership.

The planning team looked at the current percentage of owner- and renter-occupied in Areas 1, 2, and 3. The data shows 20% homeownership in Areas 1 and 2, and 40% homeownership in Area 3—the highest percentage in the overall corridor. It is projected that in 2021, those numbers are going to remain the same. See table below:

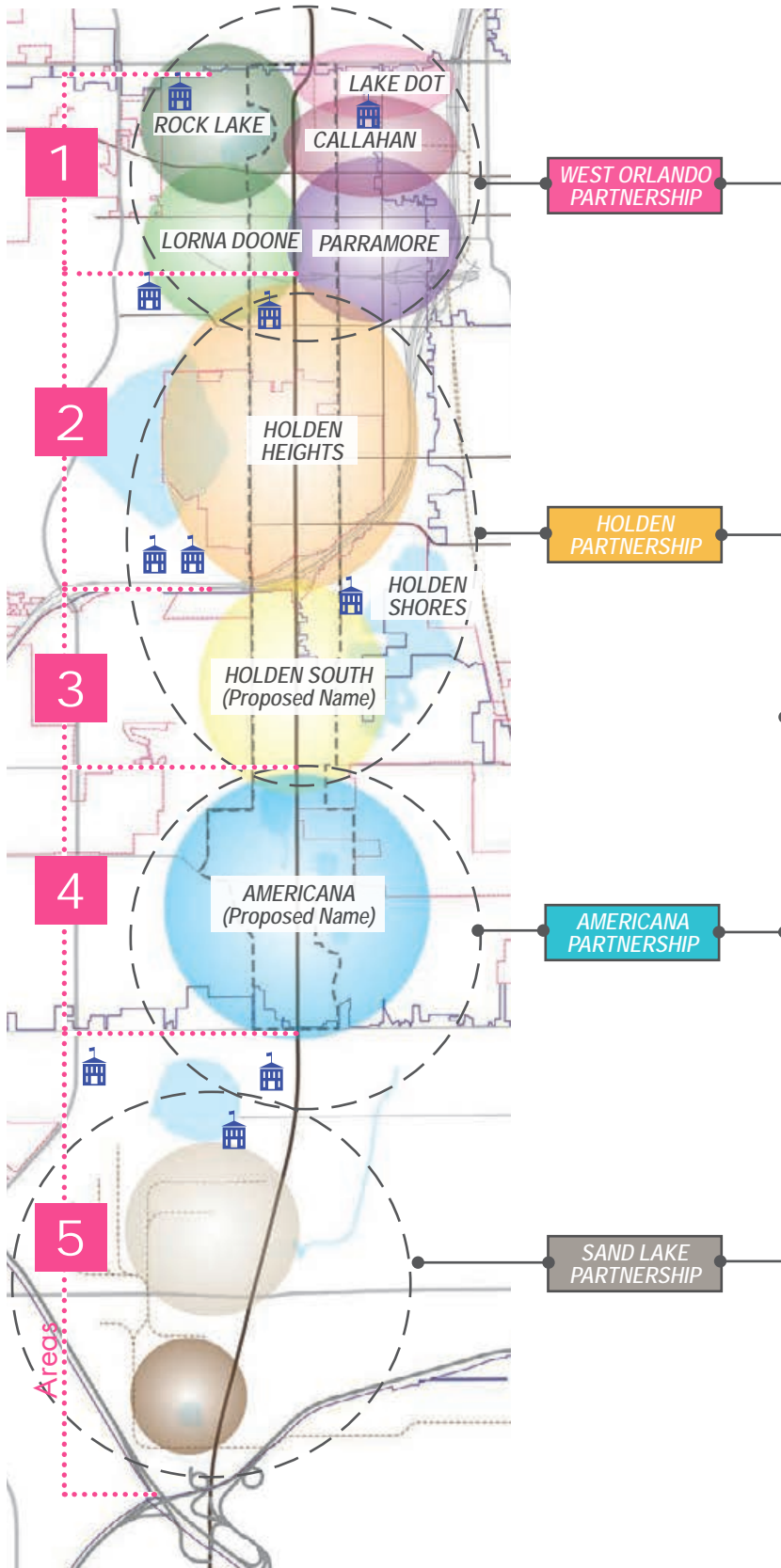
		Owner Occupied		Renter Occupied	
		2016	2021	2016	2021
Areas	1	19.8 %	20 %	80.2%	80%
	2	22.9 %	22.4 %	77.1 %	77.6%
	3	40.4 %	40.1 %	59.6%	59.9 %

The OBT neighborhoods have great educational institutions, community centers, and local organizations willing to work together in making their community stronger.

26 CREATE AN “OBT NEIGHBORHOOD” PARTNERSHIP

A

N



The OBT Area has a number of established neighborhood associations and condominiums. The neighborhoods within Areas 1 and 2 have been working the past few years, along with the City, County, elected officials, local organizations, and institutions to build the strengths and vision of future for those neighborhoods and community members. Not much planning effort has occurred in Area 3, 4, and 5 neighborhoods. During our public engagement process, we discovered some of the neighborhoods don't belong to an association; therefore, we initially proposed to formalize some of the neighborhoods and create two new associations:

- Holden South Association
- Americana Association

Each association, along with community members, local organizations, and institutions can be combine into a four different partnerships and form the “OBT Neighborhood Partnership” to help strengthen and revitalize their community in the future.

OBT NEIGHBORHOOD PARTNERSHIP

KEY PARTNERS:

- City and County Neighborhood Division
- City of Orlando Police Department
- Orange County Sheriff Office
- City and County Code Enforcement
- Homeowners Association
- Residents
- Educational Institutions
- Churches
- Local Organization
- OBT Safe Neighborhood Program

27 ESTABLISH A NEIGHBORHOOD LAW AND CODE TASK FORCE A N

Create a multi-jurisdictional “Law and Code” Task Force to support the community members and associations along the corridor. The task force will meet regularly and develop a plan to help prevent crime and improve the aesthetic of the residential neighborhoods. Some of initial actions we recommend are:

- Periodic policing
- Provide grants for homeowners to purchase cameras
- Provide free crime assessment and consulting to homeowners on how make their properties safer
- Create a neighborhood watch program
- Install cameras at key streets, intersections, and bus stops
- Periodic visits to properties in violation of the code
- Create an awareness campaign to make residents aware of all the programs the city and county offers regarding safety and code violations
- Organize regular community cleanup and other engagement events

KEY PARTNERS:

- City of Orlando Police Department
- Orange County Sheriff Office
- City and County Code Enforcement
- LYNX
- Local Business Owners
- Residents
- Neighborhood Associations
- OBT Safe Neighborhood Program



28 IDENTIFY AND ACQUIRE POTENTIAL SITES FOR RESIDENTIAL INFILL DEVELOPMENT I S

The opportunity to strengthen the residential fabric is the most promising. Initiatives to identify and purchase strategically located parcels that can be developed as infill residential products with an emphasis on homeownership are key to the redevelopment of the neighborhood. The development of key partnerships with federal, state, and local government entities, organizations, and institutions will help bring the right resources to strengthen the residential infill.

Focus the residential infill efforts in Areas 1 and 2. The proposed areas/site for residential infill development are:

- Parramore:
 - Two residential pockets east of OBT
- Holden Heights:
 - Nashville Avenue area west of OBT
 - Lake June and Kaley Square Area

KEY PARTNERS:

- City and County Housing Division
- City and County Real Estate Department
- LIFT Orlando
- CDBG
- HOME
- SAIL
- HOPE IV
- Habitat for Humanity
- Florida Realtor Foundation



29

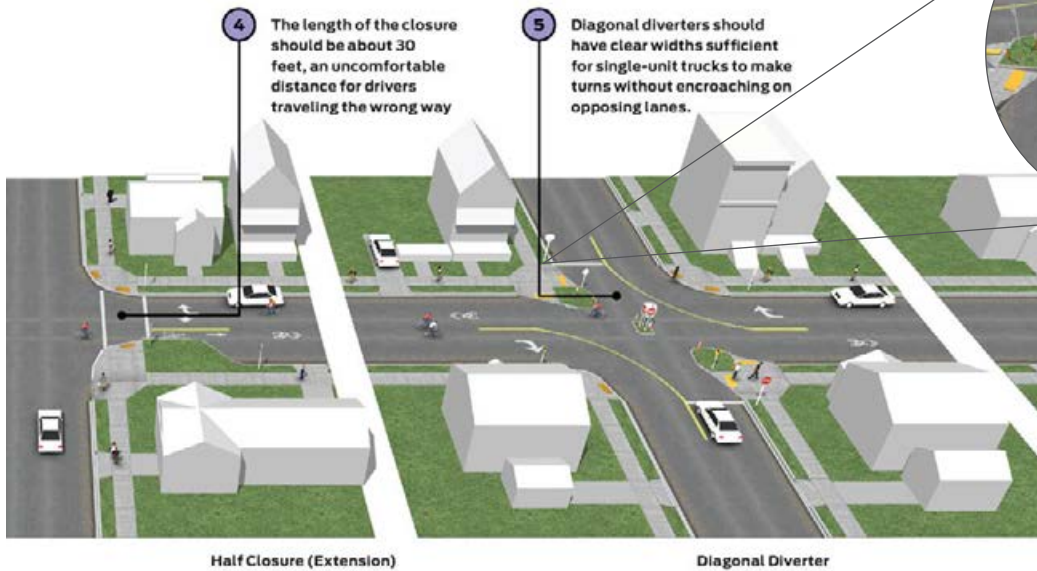
RESTRICT ACCESS ON SOME OF THE NEIGHBORHOOD STREETS



Illicit activities like prostitution and drug dealing are part of everyday life activities in neighborhoods such as Parramore and Holden Heights. Some of the people performing these activities do not necessarily live in the neighborhood and are taking advantage of the opportunities the area provides, such as the well-connected streets (perfect for street walker) and the proximity to run-down hotels. We recommend the installation of temporary intersection diverters to restrict cut-through traffic and discourage access to certain areas with high instances of illicit criminal activities. Further study is needed to determine the location of the diverters.

KEY PARTNERS:

- City and County Planning Department
- City and County Transportation Department
- City and County Law Enforcement
- OBT Safe Neighborhood Program



Source: NACTO

30

PROVIDE BASIC NEIGHBORHOOD INFRASTRUCTURE



Basic infrastructure improvements associated with the neighborhoods are needed and should be made a priority. This may include basic electrical, drainage, sewer, stormwater, sidewalks, lighting, bike lanes, tree planting, roadway reconstruction, traffic calming and speed management, and safe routes for children to go to school.

KEY PARTNERS:

- City and County Planning Department
- City and County Transportation Department
- City and County Public Works
- City and County Law Enforcement
- OBT Safe Neighborhood Program
- OBT CRA



31 UTILIZE VACANT PARCELS FOR TEMPORARY ACTIVITIES



There are approximately 85 acres of vacant residential land. Vacant parcels tend to attract the abnormal user and have a negative impact on the neighborhood. Consideration should be given to develop them into temporary pop-up spaces with a diverse use of program and activities. These spaces will work as small catalyst site that would help activate the community and bring positive change. Some of recommended ideas are:

- Movie on the Park
- Markets
- Festivals
- Art
- Bike Shop and Repair
- Education Hub

KEY PARTNERS:

- City and County Planning Department
- City and County Parks Department
- OBT CRA
- Neighborhood Associations
- OBT Safe Neighborhood Program
- Institutions and Organizations
- Churches

Movie on the Park



Market on the Park



Neighborhood Supporting Uses



Art and Festivals



Awareness Campaign



32 ALLOW EDIBLE LANDSCAPES AND GARDENS



Edible landscapes and gardens offer an alternative to conventional residential landscape. Edible plants can be just as attractive, with the additional benefit of producing fruits and vegetables. Edible landscape can combine fruit and nut trees, along with ornamental plants into an aesthetically pleasing design. These landscapes can help increase the food security of the households, save on grocery bills, and improve the aesthetic of the front lawn of the home. A change of police needs to happens to allow edible gardens on the front lawn of the homes located within Orange County jurisdictions. Only the City of Orlando zoning allows gardens at the front of residential homes.

KEY PARTNERS:

- City and County Planning Department
- Neighborhood Associations
- OBT Safe Neighborhood Program
- Local Food Growing Organizations.



33

CREATE A HOME FACADES AND SITE IMPROVEMENTS PROGRAM & GRANTS



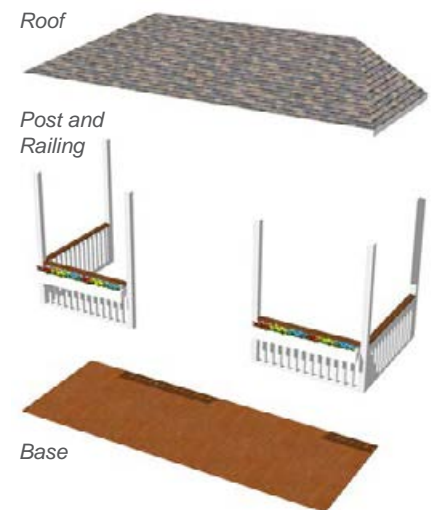
There are a good amount of homes in need of repair and maintenance. Creating a home facade and site improvements program/grant would help bring those homes to life and improve the character and image of the neighborhoods. These programs can be educational, simple and branded in a way they look attractive an accessible to all residents. The money for the materials and labor can be provided via grant, donations, volunteering or they resident can learn how to raise the money through crown-sourcing techniques. Some ideas for programs are:

- Learn how to add color to your facade!
- Learn how to design and build a front porch.
- Learn how to raise money to improve your home.



KEY PARTNERS:

- City and County Planning Department
- OBT Safe Neighborhood Program
- OBT CRA
- Design and Construction Professionals
- Design and Construction Student
- Design and Construction Stores
- Residents
- Local Organizations



34

ORGANIZE COMMUNITY AND EDUCATIONAL EVENTS



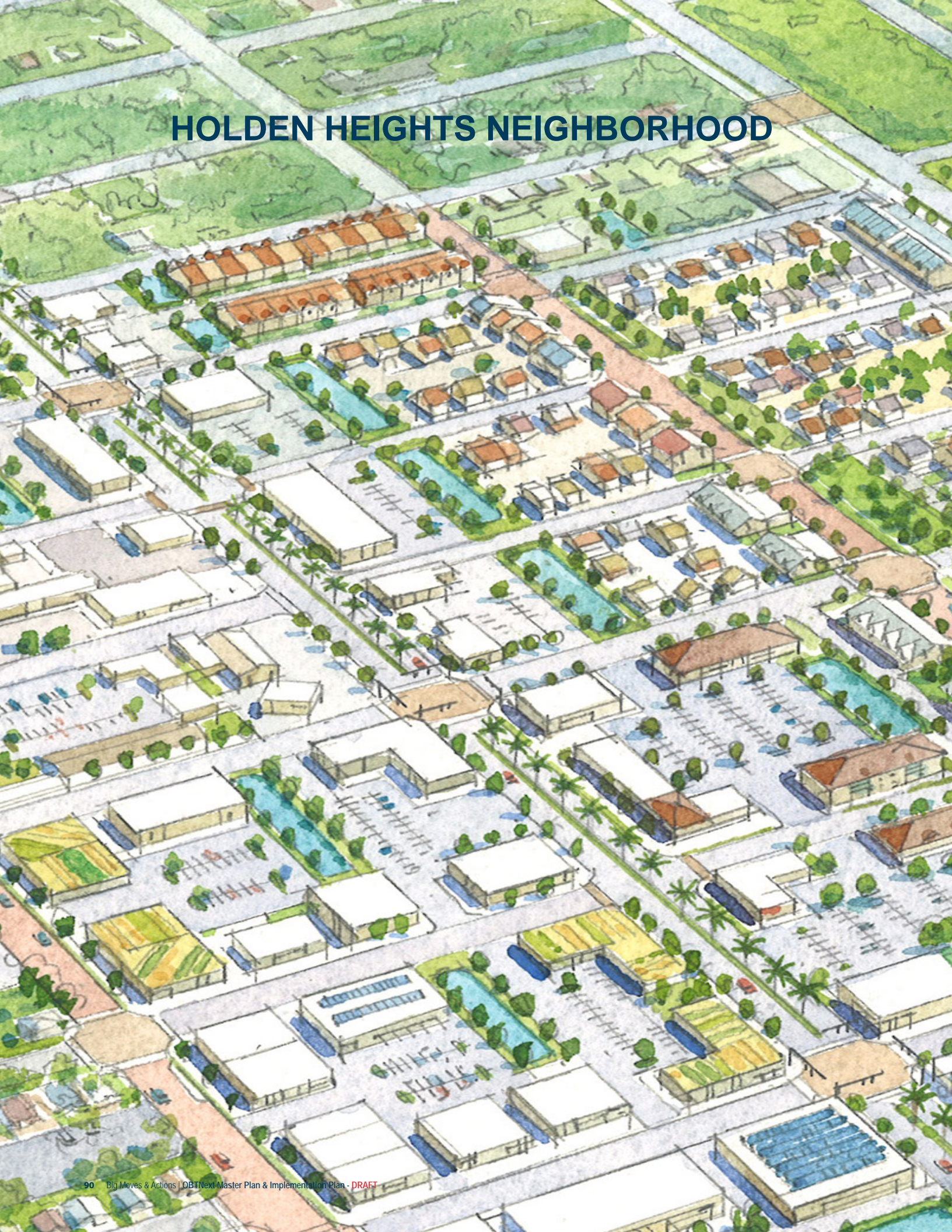
Community and educational events are necessary to keep the livelihood of a neighborhood. Events are great opportunities to bring people together and reclaim the streets and open space from crime and illicit activities. Large and small scale events are encouraged on a weekly and monthly basis. Events should be fun and attractive for people of all ages, income, and culture. Example of big events are block parties, festivals, and concerts. Examples of small events are historic neighborhood and educational tours, movies on the park, markets, and food trucks. It is important to have consistency and good community strategies via mail, email, and social media to help with the promotion and outreach.

KEY PARTNERS:

- Neighborhood Associations
- OBT Safe Neighborhood Program
- Institutions and Organizations
- Churches
- Community Centers



HOLDEN HEIGHTS NEIGHBORHOOD





B6

CREATE FLEXIBLE AND AFFORDABLE HOUSING OPPORTUNITIES

Existing and new residents will have access to diverse housing opportunities, home literacy, and programs that will allow them to become future homeowners.

What is needed in the OBT corridor to achieve the baseline real estate market analysis, and ultimately the grander vision, are a series of policy and programmatic changes—some necessitated through a reexamination of the existing legal framework. The latter dictates paths traditionally followed for real estate development generally and the control of land specifically. It is a legal system focused on very strong property rights, always understandable but sometimes highly challenging. In communities with a history of absentee landlords, larger numbers of renters, patterns of code violations, and high concentrations of minority residents—all existing in an established legal context—can thwart ownership of property essential to maintaining sound neighborhoods. Poor credit and titles, exacerbated by inadequate record keeping, often act together to keep otherwise useable lands vacant or underutilized. In varying ways, the socio-economic factors in place have made it difficult for the existing marketplace to function without some substantial improvements or repositioning of those resources normally supporting real estate activity, especially housing. Without suggesting deep systemic modifications will occur easily, many of the identified issues reinforce one another and are a drag on (re)development. We believe there are certain ideas to be explored in more detail, which should, at the very least, be a foundation for more comprehensive strategies.

*Habitat for
Humanity Home*

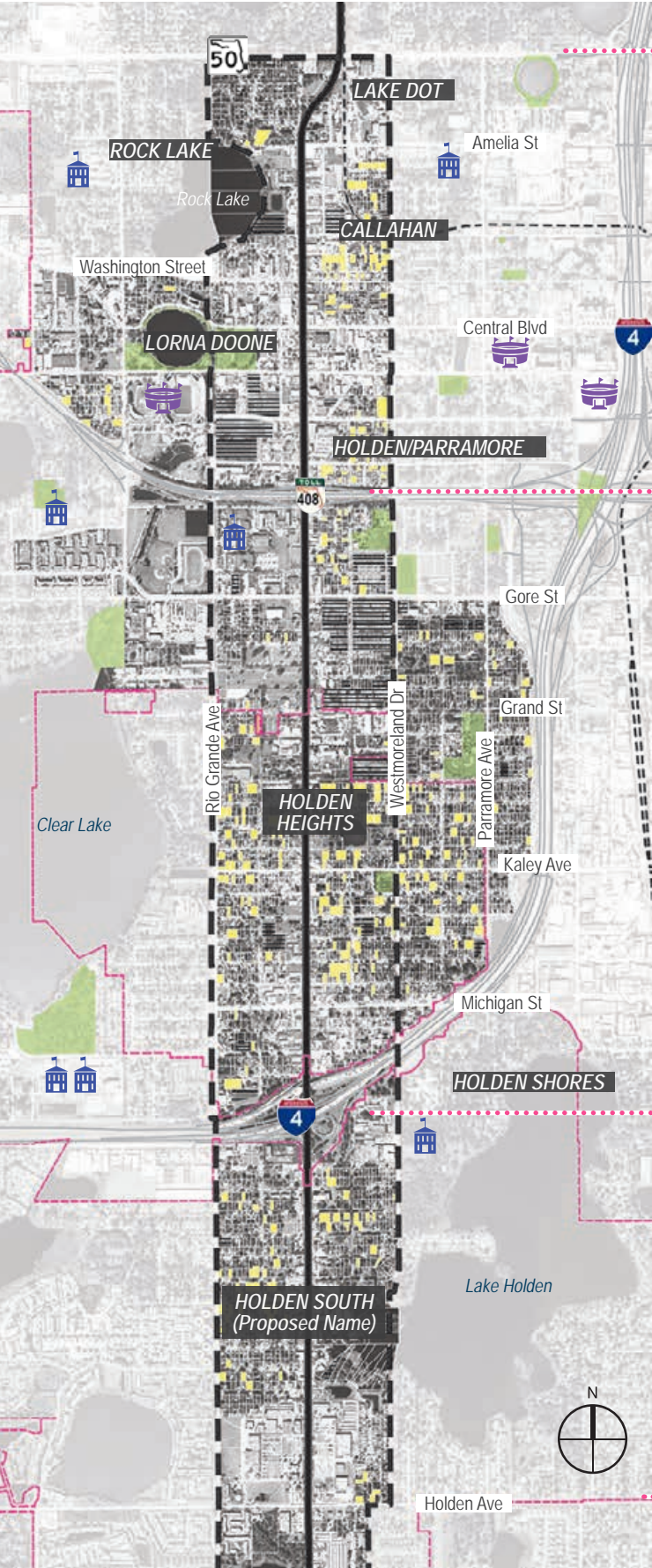


*Realtor Foundation
Home*



Carter Park





35

DEVELOP AND COMPREHENSIVE INVENTORY OF FUTURE INFILL SITES

A S

Create a comprehensive inventory of vacant parcels, vacant structures, ownership and non-conforming lots to advance infill residential opportunities. During the master planning process, we were able to map the vacant parcels and identify properties owned by key organizations such as Habitat for Humanity, and Florida Realtor Foundation, as well as parcels owned by the city, county, and CRA. An inventory of existing vacant structure is necessary to understand the total inventory of vacant parcel and structures within the study area. Because of the changing dynamics of the neighborhoods, this inventory should be updated every 6 months.

KEY PARTNERS:

- City and County Planning Department
- County Property Appraiser
- OBT CRA

1

2

3

Vacant Single Family Residential

Areas	Number of Parcels	Acres	Study Area (%)
Area 1	108	16.7	3.2%
Area 2	232	41.5	4.9%
Area 3	69	12.6	3.9%

36 DEVELOP MECHANISMS TO CREATE VIABLE REAL ESTATE ASSETS



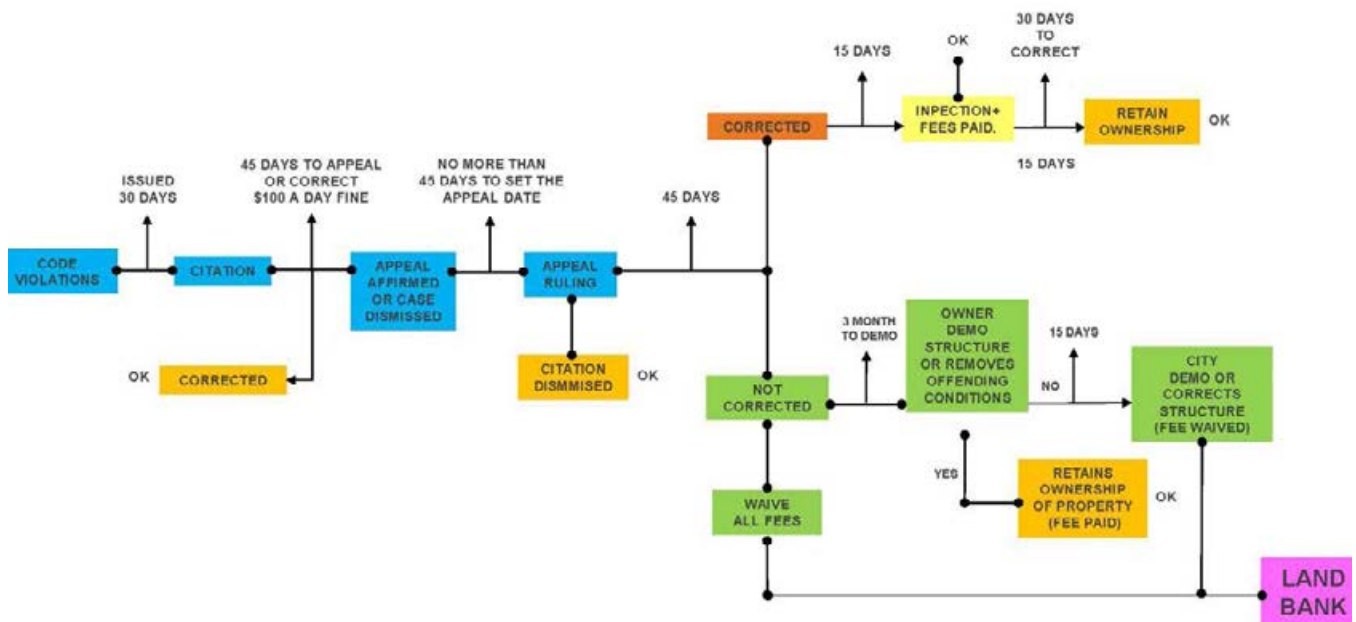
A number of properties in the OBT area remain vacant because the cost of clearing clouds from their title is frequently prohibitive, sometimes greater than the nominal value of the property itself. Other sites are inherently negative influences to adjacent or nearby properties as the result of recurring code violations. These violations, stemming from physical condition or patterns of criminal conduct, require a protracted legal process to remedy, which must be shortened if code enforcement is to become more effective as a regulatory tool. At some point, the resulting fines themselves can be an impediment to redevelopment or improvements. Such properties may also have their own title issues, making them difficult to sell even when code violations are corrected or removed.

For those properties with title issues, we believe it is appropriate to explore statutory and legislative tools, allowing such properties to accelerate the normal legal processes when property is held and used exclusively for affordable housing.

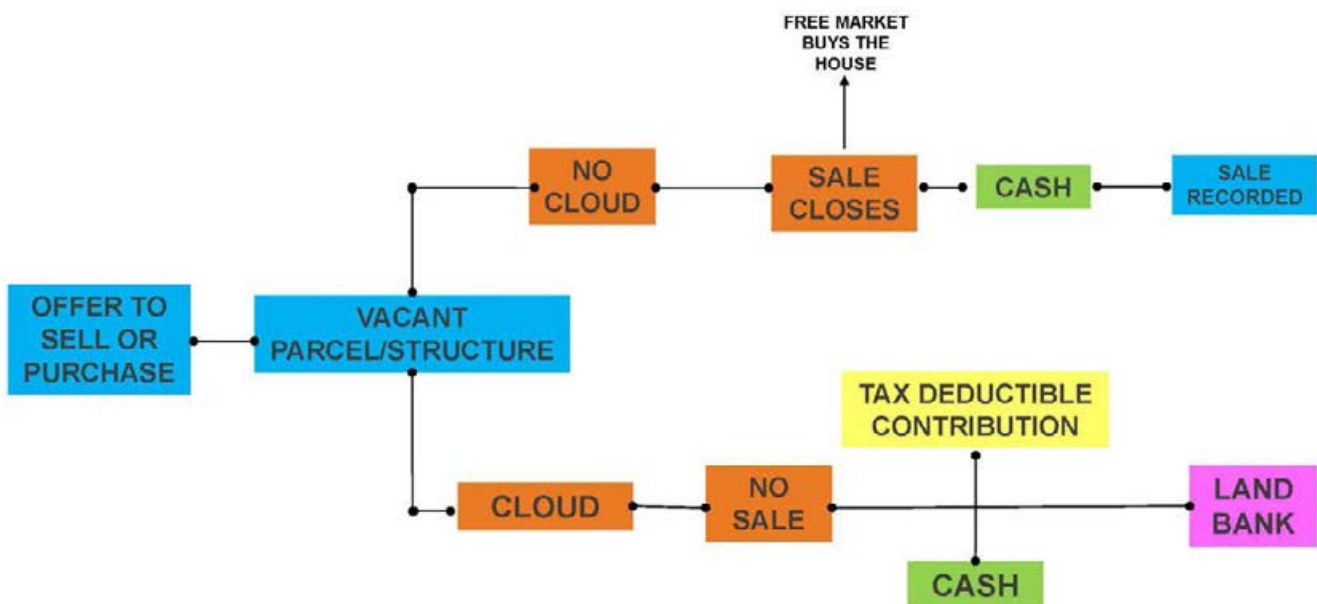
KEY PARTNERS:

- City and County Planning Department
- City and County Law Enforcement
- City and County Real Estate Department
- City and County Elected Officials
- County Property Appraiser
- OBT CRA

CODE VIOLATIONS: FROM CODE VIOLATIONS TO VIABLE REAL ESTATE ASSETS PROPOSED PROCESS



TITLE: REMOVING TITLE CLOUDS TO CREATE VIABLE REAL ESTATE ASSETS PROPOSED PROCESS



37 CREATE A LAND BANK P A L

The primary function of a land bank is to act as an institutional intermediary in those neighborhoods or areas where the availability of suitable lands and/or the capital to acquire suitable lands is not well matched. The incongruence can occur for many reasons but usually stems from spatial, timing, regulatory, or credit-related issues.

While a land bank can be engaged in many activities, its primary mission is stabilize the value of land, typically in a badly depressed neighborhood, through acquisition and disposition of properties targeted to certain objectives. A land bank often provides the needed ownership, control, or stewardship of land until: (1) the flow of neighborhood financial resources is sufficient to deploy the resource; or (2) the lands can be assembled to support a desired initiative that is part of a larger plan. In the case of OBT, maintaining a deployable inventory of property becomes imperative, because implementation opportunities are often derailed when vacant sites face title or control issues. Such problems can be difficult to correct quickly and efficiently, especially given limited financial resources.

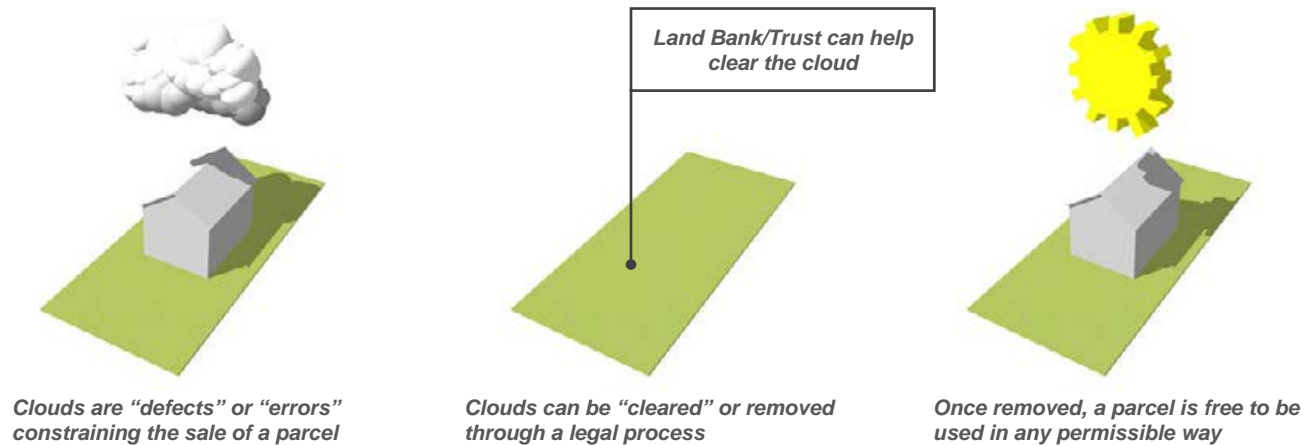
We envision the land bank building its inventory through direct purchases (where funds are available), personal and public gifts (to realize a social or program goal), abandonment (unclaimed property assigned to the local government), forfeitures (property received or claimed in lieu of taxes, fines or other public liens), and other means to be explored. In particular, we look to alter public policy clearing properties of historical legal clouds when conveyed to the bank and subsequently made available for sale and development.

"Clouds" on titles and the means to correct them are a challenge in Florida's legal environment, which is focused on property rights. The diagram below suggests the way in which a land bank might be able to work with land owners and others, as well as local governments in, or about to be in, control of real property assets that might be leveraged to advance planning goals in the OBT area.

KEY PARTNERS:

- City and County Planning Department
- City and County Housing Division
- County Property Appraiser
- Area Wide Community Banks
- Neighborhood and Community Groups
- OBT CRA

UNDERSTANDING CLOUDS ON PROPERTIES



PROPOSED PROCESS TO REMOVE TITLE CLOUDS TO CREATE VIABLE REAL ESTATE ASSETS GRAPH



38 BUILD FINANCIAL LITERACY AND HOMEOWNERSHIP TRADE SKILLS



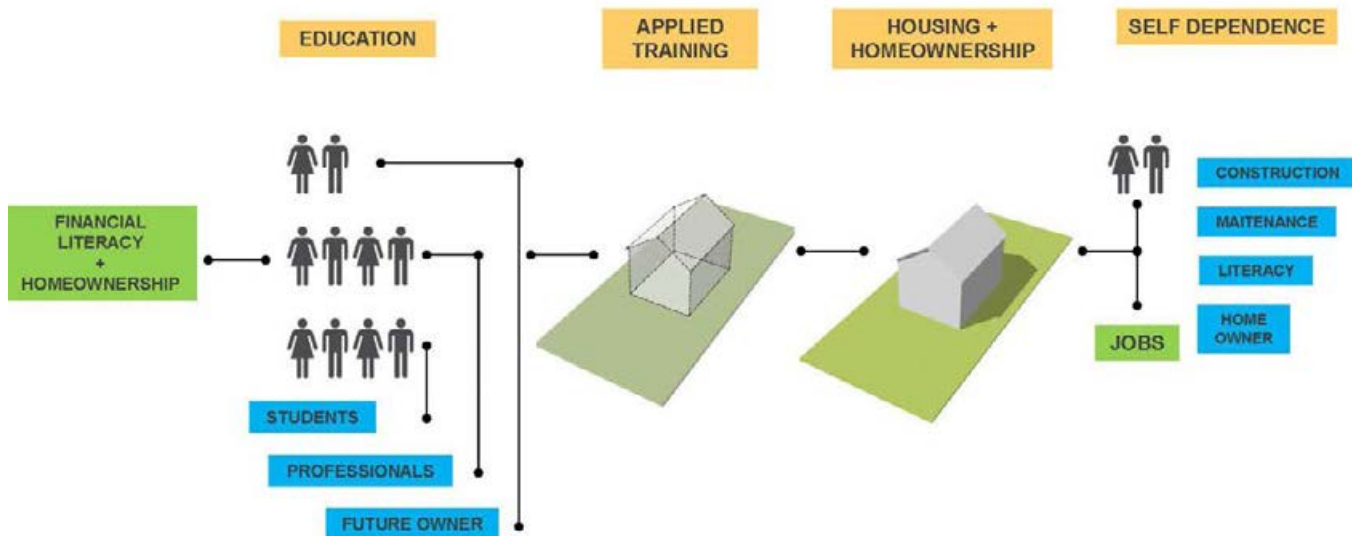
In economically distressed areas, it has historically been difficult to build and promote financial literacy. Formal programs targeted to economically disadvantaged residents tend toward programs narrowly centered on the financial skills and responsibilities associated with owning a house. While such programs fulfill an obvious mission, we believe an intervention strategy connecting home preparedness and broader financial education with actual job skills development fills an important role in OBT's many neighborhoods. In the approach we envision, training in the construction trades—very broadly defined—would be offered to residents engaged in housing initiatives. Residents would be schooled as “technicians”, qualifying them to engage in the construction industry while also positioning them to take advantage

of housing planned for delivery within targeted OBT neighborhoods. In effect, the program envisioned is not about contributing “sweat equity” to acquire a potential home, but about acquiring and advancing job skills. Financial literacy and homeownership preparedness become part of the required curriculum while jobs are the focus. Houses constructed might be available to those engaged in construction training, but the linkage, however beneficial, is complementary and incidental, not obligatory.

KEY PARTNERS:

- City and County Housing Division
- OBT CRA
- OBT Safe Neighborhood

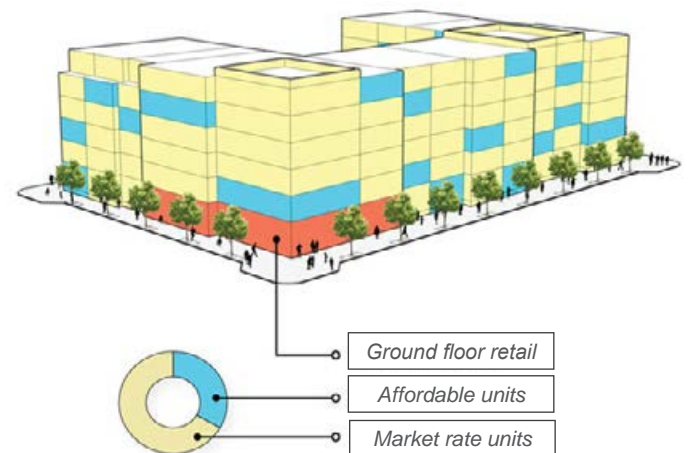
EDUCATION: BUILDING FINANCIAL LITERACY, HOMEOWNERSHIP, AND TRADE SKILLS



39 ALLOW MIXED-INCOME HOUSING

The vibrancy of the larger OBT area depends on the mix and variety of housing. We envision a community where households and families of various size and income can find housing which accommodates their needs but in a form which resists concentrations of either the very poor or very wealthy. Research has shown the interaction enhances mobility and offers role models that less advantaged populations can adopt and embrace.

To achieve this vision of mixed income housing, the available housing cannot be artificially priced at levels at odds with the market. While some income segments may require assistance, varied housing forms, densities, social support networks, job training and delivery systems are contemplated, allowing both multi and single family, ownership and rental, to be delivered largely with minimum price supports except to aid the most disadvantaged. Generally, this objective is more easily achieved in multi-family housing, possibly with commercial uses supporting the appropriate price points.



KEY PARTNERS:

- City and County Planning Department
- City and County Housing Division
- County Property Appraiser
- Neighborhood and Community Groups
- OBT CRA

40 ALLOW ACCESSORY UNITS ON SINGLE FAMILY RESIDENTIAL LOTS



Accessory units must be more widely embraced and encouraged. The addition of such units could intensify neighborhoods, provide alternative housing, extend multi-generational options, and offset the cost of the main. Accessory units, however, face obstacles from virtually every aspect of the planning, approval, and review systems currently in place. As well as navigating the normal approval and permitting processes, there is the added challenge of assuring Florida's valuable and coveted homestead exemption is not invalidated when otherwise qualifying homeowners receive rental payments for these units normally viewed as commercial receipts.

KEY PARTNERS:

- City and County Planning Department
- City and County Real Estate Department
- City and County Elected Officials



41 SUPPORT FLEXIBLE ARCHITECTURE TECTONIC

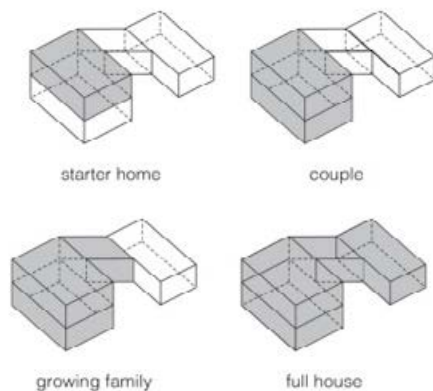


We envision a variety of housing typologies in OBT's neighborhoods that offer visual interest and income diversity. Some plans will be designed to accommodate smaller and less affluent populations whose shelter needs may ultimately dictate larger and more costly housing. A robust design will allow a house to "grow or expand" to address life's changing circumstances. Allowing a house to adopt to personal needs over time can occur by embracing flexible designs incorporating new technologies for delivery and new materials. The concept involves a functional envelope with core plumbing and electrical intended for immediate use but allowing the basic space to be incrementally enlarged or extended into designated spaces controlled by the occupant. The smallest units would generally be more affordable while allowing the cost and size of the unit to sync with changing lifestyles and income. Over an extended period, some units would be enlarged

externally, while others might simply be upgraded or modified within. Like other recommendations, the approach envisioned in this form of housing delivery may require a reexamination of the exiting legal framework, primarily that associated with codes and land development regulations. Some of these housing typologies might be constructed with resources from the land bank described. Some of these housing typologies might be constructed as part of the broader focus on financial literacy and skills development.

KEY PARTNERS:

- City and County Planning Department
- City and County Building Department
- Local Architects
- Higher Education Architecture Schools



UPDATE RESIDENTIAL FUTURE LAND USE AND ZONING TO BE MORE FLEXIBLE AND INCLUSIVE P L

In particular, we believe a major change needs to occur in the way regulations address certain zoning classifications, as well as accessory units, minimum sizes of units, the review and approval of alternative housing structures, and lot size. In some cases, to advance more diversified housing and income groups, it might be prudent to think about policies promoting inclusionary housing opportunities.

KEY PARTNERS:

- City and County Planning Department
- City and County Housing Division
- City and County Elected Officials



Proposed Future Land Use

- Flexible and Inclusive Residential Mixed
- Mixed Use
- General Commercial
- Industrial
- Open Space
- Institutional

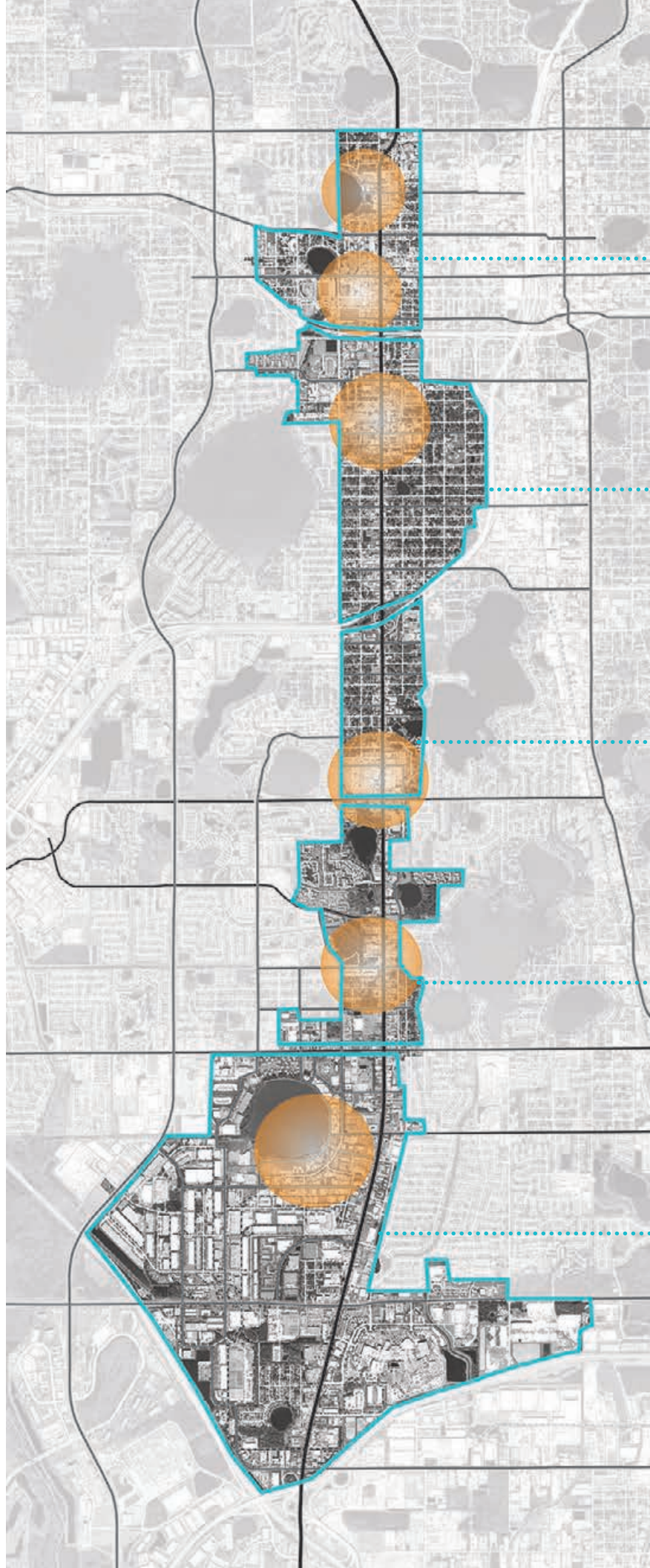
5

CATALYST SITES & PROJECTS



The overall vision of the OBT Corridor breaks down on five **Districts and Catalysis Sites**. The sites illustrate redevelopment scenarios and specific projects driven by the Big Moves. The implementation of the vision for the corridor will require a number of public, private, and public/private investment and series of projects. The Catalyst Sites design are conceptual and they will require additional due diligence and refinement before implementation.

DISTRICTS, HUBS AND CATALYST SITES





WEST ORLANDO

Sports & Entertainment District

This portion of the corridor is situated and connected to become a hub for sports and entertainment uses and be supported by quality food and beverage businesses.



HOLDEN HEIGHTS

Design/Construction & Education Hub

This hub, with 26% of the existing jobs related to construction, possesses a wider variety of building types from residential to commercial and industrial. It can become a place to attract higher education institutions and businesses related to Design and Construction.



HOLDEN

Authentic Food District

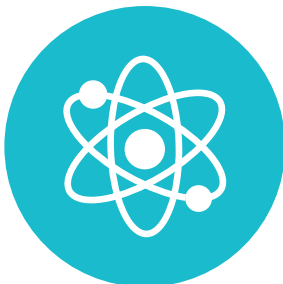
With a wide variety of restaurants from different parts of the world and being surrounded by neighborhoods, this is the perfect portion of the corridor to create a district for authentic food supported by other office and service uses.



AMERICANA

Auto and Services Hub

The overall corridor is full of auto-related uses, but the Americana Boulevard area has large parcels that can support a hub for all auto-related businesses, especially used-car sales.



LAKE ELLENOR















Education and Jobs District

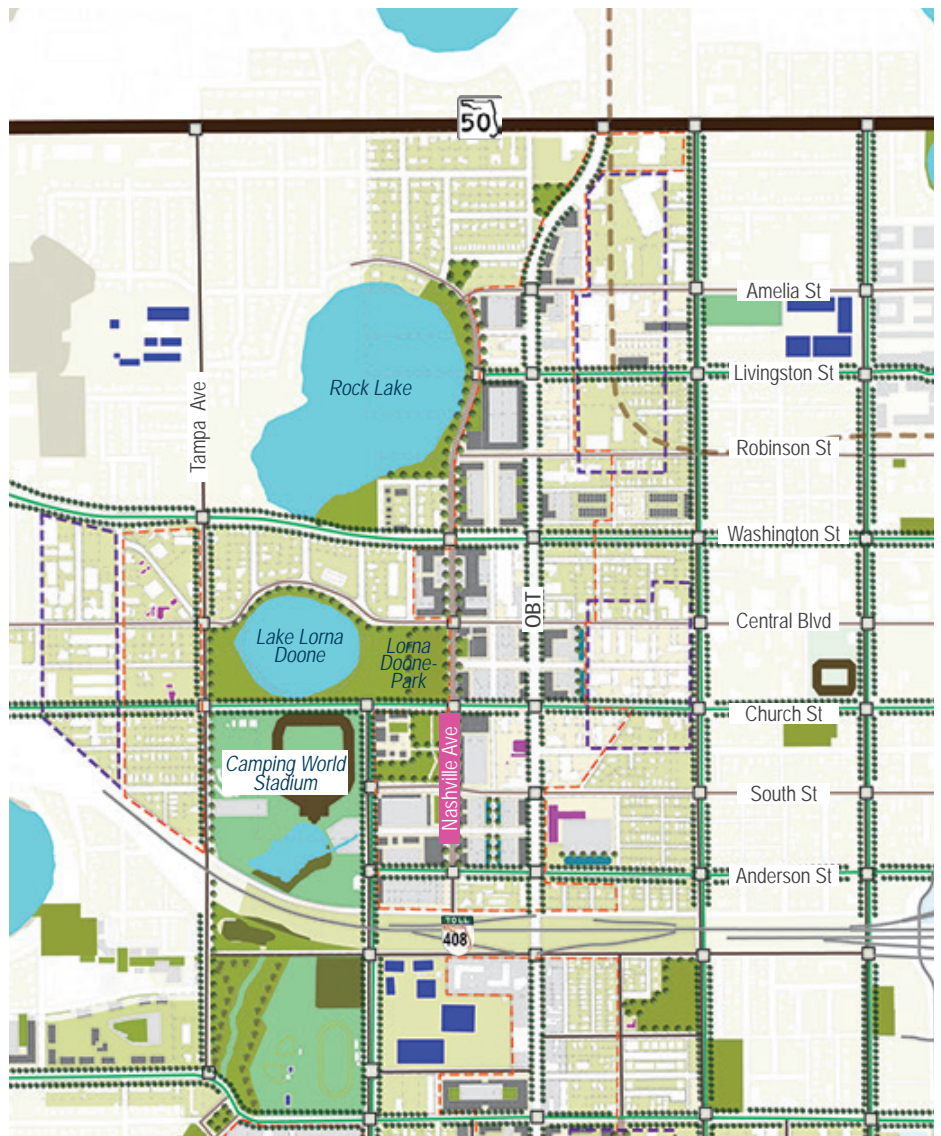
This portion of the corridor has a high concentration of educational institutions around Lake Ellenor, and it is the home of a regional industrial and office complex that attracts 23,000 employees to the area, making this place a great district for educations and jobs.

WEST ORLANDO



Sports & Entertainment District

-  Improved Intersections
-  Mixed-Use Development Zone
-  Industrial Development Zone
-  Community Streets
-  Local Streets
-  Feature and New Streets
-  Bike Lanes
-  Existing Buildings
-  Future Buildings
-  Lakes
-  Parks
-  Recreational Parks
-  Church and OPD
-  Schools



PROJECTS

Development

- 1** Develop a mixed use complex along Rock Lake
- 2** Preserve Parliament House Building
- 3** Residential infill redevelopment opportunity
- 4** Turn the West Arts area into a destination
- 5** Develop an employment, food, and entertainment hub

Street

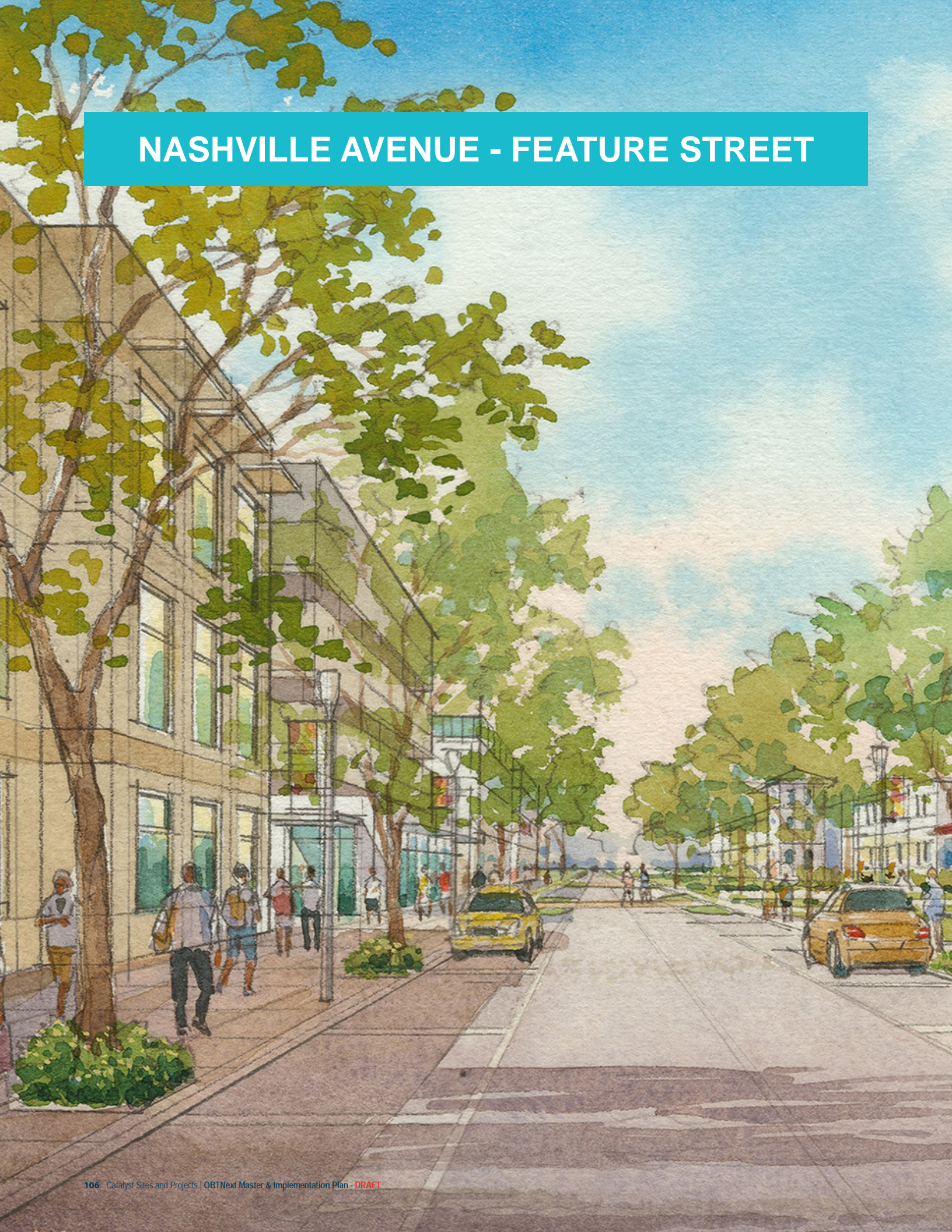
- 6** Improve streetscape and intersections on OBT
- 7** Develop Nashville Ave. as a Feature Street
- 8** Extend Nashville Ave. through new development
- 9** Make Norton Ave. a service road
- 10** Re-design Amelia St., Washington St., South St., and Anderson St. into a complete street
- 11** Convert South St. and Anderson St. into two-way streets

Open Space

- 12** Improve and make Springdale Green a City Park
- 13** Create a linear park along Rock Lake and access to the lake
- 14** Create new open space through redevelopment



NASHVILLE AVENUE - FEATURE STREET





WEST ORLANDO



Sports & Entertainment District

Nashville Avenue

WALK

WORK

EAT

Lorna Doone Park

PLAY

"The Trail"

WORK

SHOP



World Camping Stadium

ENTERTAIN

Lake Lorna Doone

WALK

LIVE
















Catalyst Sites and
Projects

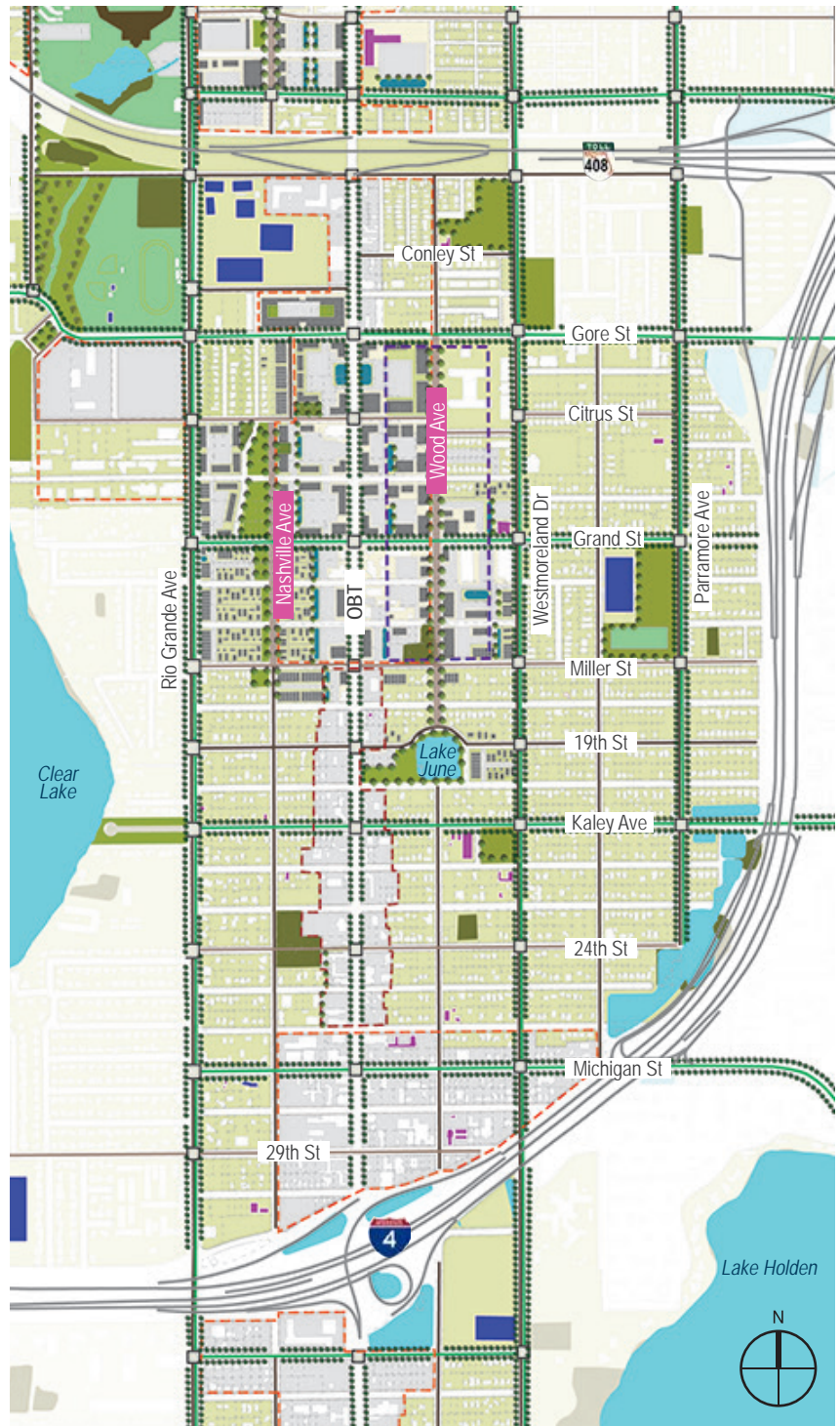


HOLDEN HEIGHTS



Design/Construction & Education Hub

-  Improved Intersections
-  Commercial Zone
-  Mixed-Use Development Zone
-  Industrial Development Zone
-  Community Streets
-  Local Streets
-  Feature and New Streets
-  Bike Lanes
-  Existing Buildings
-  Future Buildings
-  Lakes
-  Parks
-  Recreational Parks
-  Community Centers and Churches
-  Schools



PROJECTS

Development

- 1** Develop the properties along Woods Avenue as a design and construction district
- 2** Develop Lake June and Holden Heights Community Center as a feature neighborhood destination
- 3** Develop the parcels around Kaley Square
- 4** Repurpose Grand Avenue School
- 5** Develop properties along Nashville Avenue as a mixed residential complex
- 6** Build a Community Center on Nashville Avenue and Miller Street

Street

- 7** Improve streetscape and intersections on OBT
- 8** Reconstruct Woods Avenue as a Maker's Row
- 9** Continue 19th Street around Lake June
- 10** Extend and transform Nashville Avenue into a community street
- 11** Improve streetscapes walkability on Gore, Grand, Miller and Kaley
- 12** Extend Westmoreland Multi-purpose path to Pineloch Elementary
- 13** Make Rio Grande a complete street with protected bike lanes

Open Space

- 14** Improve and activate Kaley Square
- 15** Transform Lake June and Holden Heights Community Center into a park
- 16** Create pocket park around the neighborhood
- 17** Improve Grand Avenue Park
- 18** Build a linear park along Nashville Avenue with redevelopment

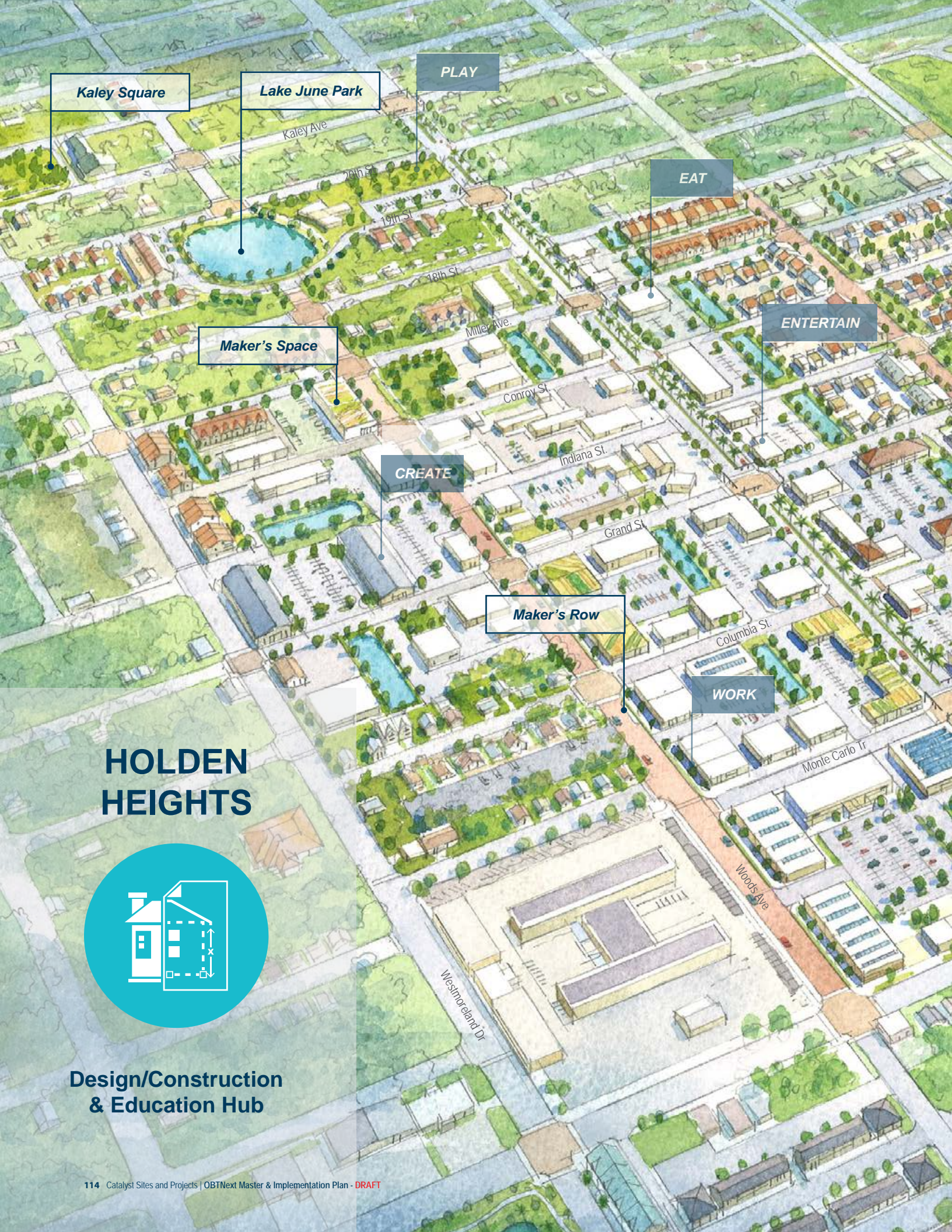


MAKERS ROW

Transform South Wood Avenue as an Industrial area for designers, builders, contractors and educators







Kaley Square

Lake June Park

PLAY

EAT

ENTERTAIN

Maker's Space

CREATE

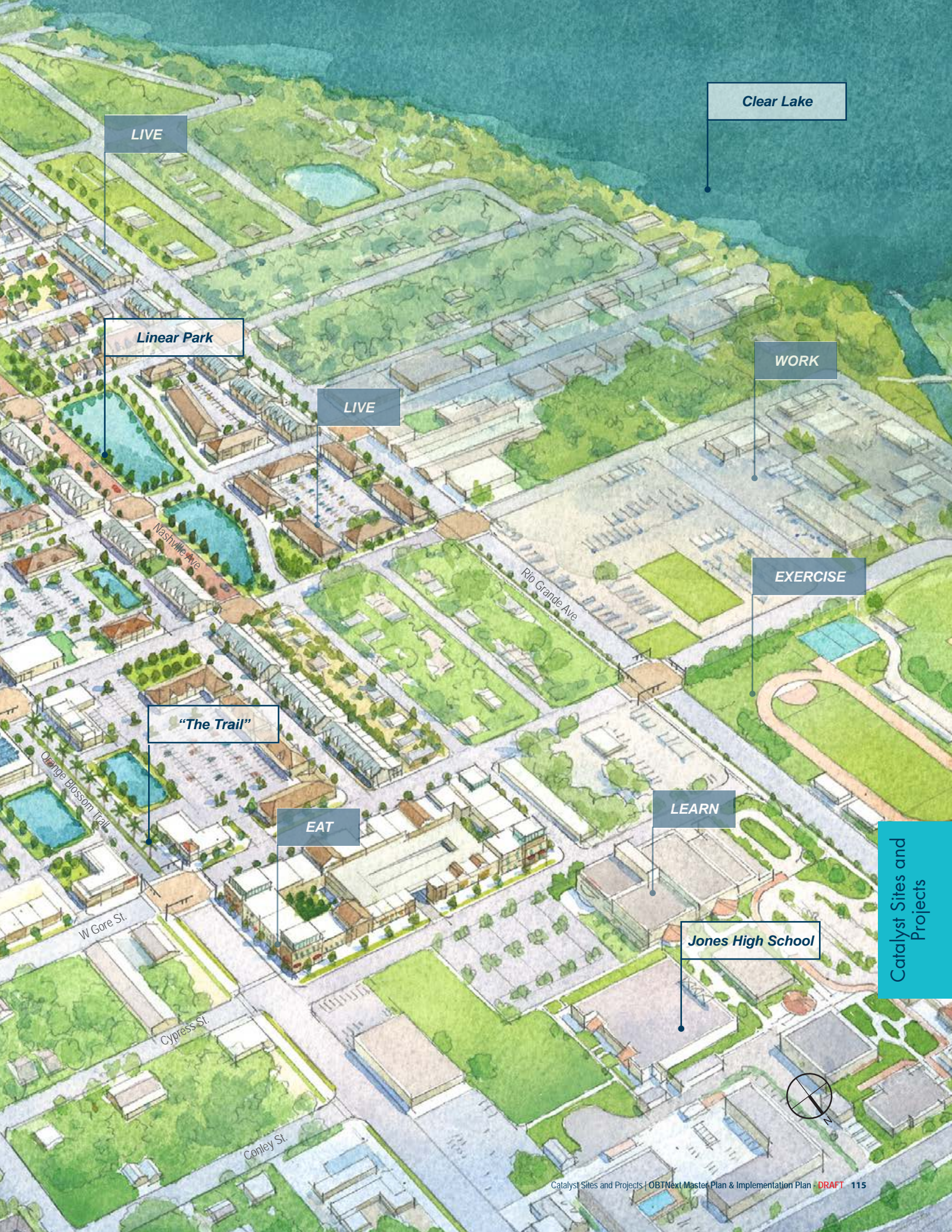
Maker's Row

WORK

HOLDEN HEIGHTS



Design/Construction
& Education Hub



Clear Lake

LIVE

Linear Park

LIVE

WORK

EXERCISE

"The Trail"

EAT

LEARN

Jones High School

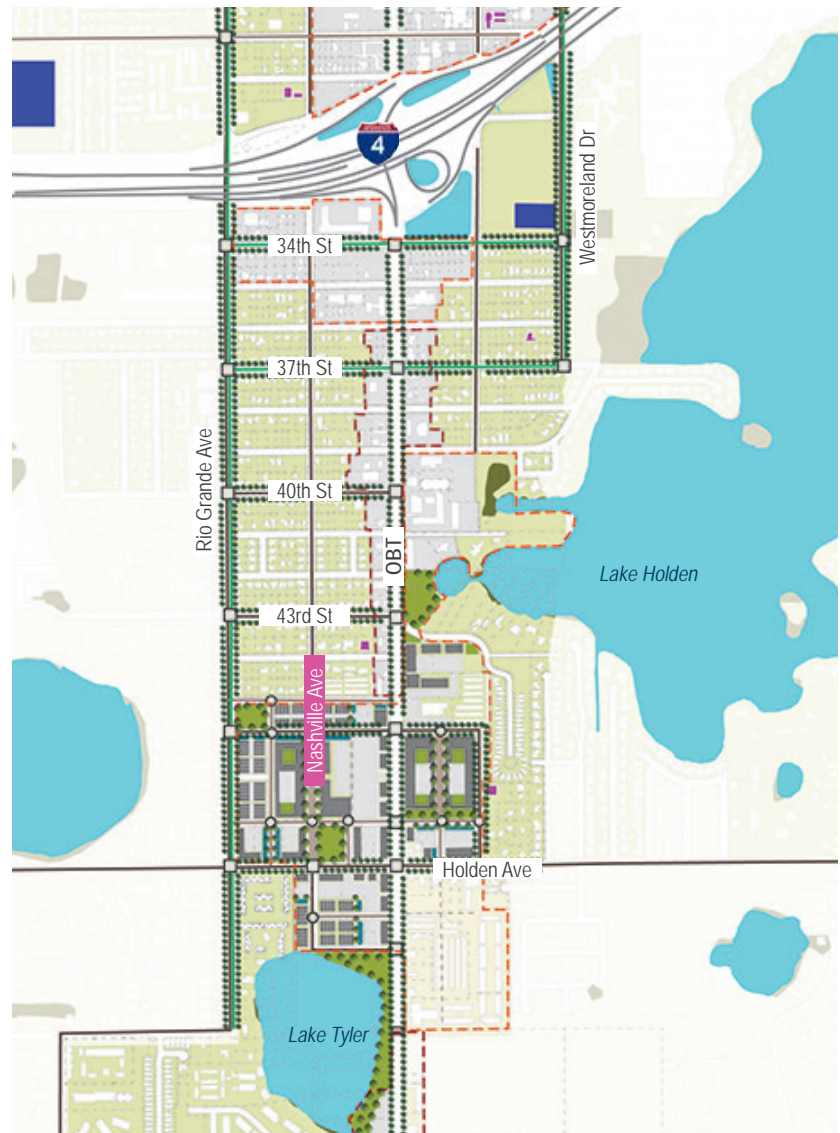
Catalyst Sites and
Projects

HOLDEN



Authentic Food District

-  Improved Intersections
-  Commercial Zone
-  Mixed-Use Development Zone
-  Industrial Development Zone
-  Community Streets
-  Local Streets
-  Feature and New Streets
-  Bike Lanes
-  Existing Buildings
-  Future Buildings
-  Lakes
-  Parks
-  Recreational Parks
-  Churches
-  Schools



PROJECTS

Development

- 1** Redevelop the Southgate Shopping Center as a mixed-use development
- 2** Redevelop the Orange Blossom Center as a mixed-use development featuring authentic food

Street

- 3** Improve streetscape and intersections on OBT
- 4** Extend Nashville Avenue through new development [Restaurant Row]
- 5** Improve streetscape and intersections on Holden Ave
- 6** Improve streetscape and intersections on Rio Grande Avenue

Open Space

- 7** Create a feature open space through development [Restaurant Square]
- 8** Create public access to Lake Tyler through development
- 9** Create public access to Lake Holden through redevelopment
- 10** Build pocket parks in vacant residential properties



Catalyst Sites and Projects

RESTAURANT SQUARE





HOLDEN



**Authentic Food
District**





EAT

LIVE

PLAY

WALK

Pocket Park

WORK

LIVE

LIVE

Park

PLAY

Community Center

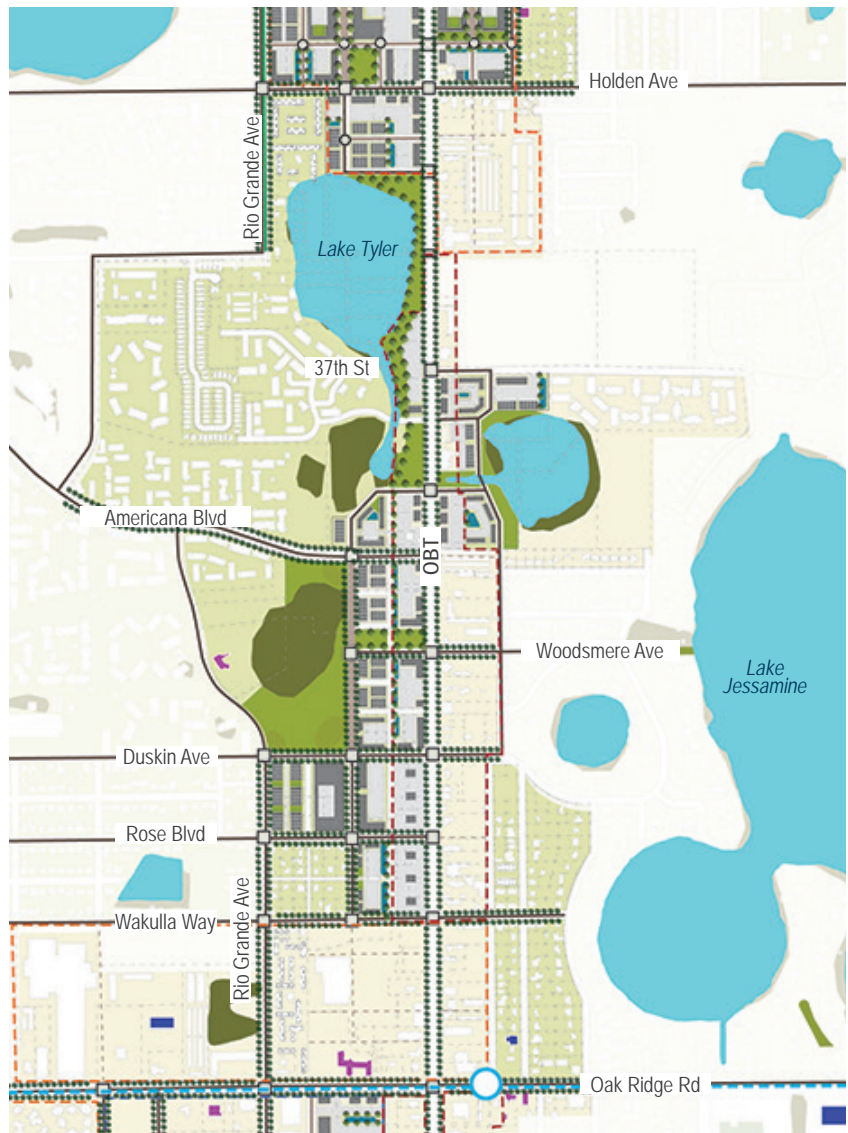
Lake Holden

AMERICANA



Auto and Service Hub

-  Improved Intersections
-  Commercial Zone
-  Mixed-Use Development Zone
-  Industrial Development Zone
-  Community Streets
-  Local Streets
-  Feature and New Streets
-  Bike Lanes
-  Existing Buildings
-  Future Buildings
-  Lakes
-  Parks
-  Recreational Parks
-  Churches
-  Schools



PROJECTS

Development

- 1** *Redevelop the properties along OBT for auto and services uses*
- 2** *Redevelop the properties between Rio Grande Avenue and OBT as residential development*

Street

- 3** *Improve streetscape and intersections on OBT*
- 4** *Reconstruct the street grid from Americana Boulevard to Wakulla Way through redevelopment*

Open Space

- 8** *Build a linear park around Lake Tyler*
- 9** *Create a system of parks and conservation areas*



AMERICANA



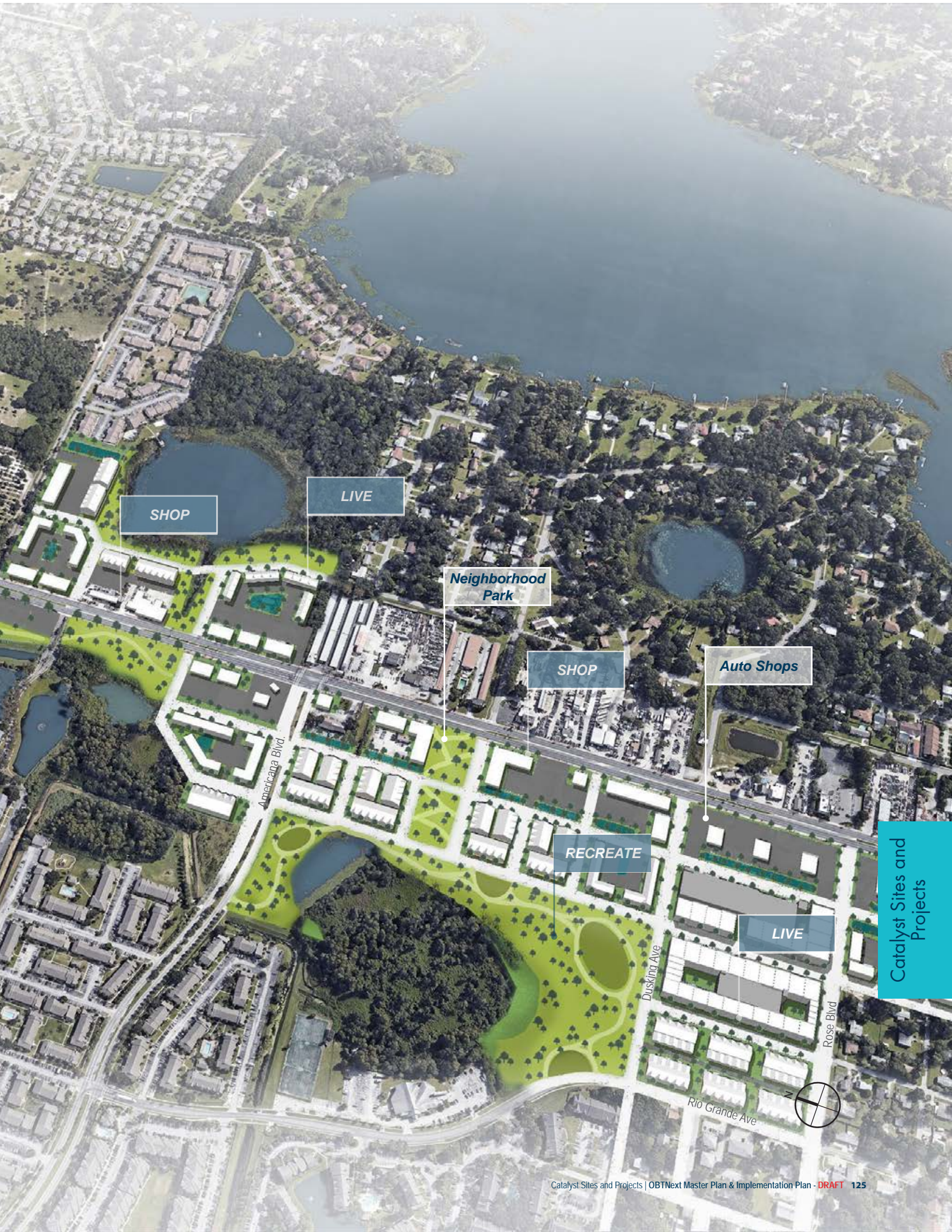
**Auto and Service
Hub**

WORK

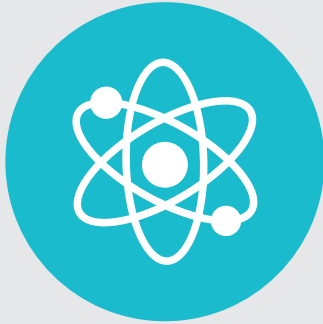
Linear Park

Lake Tyler

EAT

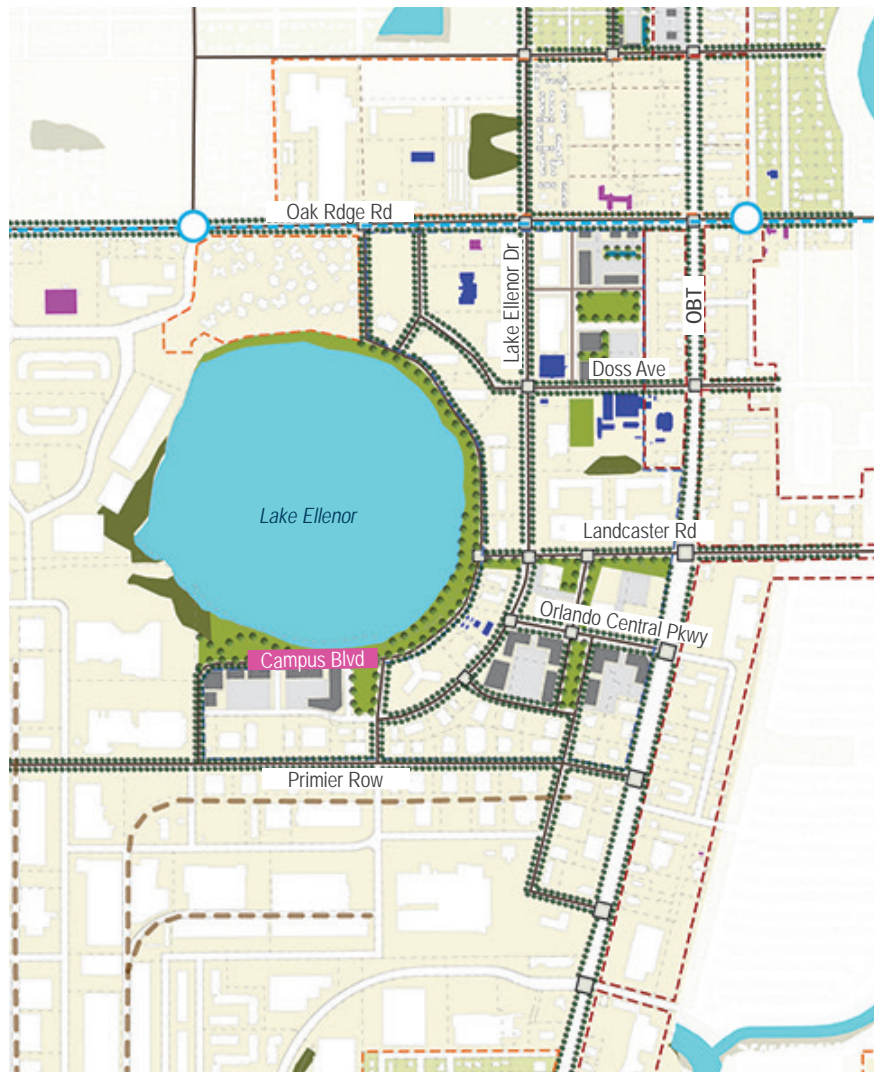


LAKE ELLENOR



Education and Jobs District

-  Improved Intersections
-  Commercial Zone
-  Mixed-Use Development Zone
-  Industrial Development Zone
-  Community Streets
-  Local Streets
-  Feature and New Streets
-  Bike Lanes
-  Existing Buildings
-  Future Buildings
-  Lakes
-  Parks
-  Recreational Parks
-  Churches
-  Schools



PROJECTS

Development

- 1** *Redevelop the properties around Lake Ellenor as Institutional (education campus)*
- 2** *Infill properties with office and Institutional uses*

Street

- 3** *Improve streetscape and intersections on OBT*
- 4** *Redesign Landcaster Road and Orlando Orlando Central Parkway as campus streets*
- 5** *Build a Campus Blvd around Lake Ellenor through redevelopment*

Open Space

- 6** *Build a linear park around Lake Ellenor*
- 7** *Build parks around campus through redevelopment*



CAMPUS STREET





LAKE ELLENOR



Education and Jobs
District

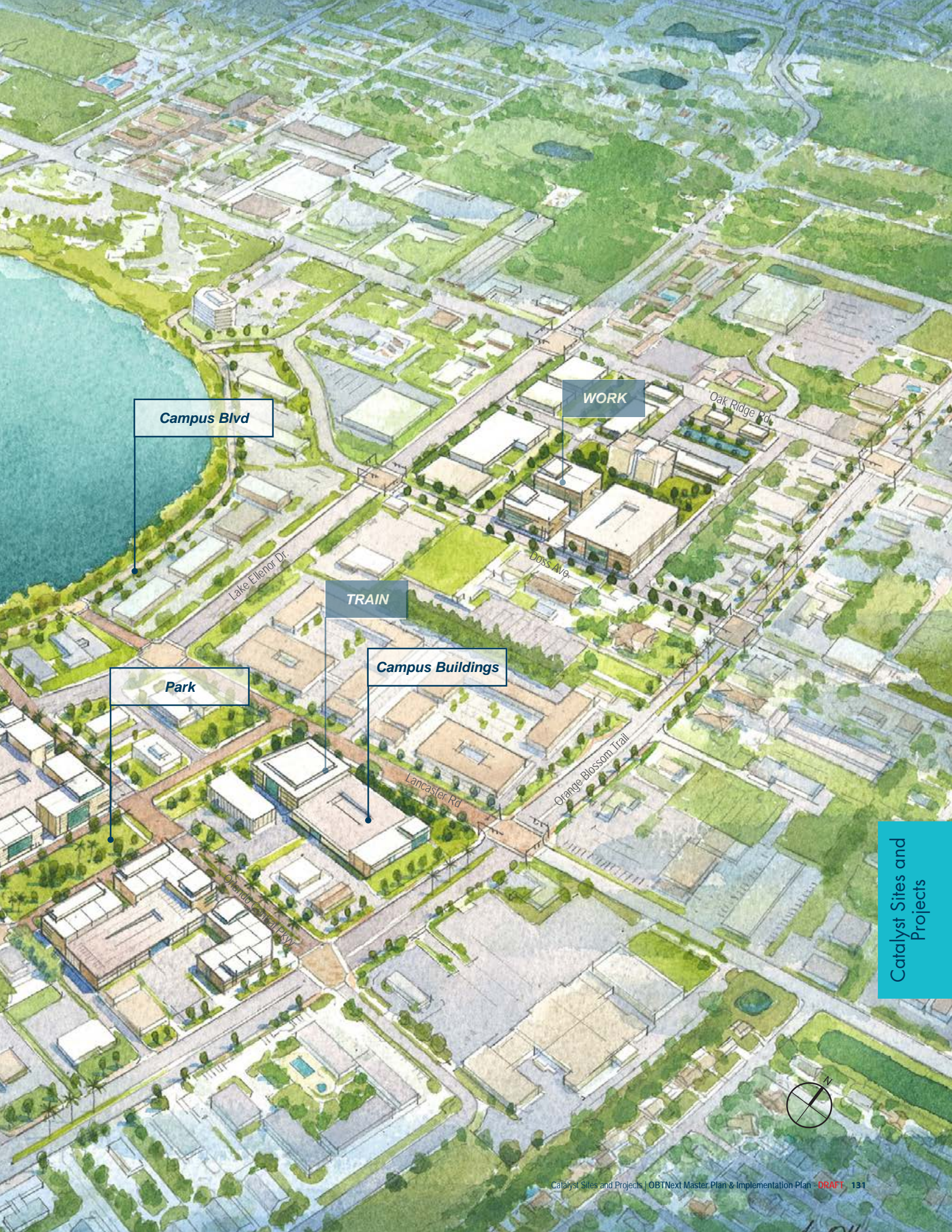
Lake Ellenor

UCF Campus

LEARN

Linear Park

WALK



Campus Blvd

WORK

Oak Ridge Rd

Lake Ellenor Dr

TRAIN

Doss Ave

Park

Campus Buildings

Lancaster Rd

Orange Blossom Trail

Orlando Central Pkwy

Catalyst Sites and Projects



Prepared by:

**COMMUNITY
SOLUTIONS
GROUP**

618 E South Street
Suite 700
Orlando, FL 32801
T 407.423.8398
F 407.843.1070

gaiconsultants.com/communitysolutions