

CITY OF ORMOND BEACH DOWNTOWN COMMUNITY REDEVELOPMENT AGENCY MASTER PLAN UPDATE



AUGUST 2006

Community Redevelopment Agency Board

Fred Costello, *Mayor*
Lori Gillooly, *Commissioner Zone 1*
Troy Kent, *Commissioner Zone 2*
Ed Kelley, *Commissioner Zone 3*
Bill Partington, *Commissioner Zone 4*

Downtown Steering Committee

Harold Briley
Nancy Cortez
Brian Daly
Gary Lewis
Nancy Lohman
Brian Nave
Rita Press
Mike Rodriguez
Dwight Selby
Patti Surguine
Dorian Burt
Andy Cripps
Margaret Hodge
Ted Lightman
Lynn McCoy
Bill Partington
Myrtis Rimassa
Maggie Sacks
Dr. Philip Shapiro

Table of Contents

Introduction..... 1
The Plan Update Process 5
Ideas to Action 7
Frameworks for Action.....10
Implementation Program.....29
Summary 32

INTRODUCTION

In late 2005 the City of Ormond Beach determined that a review of its redevelopment plan for the downtown area of Granada Boulevard was needed. The City Commission, in its role as the Community Redevelopment Agency, requested additional guidance on specific projects that should be undertaken to address the redevelopment needs of the area. The private sector was concerned about the slow pace of redevelopment and the limited benefits to the redevelopment efforts that had resulted from past CRA projects. While Volusia County had been experiencing unprecedented growth over the past five to eight years, including significant redevelopment and infill development in many Halifax Area cities, the Ormond Beach Downtown has remained relatively quiet. There was a sense that the redevelopment effort had lost momentum and needed to be re-energized.

The governing plan for the Community Redevelopment District was adopted in 1987 and remains the official redevelopment plan for the CRA. The original plan is primarily a streetscape design for Granada Boulevard with some suggestions for design guidelines for private development along the Granada Boulevard Corridor. The plan has been amended several times to include specific projects that were desired by the CRA Board, but despite several efforts to do a comprehensive update of the redevelopment plan, no complete plan update has been adopted. (See summary of past planning efforts on page 4.) Since the official plan was adopted, successful redevelopment efforts throughout Florida and the nation have introduced programs and techniques that were not considered as part of the original plan. The Florida Department of Transportation, which controls Granada Boulevard, has shown an increased awareness of the impacts its roads have on community character and redevelopment resulting in a greater willingness to work with local community traffic management priorities. The increased knowledge and greater flexibility available to the City in 2005 suggested the need to fully review the redevelopment plan. The review sought four outcomes:

- Creating a clearer identity of downtown
- Identifying opportunities and constraints to redevelopment
- Developing a strategy to guide the future expenditure of tax increment funds
- Identifying appropriate amendments to the Downtown Master Plan, the comprehensive plan and the land development code.

A steering committee was established including representatives from Ormond MainStreet, the Ormond Beach Chamber of Commerce, the Ormond Beach Planning Board and other community groups to oversee the review process. As an initial step in reviewing the redevelopment plan, the steering committee suggested developing a vision document for the CRA that would offer specific project recommendations and other actions within the context of an overall view of how the downtown should redevelop. Technical assistance was provided in this effort by City staff and consultants from Glatting Jackson, an Orlando based firm with extensive experience in redevelopment efforts. This report presents the downtown vision.



What is a CRA?

A CRA or Community Redevelopment Agency is a special district established to aid in the improvement of an area in need of revitalization. The Community Redevelopment Act (Florida Statutes Chapter 163, part III) sets the standards for qualifying an area for redevelopment, identifies the powers that may be granted to a CRA, and establishes the procedures for creating and administering a CRA. A study is required to determine the area to be included in a CRA and demonstrate that the conditions required by the statutes are present. Once this is done a CRA district may be established by the approval of the local government and the County.

Once a CRA is established, a redevelopment plan is prepared that identifies the projects and programs that will be used to revitalize the district. The plan is a critical component of the redevelopment effort as the CRA may only undertake those projects and programs that are contained within the plan. A CRA is typically established for 30 years and therefore it is common to periodically review and update the official redevelopment plan.

The primary funding for CRA improvements comes from tax increment financing (TIF). The TIF funds are generated by property taxes levied against any increase in total property value within the district that occurs after the CRA is formed. Each year the total property value in the district is compared to the total value at the time the district was created, and any taxes collected from that added portion of the taxable value are placed in a trust fund that can only be spent within the district. TIF funds can be spent directly on improvements in the district, used to borrow money or to match grants that fund projects within the district.

In Ormond Beach, the CRA was established in 1985 and through a recent agreement with Volusia County will continue through 2036. The redevelopment plan was adopted in 1987 and has been amended several times, but this update is the first major review of the plan since 1987. The City Commission sits as the redevelopment agency board and as such, it approves the projects and administers the CRA Trust Fund. Tax increment revenues were about \$39,000 in 1985 but have grown to about \$1.4 million annually. The district has no current debt.

The Downtown Ormond Beach CRA District



The Case for Redevelopment

The traditional downtown in most communities forms the psychological heart of the City. Even though the retail core of the City has moved elsewhere, the image of the community is often defined in a major way by the appearance and vitality of its traditional downtown. It is a quality of life asset that impacts people's decisions to live and work in a community regardless of whether they locate downtown. Major roadways often go through the downtown, and people form an image of the City based on what they see as they travel through the area. The downtown is the traditional social, cultural and entertainment center of the community. It provides an area where the community can gather, celebrate, shop, dine and be entertained.

The downtown offers an alternative shopping, living and working environment to newer style suburban areas that are often dominated by auto-oriented projects and "corporate themed" architecture. In contrast, downtown areas have mixed use development (or mixed-use potential), greater pedestrian opportunities, and traditional small town architectural appeal. This type of environment is not right for everybody, but the national surge in downtown living clearly shows that this type of environment is desired by some.

Smart growth principles encourage mixed use and somewhat greater density and intensity of development to counter the sprawl tendencies of typical suburban style projects. Greater development density and intensity is not acceptable everywhere in a community, but downtowns are often the areas that are most capable of supporting this more urban style. Downtown has more transportation capacity due to its integrated street network and it is the traditional transportation hub of the community. It has an extensive utility infrastructure with available capacity and it is traditionally viewed as a high intensity activity area. It has a high concentration of public and semi-public services including City Hall, the library, parks, schools and churches.

Downtown Ormond Beach still comprises a significant economic asset for the community. It is a major source of jobs, income and tax revenue. The current CRA district accounts for 5.5% of the City's total taxable value on 1.5% of the City's land area. It has a wide diversity of business uses ranging from industrial uses to retail, personal services and business services. The area still includes much vacant land and under-utilized land as well as a variety of retail and office space that can serve as incubator space for new business.

The downtown is the epitome of smart growth as it utilizes existing infrastructure, promotes residential density and mixed-use development, provides an alternative to an automobile dominated environment and acts as a counter to urban sprawl. A successful downtown area lifts the image of the entire community as a quality place to live and work. It is still the place people look to as the social and cultural heart of the community making it worthy of public investment to keep it a healthy city neighborhood.



Summary of Past Downtown Planning Efforts

Granada Boulevard Streetscape Plan (1987)

This is the original plan for the Granada Boulevard corridor and is still the officially adopted plan. In its original version the plan was a physical design plan for public streetscape improvements along Granada Boulevard and a design concept for the building facades along the street. In addition to the streetscape improvements that were constructed, the plan led to the creation of the property improvement program and the selection of Mediterranean design themes as the desired dominant theme along the Granada Boulevard corridor. The original plan has been amended from time to time to include specific projects that the City Commission, acting as the CRA, approved as additional redevelopment activities. Most of the streetscape improvements recommended in the plan have been completed, and it may be time to move forward with an updated vision and set of project recommendations.

1993 Master Plan/Community Redevelopment Plan

Work was undertaken to update the redevelopment plan, but this version was never adopted as a replacement for the 1987 plan. This document included a listing of assets and liabilities for Downtown that should be reviewed and compared to current opinions.

1995 Revitalization Task Force

This task force was created by the City Commission to examine Downtown issues in light of development of the Ormond Town Square and Wal-Mart in the West Ormond Area. The task force created a vision statement along with key Redevelopment Impacts to Date

The redevelopment district began collecting tax increment funds in 1985 and by 2005 was generating about \$1.3 million annually. These funds have paid for streetscape and landscape improvements along Granada Boulevard, acquisition and development of Fortunato Park, and four parking lot improvements: on Washington Avenue behind the police station, behind the Chamber of Commerce, at 179 Tomoka Avenue and at Ormond Elementary School. The program also funds the property improvement grant program that assists property owners in upgrades to buildings in the district. To date about 15 grants have been awarded, and the program has been funded through the current program year.

While the tax increment contributions have now reached a significant level, the initial collections were relatively flat from 1985 until 1995. In 1996, the tax increment jumped 25% when the Ormond Heritage Condominium was added to the tax rolls. Collections were then flat again until 2003 when the rapid escalation of property values throughout Volusia County was evident in the CRA as well. These two events have accounted for 83% of the total valuation increase since 1985.

These trends indicate that while taxable value has increased over time, many of the problems that led to formation of the CRA continue today. Large areas of the district have not benefited to the extent anticipated from past projects. This suggests that a review of the overall CRA program is warranted to maximize the benefits from future programs and projects. This information was organized in a matrix that clearly shows the linkages between specific projects and the key goals.

1998 Granada Boulevard Streetscape Master Plan

This project was undertaken by Design Studios West as an update to the 1987 plan, but it was never adopted to replace the original plan. This study was similar to the original planning effort in that it focused on physical streetscape design solutions which ultimately led to the Boulevard 2000 streetscape improvement on East Granada.

In House Planning Efforts

Beginning in 2001 the City staff undertook a number of study efforts in response to direction from the City Commission. A parking inventory was completed and a series of planned parking improvements were identified. Some of these improvements have been completed and others are underway. The land development code was amended to provide staff and the City Commission with additional authority to grant waivers from some regulations as a stimulant to redevelopment efforts. Staff was also asked to look at a variety of project ideas in the central downtown area between the river and U.S. 1. For the most part these projects were identified on an ad hoc basis and not as part of a concise vision or downtown plan.



THE PLAN UPDATE PROCESS

The plan update process was designed to understand the downtown district and its role in the community through the eyes and in the words of the volunteer participants. This input became the basis to create a citizen driven action list for the downtown and Community Redevelopment District. Under the guidance of the steering committee the review process included a series of meetings, public forums and other opportunities for people to participate. Formal meetings included:

March 8, 2006

A steering committee meeting was held to gather comments on downtown and the CRA. The steering committee members were also asked to participate in a photo exercise where they took pictures of desirable and undesirable elements that currently exist in the downtown or elements they would like to see included.

Also, a general public meeting was held to provide an open forum for anyone interested in commenting about the downtown and CRA area.

March 27, 2006

On March 27th a follow up meeting was held with the steering committee to go over the results of the photo exercise. This process resulted in the identification of key issues. Also at this meeting a second opportunity was provided to gather comments from the general public.



G GLATTING
 JACKSON
 KERCHER
 ANGLIN
 LOPEZ
 RINEHART
 DRAFT ORMOND BEACH CITIZEN THEMES

Date: April 4, 2006
 Updated April 12, 2006

To: Mike Boucher
 Tom Harowski

Re: Downtown Master Plan Update GJ Project #19534.00

Citizen Issues Consistently Listed in our Various Public Meetings, Interviews and Questionnaires:

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> Need Architectural Design Standards Signage Parking Main Street Coordination Permitting process too slow Funding for Façade/property improvements Can't cross Granada Can't enjoy water Places for Families Extend length of stay downtown Traffic Calming on Granada Granada too fast No 'by right' mixed zoning. Hard to do anything special Need parks, places for kids Need Bikeway connections Need Beach Parking Height restrictions needed Outdoor dining Overhead Utilities are ugly Business Owner Involvement Need transient dockage on Intracoastal Zones or Districts (River District, Beach District) Infill Residential Redevelopment needed Streetscape env poor, no maintenance Need Gateways Lack of recent development activity Backstreet condition is ugly Unightly trash areas and vending areas Need Fast Track Development Incentives Need some art (mural walls?) Awning signage Need shade Improve Thomson's Creek Strengthen Downtown Need design guidelines Need a downtown association Need to have events Need a location for events Need to identify Capital Improvement Projects Need a group / person to champion projects | <ul style="list-style-type: none"> Artists / Writers colony Beautify the Bridge Beautification needed Need food by the water! Need to be able to assemble land for redevelopment Need urban standards Need Champions for Projects Nothing to do in the parks Need Mixed Use Complacency Negative redevelopment/approval culture Ownership of issues Lots of buildings need 'facelifts' Ugly parking areas 'Main Street' is TOO BIG Are tennis courts in right place? Gardens are good. Casements bldg is good Strip Center could be redeveloped to be URBAN, 2-4 story Something to commemorate birthplace of speed Fire Station was converted to office. Bring back plaza at 40/AIA & have dining Clean up and landscape properties Reduce speed limit on Beach to 25 or 20. Designated ped crossings on Beach and on Granada Clean up bike path by the river Create competition for beautiful homes Beautify the bridge Food by the water Extend no drive portions of the beach Need auction or play house – community draw Please keep downtown in the 'old style' Poorly kept properties on New Britain are a disgrace Trash on properties off New Britain Want more quality shops in a walkable downtown Value in old houses, need to maintain them Historic structures are good Street lamps Big street trees Need more shaded park areas with places to sit | <ul style="list-style-type: none"> Need more restaurants East access parking More consistent look Worried about traffic backup Want more coffee shop type places Parking is a problem. Can't find it! Is there enough? Main Street doesn't work together Codes don't match desired goals Approval process is arduous Why hasn't Ormond been getting much redevelopment? Need decorative Signage with graphics End of Street parks on the water like Seaside Need workforce housing Townhomes and nice Apartments Why didn't the 1995 Strategies get implemented? Modern Streetscape, Washington Palms Racing Walk of Fame (32 land speed records from Ormond put in pavement) Ret on Invest is low, need to be committed |
|--|--|--|

The Plan Update Process (cont'd)

April 10 & 11, 2006

In addition to the group meetings, individual interviews were held with elected officials and key community and business representatives. Questionnaires were used to solicit written comments and an opportunity was made available through the project web site to review documents and offer comments and suggestions.

On April 10th and 11th workshops were held to consolidate the information gathered at that point into a series of themes and a framework for action that offers specific project ideas and sketches of potential redevelopment opportunities. The workshops concluded on the evening of the 11th with a public presentation of the outcome. The results of the planning effort to this point provide an organizing structure for downtown improvements but by themselves do not constitute a final plan. Specific projects and actions are offered for consideration, but many of these recommendations will need additional planning input and/or design as the initial implementing step. The recommendations do reflect community values for the CRA and general public concerns that need to be addressed, along with specific projects that will help achieve the desired values.



IDEAS TO ACTION

The plan update process generated an extensive list of citizen issues that identified conditions that were considered problems in the downtown; assets that can be used as a basis for improvement; and elements that the participants saw as desirable and that should be introduced into the downtown or enhanced where they already exist.

The listing of citizen issues was organized into groups of related items and analyzed to identify themes that the participants considered most important in the redevelopment effort. The following eight themes emerged:

- Economic and Business Development
- Sense of Place and Appearance
- Arts and Culture
- Recreation and Open Space
- Transportation and Circulation
- Residential Neighborhoods
- Standards, Regulation and Infrastructure
- Ensuring the Vision

As part of the workshop program, participating citizens were asked to create a vision statement for each theme. The vision statements provide a clearly articulated outcome that guides the selection of individual projects to implement each theme.



The Vision

Economic and Business Development

Foster a successful, attractive, pedestrian oriented downtown retailing place with interesting places to shop and work, quality civic assets, proximate parking and nearby supportive residential (including mixed use) development.



Sense of Place and Appearance

Enjoy a physically beautiful environment of well detailed buildings, gateways, graphics and parks, landscaped parking areas and screened service areas that contribute to a true urban environment.



The Vision (cont'd)

Arts and Culture

Utilize art, social events and cultural and historic assets to enhance the shared feeling of community.



Recreation and Open Space

Maximize the use of available open space for community enjoyment, fostering a sense of environment and water, civic pride and social interaction for a variety of people on regular and festival days.



Transportation and Circulation

Reclaim Granada Boulevard and other streets as part of the shared public realm as a quality centerpiece for development accommodating and supporting ALL modes of transportation.



The Vision (cont'd)

Residential Neighborhoods

Preserve and enhance neighborhoods while fostering quality re-investment on vacant or underutilized parcels.



Standards, Regulations and Infrastructure

Create a regulatory and governmental structure that enables positive reinvestment with flexible understanding of “traditional” design standards and urban mixed use without proscriptive “Mediterranean Revival” limitations.



Ensuring the Vision

Commit to a strategy of action organized around projects and champions to get results.



FRAMEWORKS FOR ACTION

In applying the themes and vision statements to the downtown area, two additional organizing elements were made. First it was recognized that the downtown/CRA district logically divided into three sub-areas based on geography and the character of existing and potential development in each sub-area. While the themes and vision statements are relevant to each area, the individual characteristics of the sub-area lead to some variation in the specific projects that are proposed. The sub-areas include:

The Creek District

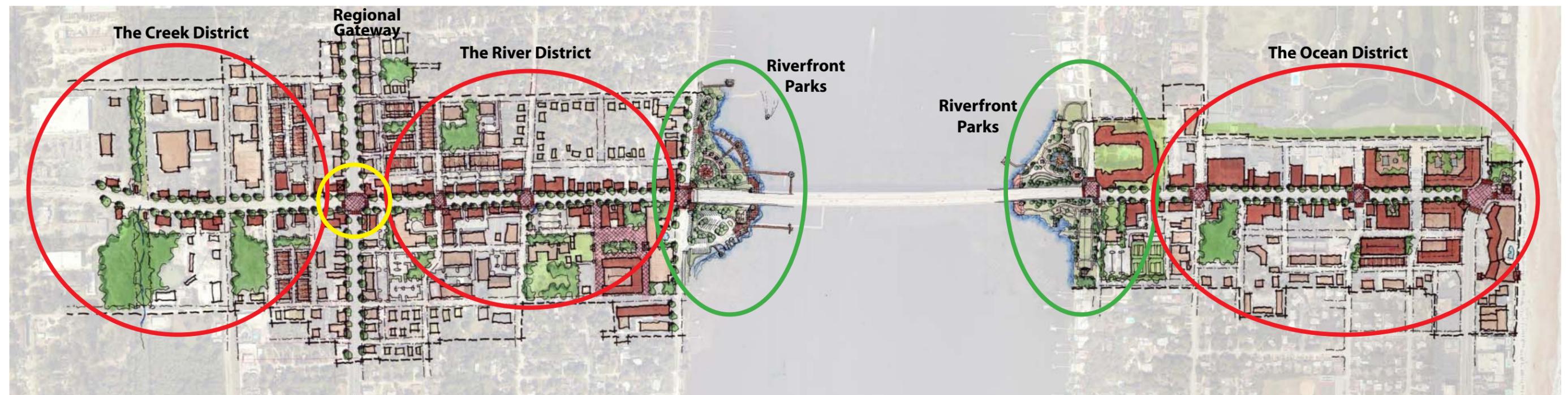
This sub-area includes the balance of the CRA District extending from U.S. 1 to Orchard Street and is centered on Thompson's Creek which bisects the area in a north-south direction. Commercial development in The Creek District is newer and much more suburban in character. The District also includes several significant industrial uses clustered along the FEC Railroad.

The River District

This sub-area extends from the Halifax River to U.S. 1. This area contains the more traditional downtown area and a significant civic presence in City Hall, the library, Ormond Elementary School and several parks.

The Ocean District

Extending from the Atlantic Ocean east to the Halifax River, this sub-area tends to be more oriented to tourist generated business although it does still maintain a significant retail and service component that is used by City residents.



Physical, Regulatory & Business Environments

The second element of the organizing structure is the identification of “frameworks for action” that group project recommendations based on the anticipated type of impact. These frameworks include the physical environment, the regulatory environment and the business environment. The physical environment framework includes project recommendations that address land use, traffic and pedestrian improvements, parking needs, building design, public facilities and other activities that encourage and support private investment. The regulatory environment framework recommends actions relative to the City’s land development code and comprehensive plan that enable development to occur consistent with the vision and the specific project recommendations. As one

participant commented, the redevelopment area needs to have exacting standards but easy approval for projects that meet the standards. The business frameworks address issues such as special events, marketing, business recruitment and retention, and business skills development. The following descriptions provide a brief summary of how the frameworks for action relate to each district and link to the graphic examples that were developed through the visioning process.

District Redevelopment Concepts

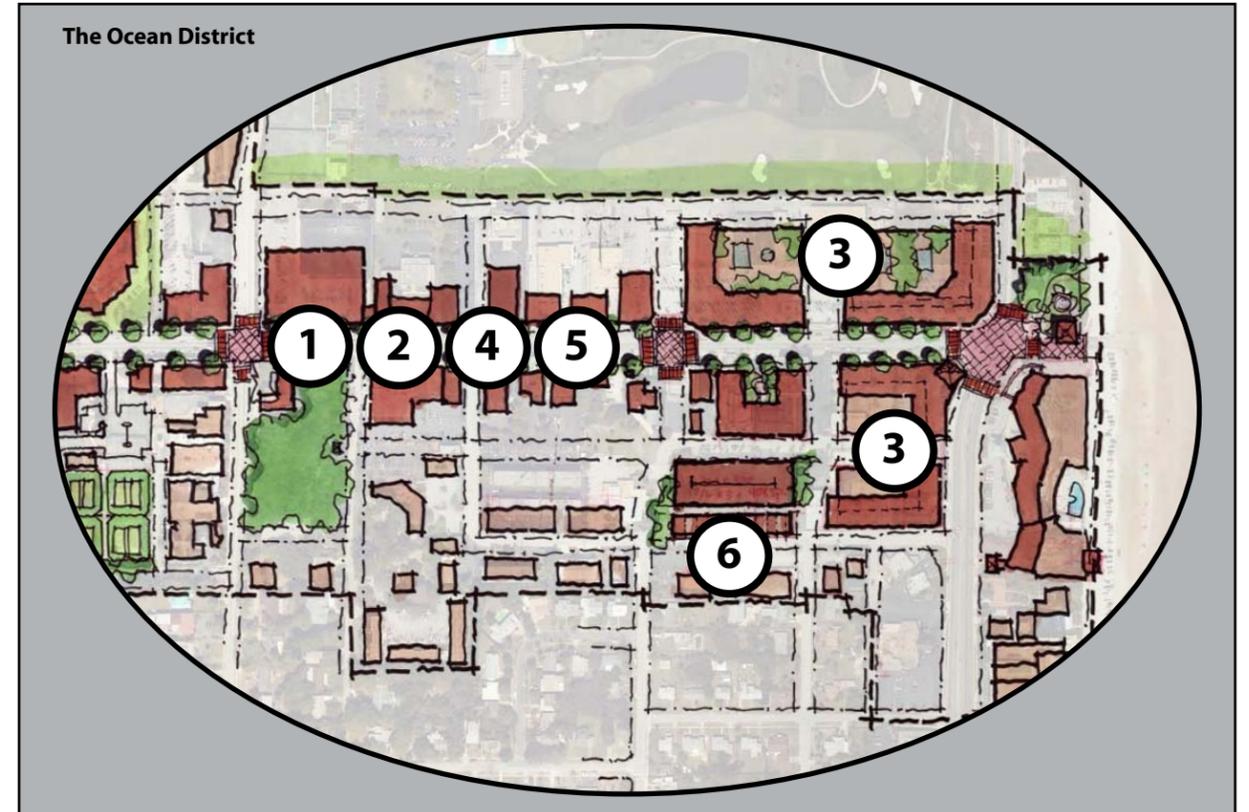
Ocean District

The improvements to the physical environment in the Ocean District are keyed to the introduction of more intensive infill housing (especially to the south of Granada Blvd.) supported by mixed use development along Granada Boulevard and its side streets that includes housing as a component of the mixed use program. As properties along Granada redevelop, design guidelines should require that building mass move closer to the street to create a more urban context. (Refer to sketch of potential urban redevelopment.) This more intensive development needs to be supported by a parking program that may include structured parking and way-finding signage. In some cases the City/CRA may need to play a key role in land assembly.

Granada Boulevard needs to be evaluated and the streetscape modified to improve the pedestrian environment, provide landscaping that offers shade and defines form, creates gateways and provides iconic features. Restoration of on-street parking needs to be evaluated and the entire streetscape program needs to be coordinated with FDOT. Utilities should be placed underground. (Refer to the Beach District Cross Section.) In addition to Granada Boulevard, the side streets within the CRA District need to be upgraded to urban standards including sidewalks and street trees to improve the physical connections and to encourage the urban form and land uses to extend back from Granada.

The land development code needs to be modified to allow projects with desired land uses and densities to be approved at the staff level based on compliance with well defined standards. This will allow more certainty for the private sector to assess project feasibility and provide a more predictable development time line. Only projects with unusual conditions or those seeking variance from the established rules should be required to seek City Commission approval. The CRA design guidelines need to be updated to focus on desired building elements and the placement of buildings as part of the urban environment rather than focusing on specific design styles.

- 1 Create design guidelines that move building mass to the street, encourage mixed use development and incorporates building design guidelines that stress desired building elements.
- 2 Design and implement a revised Granada streetscape design that improves the pedestrian environment, adds trees for shade and form, and maximizes on-street parking.
- 3 Support increased housing at medium and high density as infill development and as mixed use projects on Granada Boulevard.
- 4 Design and implement a wayfinding signage program.
- 5 Continue the façade grant program.
- 6 Evaluate parking needs including a potential parking structure.



District Redevelopment Concepts (con't)

Ocean District Imagery

The images on this page are examples of buildings done at an urban scale recommended by the visioning participants as appropriate for East Granada Boulevard. Buildings are placed close to the street and have a high degree of design detail. Building heights of three to five stories help frame the street. Mixed use occupancy creates an active street level of restaurant, retail and office uses while upper level residential development offers housing options for people seeking a more urban life style. The mixed use development also contributes to an active 24-hour city.

Private sector redevelopment of the current one and two story suburban design along much of the street is going to be required to achieve the desired community appearance. These changes will necessarily occur incrementally as redevelopment opportunities arise for individual parcels. The images show an example of how the current street could look with the preferred designs in place. The City needs to support the redevelopment process by creating guidelines that lead to the preferred design and modifying its land development code to better enable the private sector to implement the recommended plan. The City also needs to ensure that adequate infrastructure is in place to support redevelopment including a street environment that enhances walkability while still meeting traffic and parking needs



This is an example in Orlando, FL of “walk-up brownstones” that are built in front of and attached to a parking garage. The garage supports the ground level retail, the residential units and additional City parking.



This photo was taken in Winter Park, FL and exemplifies high quality architecture in relation to parking garage facade. Adjacent to the garage is ground level retail and residential above.



East Granada Boulevard Before.



East Granada Boulevard After.

District Redevelopment Concepts (con't)

River District

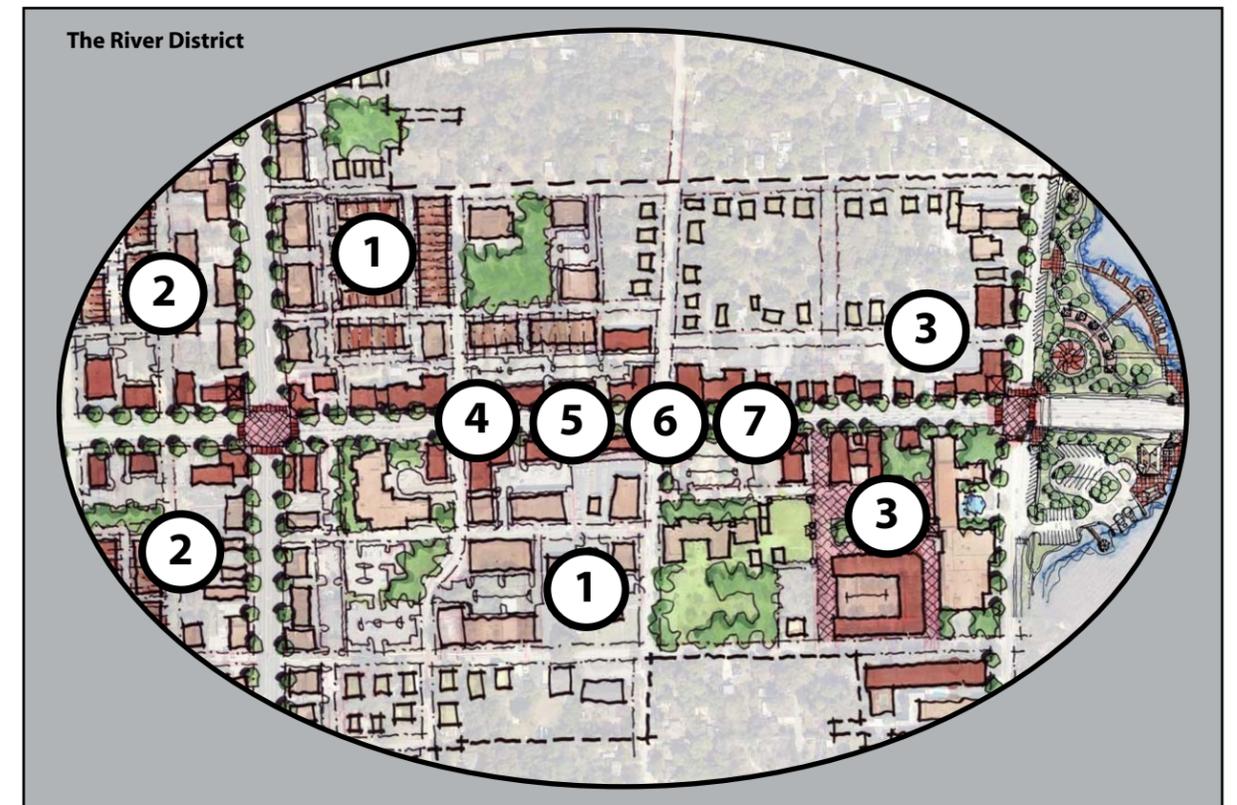
The River District already has a collection of traditional downtown structures that needs to be supported by similar design characteristics as new buildings are added and existing buildings renovated. An immediate need is to improve parking on the north side of Granada Boulevard, especially east of Ridgewood Avenue. This can be done first by lengthening the parking time allowed to on-street parking and secondly by acquiring land and developing surface parking along New Britain Avenue. Once the parking lot at Ormond Elementary School is complete, a comprehensive parking study needs to be done for the entire sub-district including the potential for structured parking behind City Hall. The parking program needs to be supported by a clear way-finding signage system that identifies parking areas and key downtown destinations.

Under-utilized and redeveloping properties north and south of Granada Boulevard should be developed with housing at medium and high densities as defined by the City's comprehensive plan. Redevelopment of parcels along Granada should include housing as part of a mixed use program. When future needs dictate more space is required for police operations, consideration should be given to relocating the police station and converting the site to mixed use private development. The City/CRA should consider purchasing key parcels that can be offered to private development to stimulate redevelopment projects.

On-street parking on Granada Boulevard needs to be maintained as an element of a traffic calming program that supports an improved pedestrian and shopping environment. Pedestrian elements along the street need to be improved and trees added that will provide shade and define the urban form. The proposed street design needs to be coordinated with FDOT. Regulations that will encourage outdoor dining and outdoor display of merchandise where space allows need to be considered. Side streets throughout the district need to be upgraded to include sidewalks, street trees and other urban design elements.

Land development regulations need to be modified to require new and redeveloping sites to move building mass to the street and include desired design elements. Because of the predominance of older structures in the building inventory, the continuation of the property improvement grant program is particularly important in this area, but the program should stress compliance with the overall design objectives and address all visible sides of a building. Projects with desired land uses and densities should be approved at staff level if they comply with well defined standards. Consideration needs to be given to expanding the downtown overlay district to include most of the CRA to encourage more intensive housing and mixed use development.

- 1 Identify and acquire key parcels that can will stimulate desired private sector projects.
- 2 Encourage infill housing at medium and high densities.
- 3 Address parking needs including surface parking on New Britain and other key locations; maximize on-street parking; reorganize parking and access to City Hall lot including assessment of parking garage.
- 4 Develop and implement a revised streetscape plan for Granada Blvd. including improved pedestrian service and trees that add shade and define form.
- 5 Add public wayfinding signage.
- 6 Continue façade improvement program.
- 7 Adopt design rules that place buildings close to street and require design elements that are consistent with historical building design.



District Redevelopment Concepts (con't)

River District Imagery

These images illustrate key concepts identified in the visioning process for the River District redevelopment. The current base of one and two-story buildings is supported by infill development with a somewhat eclectic design that complements the varied appearance of existing buildings. The area already has an urban character that places buildings close to the street, but the pedestrian environment needs to be enhanced with shade trees and some level of traffic calming to reduce traffic speed and noise on Granada Boulevard. Residential development is important to support business in the River District. Some of this residential development may occur as mixed use development fronting on Granada Boulevard, but there are also important opportunities for redevelopment of parcels north and south of Granada Boulevard as moderate to high density housing. The photos show examples of quality housing product that would be appropriate for the area, and the sketch shows a possible view of Granada Boulevard east of U.S. 1 with implementation of the key design elements.

The private sector needs to be a key player in bring forward new projects consistent with the vision. The public sector needs to ensure that the design guidelines are in place that will require new and infill development is complementary to the existing and desired character of the area. The City needs to review its development regulations to remove any obstacle to achieving the desired vision and the City needs to provide the necessary infrastructure to support the desired plan. In this district the City may also play a key role is land assembly to create viable redevelopment opportunities.



The City Home product in Baldwin Park neighborhood in Orlando, FL features two-car garages tucked under 2 stories of Townhome as well as on-street parking and generous streetscape to enhance the pedestrian environment.



On small residential centers, such as Thorton Park in Orlando, FL, the first floor retail with residential apartments or condominiums integrate well into adjacent single family residential.



West Granada Boulevard Before.



West Granada Boulevard After.

District Redevelopment Concepts (con't)

Creek District

The Creek District is more suburban in character with buildings set back from the road and parking in front. Several significant commercial structures have recently been added to this area or redeveloped. Existing landscaping, signage and design guidelines have served this area well and should be continued. The Granada Boulevard street section for the Creek District shows how design elements such as lighting, banners and landscaping can be employed to link this sub-district visually to other CRA areas.

The sub-district includes several large parcels that could be considered for residential development at medium and high density. This area could become a prime location for workforce housing with both rental and owner opportunities. The expansion of Granada Boulevard has changed non-residential development in the area to more of a commercial character, and the proposed addition of higher density housing may create conflicts with continued industrial development.

To encourage housing development the future land use industrial designations need to be converted to residential designations and provision needs to be made to accommodate the industrial uses elsewhere in the City.

The side street network in the sub-district needs to be improved including upgrading the street design to urban standards. Consideration needs to be given to district-wide storm water management solutions that will permit higher density development within the area. If housing is encouraged, increased open space and recreation opportunities need to be considered as does an upgrading of Thompson Creek from an eyesore to an asset for the area.

- 1 Clean-up, stabilize and utilize Thompson Creek as an amenity (perhaps a linear park).
- 2 Utilize larger parcels for medium and high density housing.
- 3 Evaluate the continuation of industrial land uses in this area
- 4 Work with the Rinker property to develop a plan to line the Granada frontage of the property with buildings (in the short term) and a longer term redevelopment plan for the whole parcel
- 5 Continue retail development along the Granada corridor in compliance with current standards



District Redevelopment Concepts (con't)

Creek District Imagery

The Creek District has a decidedly different character from the other sections of Granada Boulevard. It was formerly an industrial area and while a number of industries have relocated, it still has a number of intensive industrial uses remaining. The plan calls for the eventual conversion of industrial areas within the district to business and residential development. Business development along Granada Boulevard has a suburban character but has been done with good design and a high level of landscaping. The commercial frontage along Granada should continue to infill with similar development. The district includes several larger tracts that are currently undeveloped or could be converted from non-residential to residential use at medium and high densities. These housing areas offer an opportunity to include some workforce housing in the community. The photos and plans show designs that would be appropriate for the area.

Compared to the Ocean and River Districts, the Creek District has a lesser level of public infrastructure in place. The area needs some additional park improvements such as the Thompson Creek improvement. The road network needs improvement as does some of the utility structure. A master drainage plan for the area should also be considered. The primary regulatory needs are land use changes in the comprehensive plan to support the addition of residential development and eventual phasing out of industrial uses. The City's plan also needs to make provision to accommodate these uses elsewhere in the city.



New redevelopment and land use changes in previously industrial areas should still adhere to more “urban” principles as proposed in the Master Plan.

A residential reuse of existing industrial facilities can be successful in some cases where the existing architecture still fits within the proposed character of the neighborhood.

Echelon at Cheney Place Development Data

Location: 860 N. Orange Ave. Orlando, FL 32801
Type of Development: Apartments
Number of Units: 303 units
Site Acreage: 3.9 acres
Parking: 532 spaces
Development Cost: \$26 M

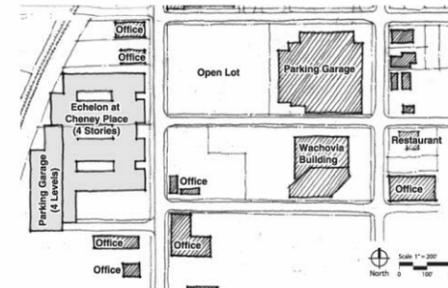


Main Entry into Echelon at Cheney Place

Echelon at Cheney Place is an apartment community that lies in the heart of Orlando's entertainment and business district, as well as the historic Antioch District. Community amenities include a fitness center, landscaped courtyards, two swimming pools, and a resident business center equipped with computers, printers, fax and copier. The Echelon at Cheney Place also offers a gated four level parking garage.



Echelon at Cheney Place facing Orange Avenue



Thornton Park Central Development Data

Location: 617 E. Central Blvd. Orlando, FL 32801
Type of Development: Condos / Lofts
Number of Units: 56 units
Site Acreage: 1.9 acres
Parking: 340 spaces
Development Cost: \$29 M
Other: 24,000 s.f. of retail & 40,000 s.f. office



The Thornton Park Central structure has become an anchor at the corner of Central Boulevard and Summerlin Avenue in Orlando's trendy Thornton Park.



Located in the historic neighborhood of Orlando's Thornton Park, Thornton Park Central is steps away from Lake Eola and the downtown business district. These new condominiums are completely modern, yet are designed to function as flexible loft space; with open floorplans, large balconies, oversized windows and high ceilings.



Restaurants and other retail stores allow for the condominium owners above and area residents a place to eat and shop



This is an example in Orlando, FL of a successful apartments/condominium project built adjacent to the Interstate and an active CSX rail line

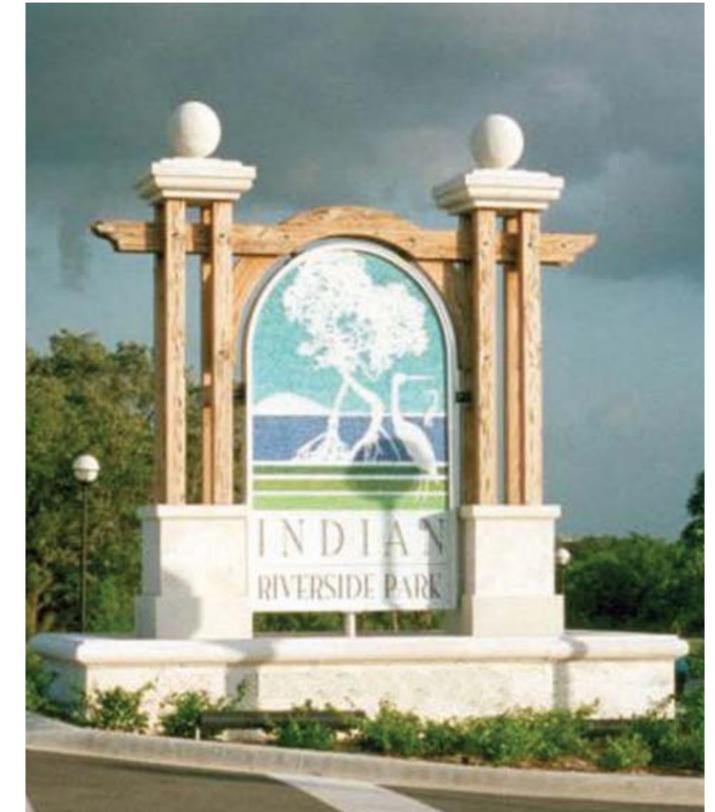
Another example in Orlando, FL of mixed use, urban residential project that would be applicable in the Creek District of the Ormond Beach CRA.

District Redevelopment Concepts (con't)

Regional Gateways

Entry into the downtown area is relatively weak. There is no definitive arrival point that defines downtown. The plan concept anticipates development of a regional gateway around the U.S.1 and Granada Boulevard intersection where the transition from the Creek District to the River District occurs. The gateway design may include landscaping, way-finding graphics, and a primary entrance feature that is definitively Ormond Beach and can be used as a logo for the downtown. The gateway should extend north and south along U.S. 1 as well as along Granada Boulevard. Coordination with the Granada streetscape design and FDOT is essential.

- Prepare design plan for gateway feature that incorporates traditional Ormond Beach elements and creates a sense of arrival in the downtown.
- Review gateway elements on Granada Boulevard and U.S. 1 with FDOT to obtain approval in accord with state design guides.
- Implement gateway construction as independent element or as part of larger Granada Boulevard streetscape project.



District Redevelopment Concepts (con't)

Regional Gateway Imagery

The gateway concept provides a sense of arrival into the downtown and defines it as a separate business area within the City. The vision suggests a gateway area incorporating the U.S. 1 and SR 40 intersection as well as a gateway at SR A-1-A and SR 40. A potential primary gateway feature has been developed using coquina and historical design elements from the downtown. The gateway feature should be repeated throughout the public design elements in the downtown to visually link the downtown as a distinctive shopping and business area.

Signage in the downtown should not only provide a sense of arrival, but it also needs to direct visitors to important destinations and explain the options and opportunities available to them. A wayfinding signage system is essential help people locate key destinations such as City Hall, the library, museums, parks and other similar sites. The wayfinding signage also needs to clearly locate parking opportunities. Signage needs to be clear and easy to read with signs placed so that they give visitors unfamiliar with the area ample opportunity to find parking as desired destinations. Changeable copy signage integrated with the Granada Bridge would give an opportunity to advertise community events and serve a public safety function when conditions warrant. In developing the wayfinding signage system it is critical to include signage that serves pedestrian needs as well as serving drivers. At a walking pace, signage can provide a much richer level of detail and a broader scope of information to help people locate shopping, business and civic destinations. The photos provide examples of sign designs that meet these criteria.

Wayfinding signage is primarily a public sector responsibility, but the business community can help by offering hand out maps that show business locations, civic sites, and parking in convenient fold out format. These handouts should be available at every business offering visitors and residents a portable guide to the downtown that they can consult as they move through the area. These handouts can also be sent to potential visitors as part of the standard mail out packages so future visitors can familiarize themselves with downtown before they arrive



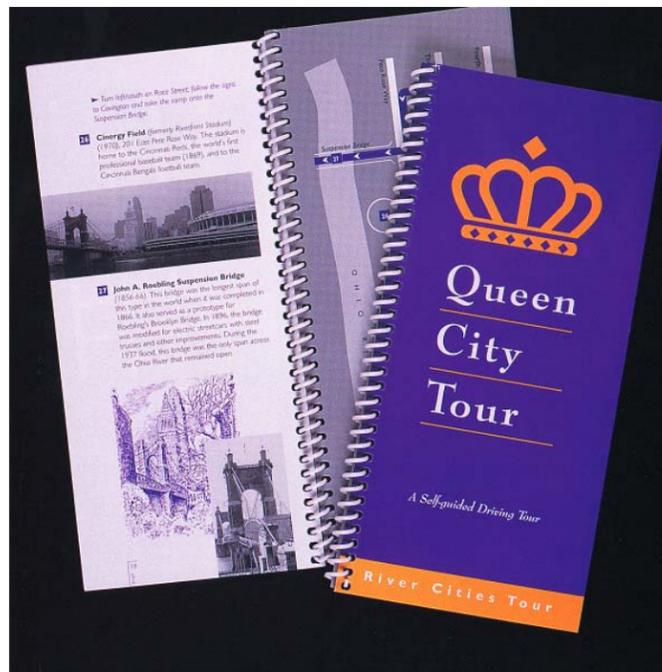
Vehicular gateways can enhance the sense of arrival into the community as well as direct visitor's to the downtown area



Common themed directional signs allow for people to find parking, shops, or civic buildings with more ease



Interpretive signage in well placed areas can also enhance the walking experience for pedestrians



"Walking Tour" handouts in and around business can help pedestrians visit more stores and find their way around the community



Signage in Parks and other public amenities will encourage more use and familiarity



A well designed Variable Electronic Message Sign can announce community events as well as important evacuation routes or other important information

District Redevelopment Concepts (con't)

Riverfront Parks

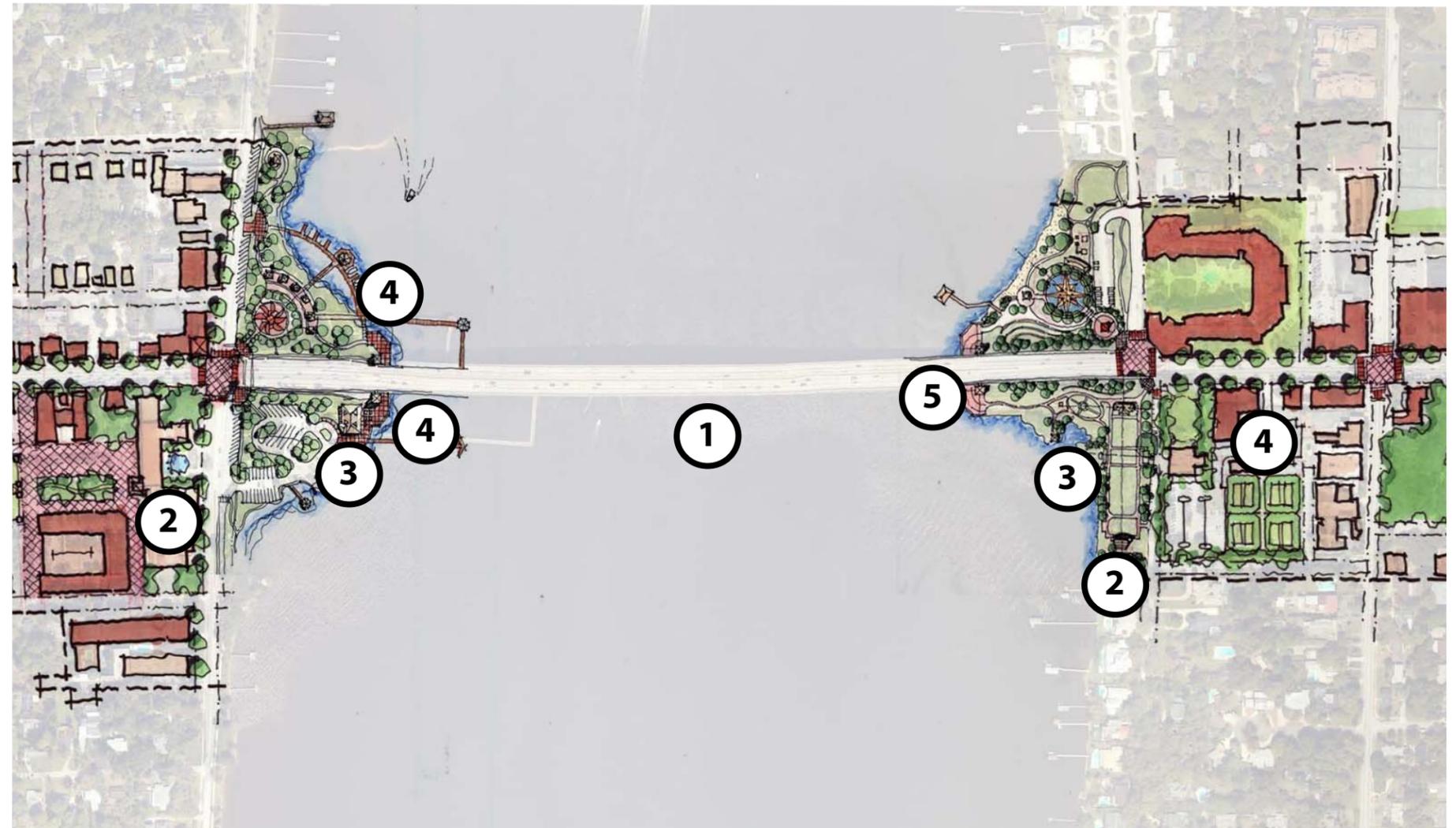
The four riverfront parks link the River District and Ocean District as well as provide a major center for public activity in the downtown. The park design elements and activities need to be reviewed to encourage more use of these facilities and to find ways to increase the interaction between park visitors and the downtown commercial areas. A broader variety of activities, both programmed and informal, including fishing, improved playground facilities, an interactive spray fountain, and performance areas are suggestions that were brought forward during the visioning process.

West

- 1 Prepare a master park study for all four corners that defines the function of each park and adds appropriate activities.
- 2 Consider a splash fountain in the City Hall plaza or create other activity that better utilizes the plaza and links it to the park areas.
- 3 Create added opportunities for river access including a restaurant in the park and the addition of temporary dockage.
- 4 Reinforce pedestrian linkages along the river, over the bridge and into the River District.

East

- 1 Prepare a master park study for all four corners that defines the role of each park and adds activities as appropriate.
- 2 Consider the addition of a bandshell in the Rockefeller Gardens park.
- 3 Address drainage needs of the Rockefeller Gardens park.
- 4 Relocated the Ormond Racquet Club facility further to the south to provide an opportunity for an infill mixed use project.
- 5 Strengthen pedestrian linkages along the river, across the bridge and into the Ocean District.



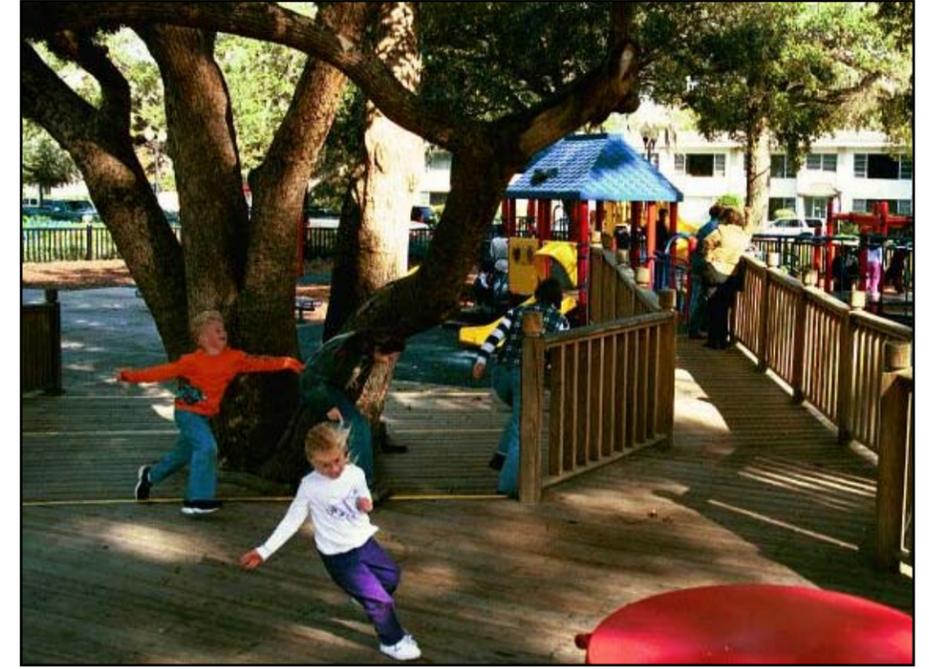
District Redevelopment Concepts (con't)

Riverfront Parks Imagery

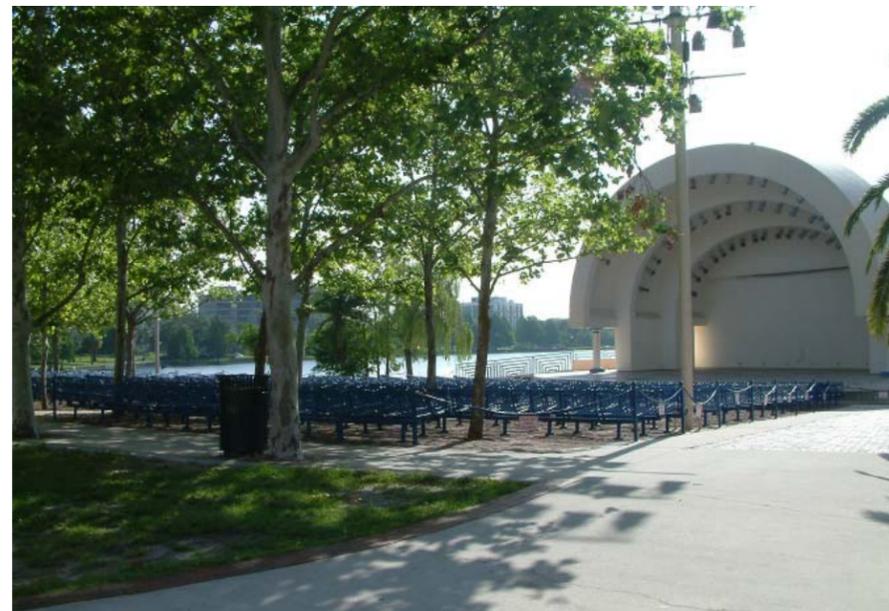
A full reassessment of the existing and potential park uses should be undertaken resulting in a coordinated usage and development program. Better linkages between the City Hall/Library complex and the parks need to be made; a riverfront dining opportunity needs to be considered; and relocation of some of the tennis courts at the Ormond Racquet Club should be considered to create an infill development opportunity on Granada Boulevard. The imagery shown here exemplifies various types of park elements that could be incorporated into the Riverfront Parks.



The parks could provide the opportunity for some small level dining experiences along the Intercoastal Waterway



Playgrounds for children can be incorporated in and around existing trees and/or facilities



A small bandshell or amphitheater provide opportunities for community events and small concerts or theater plays



An interactive water feature is always a top attraction for children and can be used as a plaza space when not in operation

District Redevelopment Concepts (con't)

Business Support Activities

Much of the focus of a redevelopment plan is placed on improvements to the physical environment and the regulations that guide development in the CRA. But it is also important to strengthen the capabilities of the businesses that locate in downtown. One aspect of this activity is providing training opportunities in business operations, marketing and merchandising. The primary responsibility for these efforts should fall to merchant groups, but some seed funding from the CRA may be appropriate.

Special events programming is often a key ingredient in downtown redevelopment efforts. These programs require dedicated staffing to be fully effective and require a close cooperation between the private sector and various City departments such as police, public works and leisure services. The City currently has an economic development function and one part of this function needs to be the recruitment and retention of downtown businesses. This effort calls for close cooperation between local business groups and city staff to implement recruitment and retention strategies. The visioning process suggested use of an ombudsman to help with the interaction between business and city government.

The business community also needs to develop a capacity to speak with a unified voice in support of the redevelopment program. Various projects need and deserve the vocal support of downtown businesses and property owners in order to ensure implementation.



District Redevelopment Concepts (con't)

District Redevelopment Concepts Summary

Many of the projects suggested to improve the physical and regulatory framework will fall to the City to implement while a number of the business related projects may ultimately be the responsibility of groups such as the Ormond Beach Chamber of Commerce and Ormond MainStreet with the City and CRA serving in a supporting role. The following tables present the projects and implementation responsibilities for each framework. Supplemental reports will offer suggestions for specific amendments to the land development regulations and comprehensive plan that will implement the regulatory recommendations and can serve as an initial point of discussion for formal action to amend the City's plan and code.

Downtown Redevelopment is Smart Growth

In August 2005 the Smart Growth Implementation Committee appointed by the Volusia County Council issued its final report of smart growth recommendations for Volusia County. The Ormond Beach downtown redevelopment vision and recommendations are consistent with the recommendations of this committee. The final report defines smart growth as a combination of a healthy environment with livable communities and a strong economy. Downtown redevelopment generally, and Ormond Beach's plan specifically, contributes directly to the last two factors and indirectly reduces pressure to develop in areas that should be preserved.

The smart growth report states that livable communities emphasize compact, walkable, mixed-use neighborhoods ... emphasize redevelopment wherever possible ... seek to use land and infrastructure efficiently ... and are usually denser than typical suburban development. The report also notes that public investments should contribute to a strong economy. The Ormond Beach CRA Master Plan Update provides a vision and specific recommendations that respond affirmatively to each of these smart growth principles.

As per the Smart Growth Recommendations, the Ormond Beach plan incorporates the following recommendations:

Recommendation C1: It offers a clear vision statement.

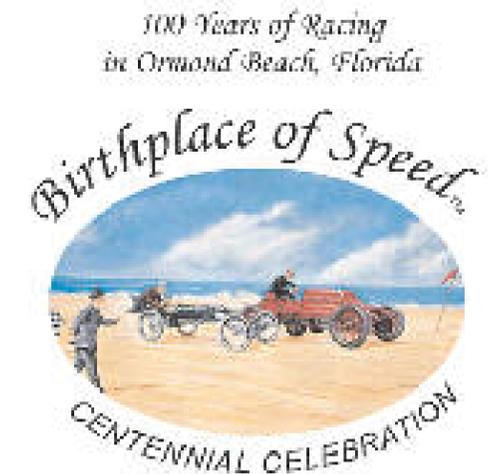
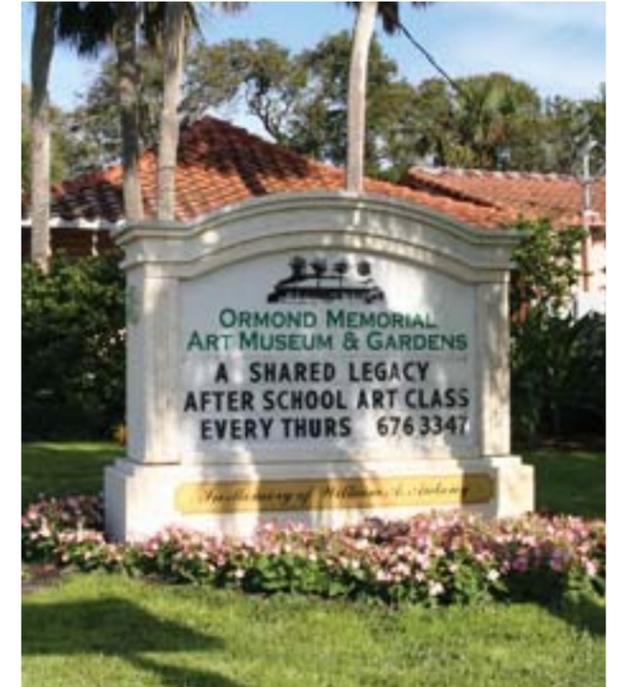
Recommendation C2: It recommends expanding opportunities for mixed use development.

Recommendation C3: It strengthens of the town center and creating viable urban public spaces and green spaces.

Recommendation C5: The plan suggests specific incentives including expedited development review.

Recommendation C7: It discusses in verbal and graphic terms opportunities to build higher density development in a quality manner (C7).

For anyone interested in more detailed information, the Smart Growth Final Report is available on-line from the Volusia County web site at Volusia.org.



Physical Environment Recommendations

PHYSICAL ENVIRONMENT RECOMMENDATIONS

Encourage infill housing at medium and high density (12-32 units per acre) either as stand alone projects or incorporated into mixed use projects.

Establish a land assembly program that gives the City the ability to purchase strategically located parcels that can then be used to encourage desired development projects.

Acquire land and construct a surface parking lot along New Britain Avenue between North Beach Street and North Ridgewood Avenue.

Identify opportunities to provide additional parking either on-street or off-street

Design and install public wayfinding signage that identifies parking locations, public facilities and other key sites.

Re-evaluate the Granada Boulevard streetscape design to improve the pedestrian environment; increase the number of on-street parking spaces; and provide modified landscaping for shade and form. Prepare a comprehensive plan and proposal for review with FDOT.

Design and install a regional gateway feature for the US 1 and Granada Boulevard intersection to create a sense of arrival in the downtown.

District Applicability			Implementation Responsibility		
Beach	River	Creek	City/CRA	MainStreet	Chamber
X	X	X	X		
X	X	X	X		
	X		P	S	S
X	X	X	P	S	S
X	X	X	P	S	S
X	X	X	P	S	S
	X	X	P	S	S

P = Primary Role
S = Secondary Role

Physical Environment Recommendations (cont'd)

Consult with FDOT on improving bridge appearance by painting or adding some other design element

Develop a plan for placing utilities underground including a phasing breakout and cost estimate.

Review the park design and usage program for the four corner parks to enhance the amenities and appearance of each and allow for more activities including fishing, playground, an interactive fountain and performance areas.

Evaluate the layout of the tennis facility and parking lot to allow an opportunity for improved use of the site

Evaluate opportunities for a riverfront restaurant as a lease operation adjacent to the boat ramp.

Evaluate options for boater access via temporary dockage, perhaps in combination with the Ormond Beach Yacht Club restoration.

Develop a plan for improvement of the Thompson's Creek corridor as a linear park to support emerging residential, retail and personal services in the Creek District.

Develop an art-in-public-places program including a public sculpture program to be used as a repetitive element in public spaces along Granada Boulevard.

District Applicability			Implementation Responsibility		
Beach	River	Creek	City/CRA	MainStreet	Chamber
X	X		X		
X	X	X	X		
X	X		P	S	S
X			P	S	S
	X		P	S	S
	X		X		
		X	X		
X	X	X	S	P	

P = Primary Role
S = Secondary Role

Physical Environment Recommendations (cont'd)

Review the property improvement grant program to include and require improvements to all sides visible from public roads and parking areas.

Evaluate side streets within the CRA district to assess paving condition, the presence and condition of sidewalks, the ability to accommodate on-street parking, lighting adequacy, opportunity to plant street trees, and other street conditions. Develop an implementation program to upgrade side street conditions.

Evaluate storm water needs and implement a program of off-line retention where practical to support intensive redevelopment of existing sites.

For infill sites and redevelopment sites encourage buildings of three to five stories that include mixed use occupancy and are placed at the street.

Encourage business signage that is urban in character and utilize public signage that emphasizes an urban design.

Develop maintenance programs in conjunction with Public Works and Leisure Services that result in the higher standard of maintenance required by urban streetscape areas.

District Applicability			Implementation Responsibility		
Ocean	River	Creek	City/CRA	MainStreet	Chamber
X	X	X	P	P	P
X	X	X	X		
X	X	X	X		
X	X	X	P	S	
X	X	X	P	S	
X	X	X	P	S	

P = Primary Role
S = Secondary Role

Regulatory Environment Recommendations

REGULATORY ENVIRONMENT RECOMMENDATIONS

Create a set of urban design standards specific to the downtown/CRA area that stress building elements over a specific design style including building bulk, placement of the building relative to the street and specific components of the building façade.

Revise the current code standards for the CRA district to permit by right mixed use development in excess of the current 10,000 square foot limitation.

Revise the current code to permit residential use by right at medium and high density as defined by the comprehensive plan for mixed use projects and stand alone residential projects.

Revise the current code to allow increased staff level approval for projects that meet the desired urban standards.

Review current parking regulations to allow minimum two-hour parking periods for on-street parking except for loading zones and locations where parking space turnover is critical.

Evaluate other parking options that can support off-site parking in support of redevelopment and infill development including reduced minimum requirements, parking mitigation fund, and other similar options.

Implement a program of balanced code enforcement to address site conditions such as outdoor storage, trash areas, and lack of maintenance.

District Applicability			Implementation Responsibility		
Ocean	River	Creek	City/CRA	MainStreet	Chamber
X	X	X	P		S
X	X	X	P	S	S
X	X	X	P	S	S
X	X	X	X		
X	X	X	X		
X	X	X	P	S	S
X	X	X	X		

P = Primary Role
S = Secondary Role

Regulatory Environment Recommendations (cont'd)

Review and amend signage rules to allow urban style signage within the commercial areas of the CRA district stressing wall signage, canopy signage and projecting signs as opposed to pole signs and ground signs.

Review and amend storm water management requirements to allow maximum credit for existing impervious area and to allow increased use of techniques such as exfiltration that permit more intensive development of sites.

Amend the comprehensive plan and the development regulations to align the downtown overlay district with the boundaries of the CRA district to ensure waivers and incentives permitted in the overlay district can be accessed throughout the CRA district.

Review regulations for outdoor display to permit limited outdoor display within the CRA district including establishing commerce zones for product display where adequate sidewalk area is available.

Review B-4 lot regulations to allow lot sizes that are appropriate to downtown areas and eliminate regulations that push buildings back from the street.

Amend the comprehensive plan's directive text section on density and intensity of use to include guidelines for mixed use development that support extensive use of mixed-use projects in the downtown/CRA district.

District Applicability			Implementation Responsibility		
Ocean	River	Creek	City/CRA	MainStreet	Chamber
X	X	X	P	S	S
X	X	X	X		
X	X	X	X		
X	X	X	P	S	S
X	X	X	X		
X	X	X	X		

P = Primary Role
S = Secondary Role

Regulatory Environment Recommendations (cont'd)

Review the industrial land use designations on the future land use map to determine if they continue to be appropriate within the downtown/CRA district.

Evaluate the need to establish a transportation concurrency exception area for the downtown/CRA district.

Review the Central Business District section in the Future Land Use Plan Directive Text to encourage mixed use development over segregated land uses and more specifically identify where high density residential development is appropriate.

Review the Planned Business Development regulations to consider allowing portions of contiguous holdings to be included within the PBD and to allow approval of a PBD based on a concept plan submittal as opposed to a full site plan.

Consider adding policies to the comprehensive plan that affirmatively state the intent for development in the downtown/CRA district.

Review the CRA administrative process and staffing to ensure that the process is capable of implementing projects in a well-designed and timely manner.

District Application			Implementation Responsibility		
Ocean	River	Creek	City/CRA	MainStreet	Chamber
		X	X		
X	X	X	X		
X	X	X	P	S	S
X	X	X	X		
X	X	X	X		
X	X	X	P	S	S

P = Primary Role
S = Secondary Role

BUSINESS SUPPORT RECOMMENDATIONS

Establish a program for frequent and well-marked special events programs to draw visitors and residents to the downtown area. Stress linkages between business areas and event sites to maximize business exposure.

Develop coordinated marketing and advertising strategies that identify the downtown area as a cohesive unit.

Include business recruitment and retention in the downtown area as a continuing component of the City’s economic development strategy.

Consider establishing an ombudsman position that allows for increased coordination between businesses and City Hall.

Develop business representation organizations that can be routinely consulted on issues affecting the downtown business community and which can speak for downtown businesses in issues that appear before local government bodies.

Implement a business skills development program to provide training on business operations, marketing, merchandising and other related topics.

Look for opportunities to extend existing activities to other areas of the downtown. (For example create walks that draw bridge walkers to other areas.)

District Applicability			Implementation Responsibility		
Ocean	River	Creek	City/CRA	MainStreet	Chamber
X	X	X	X	X	X
X	X	X		P	S
X	X	X	X	X	X
X	X	X	S	P	S
X	X	X		P	P
X	X	X	S	P	P
X	X	X	S	P	S

P = Primary Role
S = Secondary Role

Phasing Program

The recommended programs and projects have been divided into three priority groups including short-term action items, regulatory improvements and longer-term action items. The short-term projects include items that require immediate attention and projects that can be easily accomplished to effect some immediate improvements in the district. Regulatory improvements are those amendments that should be considered to set the stage for private sector development. The longer-term projects include larger scale projects that will require additional time to complete and may require more detailed analysis to determine the best course of action.

Short-term action items should be undertaken before the end of the calendar year. Regulatory improvements should be initiated as soon as possible with the goal of completing the code amendments within one year. The appendices include suggested language for the noted revisions. These are intended to serve as a starting point for discussion. Suggested priorities for the longer-term projects are offered in a five-year and ten-year capital improvements program format.

Short-Term Projects

1. Amend the parking rules on Granada Boulevard to allow two hour parking between Beach Street and U.S.1.
2. Conduct an operational analysis of the CRA to determine the best structure for policy implementation and the appropriate staffing level.
3. Improve the Granada Boulevard pedestrian environment by reviewing the street furnishings to add benches and trash cans where needed, remove the “coffins”, and upgrade the trees to include more shade trees where possible.
4. Open discussions between the City, the Chamber of Commerce and MainStreet regarding special events programming, creation of an ombudsman position, and creating business training programs.
5. Meet with MainStreet and City departments to review maintenance programs, maintenance quality and maintenance schedules.
6. Review the property improvement program to include provisions that require upgrades to all public sides of participating buildings.
7. Initiate property acquisition of land on New Britain east of Ridgewood Avenue to provide additional off-street parking.



Regulatory Improvements – Comprehensive Plan

1. Amend the plan to include more specific directing policies regarding redevelopment activities.
2. Review the land use allocations to determine whether industrial uses in the downtown area continue to be appropriate.
3. Review the level of service for Granada Boulevard to determine if the LOS E should be extended to the entire CRA area.
4. Amend the roadway design standards to require an urban section including on-street parking, sidewalks, Type D curb and street trees where possible within the CRA District.
5. Revise the directive text to be consistent with the revised CRA vision.

Regulatory Improvements – Land Development Code

1. Amend the downtown overlay district to be fully or substantially consistent with the CRA District boundaries.
2. Undertake an overall review of the Land Development Code regulations that affect development design and approval incorporating the suggested revisions from the project recommendations list.

Longer-Term Improvements

Longer term projects where the City/CRA has been designated as the primary implementing agency have been divided into five-year and ten-year programs so that they can be easily incorporated into the City’s capital budget planning. These projects are primarily physical improvement projects, but in several cases studies have been identified where they are essential precursors to any construction activity. Where a specific study is expected to lead to construction, two projects have been shown. Where a study may lead to projects not currently identified, the plan and implementation program should be amended to include these projects as they are identified. Where possible, cost estimates have been provided to give starting cost for budgeting purposes. As specific projects are considered, the final cost estimates should be re-evaluated and adjusted as necessary.

Finally, a comparison table showing a projection of costs in comparison to projected revenues has been provided for the initial five-year period. The tax increment has been projected to increase a three percent per year. An estimate has been provided for administrative expenses to account for staff costs and support for MainStreet, and capital costs identified in the initial five-year improvement program have been added. Any remaining revenue has been identified as unprogrammed funds and carried forward to the next program year. Please keep in mind that there are a number of capital projects scheduled for the initial five-year period where specific costs could not be assigned at this time. As these projects become better defined, this sources and uses table will need to be updated.

IMPLEMENTATION PROGRAM

INITIAL FIVE YEAR IMPLEMENTATION PROGRAM

PROJECT TITLE	CITIZEN ISSUE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
New Britain Surface Parking Lot	EBD, TC	\$500,000	\$500,000	\$500,000		
Public Way Finding Signage Plan	TC	\$100,000				
Public Way Finding Signage Installation	TC		3			
Granada Blvd. Streetscape Modification Plan	SPA, TC	2				
Regional Gateway Design	SPA	\$50,000				
Regional Gateway Implementation	SPA		3			
Targeted Land Purchase	EBD		\$400,000	\$400,000	\$400,000	\$400,000
Park Design (Incl. Restaurant & Boating Options)	EBD,SPA, ROS,AC			\$60,000		
Thompson Creek Improvement Plan	SPA, ROS	\$50,000				
Art-In-Public Places	AC	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Property Improvement Program Grants	EBD,SPA	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Side Street Improvement Study	TC		\$100,000	\$100,000		
Side Street Improvement Construction	TC				\$100,000	\$100,000
Storm Water Improvement Study	EBD, TC				TBD	
Casements/Rockefeller Gardens Improvements	ROS	\$865,000				

1. The column on citizen issues links the capital project activity to the citizen issues and themes generated by the visioning process. EBD is economic and business development, TC is transportation and circulation, SPA is sense of place and appearance, ROS is recreation and open space, and AC is arts and culture.
2. The regional gateway design needs to be coordinated with FDOT plans for U.S. 1 and SR 40 intersection.
3. Timing and cost of proposed signage and gateway improvements will be determined following the study referenced in note 2.

SECOND FIVE YEAR IMPLEMENTATION PROGRAM

PROJECT TITLE	CITIZEN ISSUE	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Granada Streetscape Improvements	SPA, TC	2				
Place Overhead Utilities Underground	SPA	3				
Targeted land Purchase	EBD	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Park Improvements	SPA,ROS,AC	2				
Relocate Portions of Tennis Center	EBD, ROS	TBD				
Thompson Creek Improvements	SPA, ROS	4				
Art-In-Public Places	AC	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Property Improvement Program Grants	EBD	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Side Street Improvement Construction	TC	\$100,000	\$100,000			
Area-wide Storm Water Improvements	EBD, TC	2				

1. The column on citizen issues links the capital project activity to the citizen issues and themes generated by the visioning process. EBD is economic and business development, TC is transportation and circulation, SPA is sense of place and appearance, ROS is recreation and open space, and AC is arts and culture.
2. The timing and cost for streetscape, park and drainage improvements will be based on studies done during the initial five year work program.
3. Current cost estimates for placing overhead utilities underground is approximately \$1,500 per linear foot including underground construction, restoration and private service conversion. Project can be done independently or in combination with streetscape improvement projects.

REVENUE AND EXPENDITURE COMPARISONS

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue Estimate	\$1,440,000	\$1,480,000	\$1,420,000	\$1,460,000	\$1,500,000
Carryover Revenue	0	(550,200)	(493,500)	(304,100)	92,600
Administration	115,200	126,700	139,400	153,300	169,000
Capital Cost	1,875,000	1,410,000	1,470,000	910,000	910,000
Unprogrammed Revenue	(550,200)	(493,500)	(304,100)	92,600	513,600

1. Revenue estimates are based on tax increment income with projected increases of 3% annually.
2. Capital costs are taken from the initial five-year capital improvements program as presented above.
3. Administration includes staffing cost and MainStreet program support.
4. Program has initial reserves to cover year one deficit.

SUMMARY

The master plan update report for the Ormond Beach Downtown CRA is the culmination of a citizen-based effort to give vision and direction to the City's redevelopment efforts. The report summarizes the work done by residents as they reviewed previous plans in light of current conditions and the City's implementation experience. This work resulted in the creation of eight vision statements for themes that were identified as critical areas for the success of the overall redevelopment effort. These themes and the citizen issues that comprise them were then given to the City's professional staff for development into options and opportunities that could implement the vision.

Together the citizen participants and staff created a list of specific projects keyed to geographic sub-areas within the CRA. Guiding principles are illustrated by sketches showing potential development options and photographs gathered by both the citizens and professional staff that further illustrate desired elements in the CRA. Individual projects have been specifically assigned implementation responsibilities so that it is clear who is to take the necessary implementation steps.

If the recommended projects are implemented, over time the downtown will transform from a primarily suburban character to a more urban design in both its buildings and its streets. The CRA will become home to a more diverse set of businesses supported in part by closely associated and somewhat more dense residential development. The area will be more accessible and comfortable for pedestrians. The strong foundation of parks and public facilities will also become more diverse with better linkages to and support of the CRA business community. Downtown Ormond Beach will be clearly defined and clearly distinguished from the City's other commercial neighborhoods.



City Hall Plaza before



City Hall Plaza after