

Part III: Implementation

Chapter 10: Program Administration and Financing



PROGRAM ADMINISTRATION AND FINANCING

Implementation of the Redevelopment Plan will require the coordinated efforts of the City, the Redevelopment Agency, other government agencies, local business organizations, property owners, and residents. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the program. This section of the Redevelopment Plan sets forth a process to realize the economic development, planning and design objectives that have been devised for the redevelopment area.

Leadership

Successful implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. While leadership is a highly intangible quality, it is the single most important factor for successful implementation of the redevelopment plan. This leadership must come from both the public and private sectors. The leadership of the Mayor, City Commission, CRA Advisory Board, City Manager and staff in the City of Tavares has been outstanding thus far. City leaders have brought the vision of their community to the threshold of positive change. Perseverance will be required when deliberating future policy decisions related to the implementation of the Redevelopment Plan.

City Council/Agency Board/Staff

The Mayor, City Council Members, and the CRA Advisory Board are the leaders of the redevelopment program and must assume this role with vitality and enthusiasm. City leaders and staff members must support the program's activities and provide a well-devised management system to carry out the Redevelopment Plan. They will be responsible for establishing the administrative, financial and programmatic mechanisms necessary to achieve the goals and objectives of the Downtown Redevelopment Plan. They should establish policies that support the principles described in this Plan and concentrate on the following actions throughout the redevelopment process.

- Provide commitment of public policy and resources for the redevelopment effort.
- Support the redevelopment mission and insure implementation of scheduled projects.
- Commit to making the necessary public improvements identified in the Plan.
- Provide necessary staffing and administrative support to properly implement the Redevelopment Plan.

Organizational Roles and Relationships

To have a successful redevelopment program, you must first establish lines of communication between all sectors and facets of the community. The planning process has established relationships between key players in this effort, but has not fully developed roles and responsibilities. The City and Agency must develop the organizational framework and institutional relationships to facilitate effective redevelopment activities in cooperation with area businesses, residents and community representatives.

A network of relationships must be established and nurtured to provide focus on the redevelopment effort to maximize the use of available resources and avoid duplication of responsibilities enabling effective program implementation. The City, Agency and their staffs must work cooperatively with other jurisdictions, including, but not limited to the State, Lake County, the Lake County School Board, Tavares Station, Florida Central Railroad, Florida Hospital, East Central Florida Regional Planning Council and any other local, state or federal agencies.

Downtown Business Association

It is the responsibility of the Redevelopment Agency and private-investor financing in Downtown Tavares to improve the Downtown physical plan. The organization of activities and events and the coordination of different merchant activities must complement any physical improvement. The organization and coordination of Downtown activities is the role of a strong merchants' association. As the redevelopment program matures and the Downtown experiences an increase in commercial investment, the City could consider establishing a Downtown Business Association that could function through the Chamber of Commerce.

Private Sector

Private property owners, developers and tenants are the principle basis for new development and any related financial investment in all redevelopment projects. The private sector ultimately carries the burden of funding the redevelopment program, therefore a positive development environment must be established to capture private investment in an increasingly competitive market.

Redevelopment Project Implementation

In attempting to attract investment from private developers, the Agency will target strategic development projects, solicit developers, then negotiate a public/private development agreement. The agreement sets forth terms and conditions involving the disposition of land, the nature of the prospective development, City/Agency contributions and other conditions pertaining to the project. Following are fundamental components in this process:

- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Master plan targeted public/private projects, such as the reinforcing positive aspects of existing activity and providing attractive combinations of building masses and open spaces. These plans can then be used to illustrate the Agency's intention for the site, facilitating proforma analysis when soliciting interest from the private sector.
- Formulate policies and procedures for developer solicitation and form basic public/private development agreements to enable strategic development on selected projects.

Site Assembly

One of the functions of the Redevelopment Agency is site assembly, clearance and relocation and policymaking relative to implementing the Redevelopment Plan. Through site assembly clearance and relocation activities, land can be provided at a price that is an incentive for private redevelopment. The Redevelopment Agency must also plan and coordinate other revitalization activities such as public improvement projects and public infrastructure improvements.

This is a vital function in creating new development in the Downtown area. In the case of Downtown Tavares the principal opportunity for dramatic change lies in new development, in coordination with major infrastructure improvements, storefront rehabilitation and streetscape improvements. Site assembly can be used for the future purposes of land trades, creating development partnerships and providing central parking areas. Recent court decisions and legislative actions have eliminated the use of eminent domain for site assembly for the purposes of redevelopment. Therefore all land acquisition must be through cooperative sales. The Redevelopment Agency can facilitate land cost write downs if land acquisition expenses by the private sector become too exorbitant.

Anticipated Redevelopment Activities

Activities that encourage development and redevelopment in Downtown Tavares are dependent upon an effective organizational framework to maximize available resources and ensure potential private developers that the City is committed to enhancing the viability of Downtown Tavares. The key to implementing redevelopment activities rests with the cooperative efforts of property owners, business people, developers and the City of Tavares.

Clear delineation of responsibilities is essential for successful implementation. With assignment of responsibilities, elements such as those outlined in the Downtown Tavares Redevelopment Plan can be applied to affect changes and manage redevelopment. In addition, detailed elements can be modified or refined, as changing conditions dictate, by the responsible group or groups. The key ingredient to this process is coordination among groups to develop a dynamic process that confronts and resolves issues proactively rather than reacting to changing conditions.

Implementation functions consist of both financing and non-financing considerations, with both areas equally as important. Non-financing considerations deal with the sometimes complex organizing efforts and ensuring that use of resources is maximized and that revitalization is conducted in a positive and reinforcing manner. Non-financing functions are briefly discussed below with financing strategies discussed in the following section.

Capital Improvements

These can include major infrastructure items including street improvement and upgrading utilities. Also, capital improvements can include a variety of revitalization items such as facade improvements, landscaping, streetscaping, etc. as well as new parking development. In the case of Downtown Tavares, the principal requirements appear to be additional parking, general landscape and streetscape treatments throughout the entire Downtown, utility upgrading and site assembly.

Standards and Controls

Standards and controls are beneficial to assure developers and tenants that quality development will occur. Tavares has done a good job updating its Standards and Controls through implementation of a unified land development code with an article devoted toward Downtown redevelopment. The additional Design Standards and design principles recommended by this plan will continue to enhance the District's appearance.

Marketing

Marketing takes two forms. Securing qualified developers and anchor tenants is required for new development. Site disposition is directly related to this activity. Second, general promotion is primarily keyed to the Downtown retail community, involving a variety of media and event type activities. The City of Tavares has done a good job promoting the Downtown through organized special events and activities.

Promotion and Communication

The Agency, staff and Advisory Committee should work with area residents, property owners, and businesses to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation. Staff should provide public information concerning all aspects of the redevelopment program throughout the process using venues such as newsletters, radio, television, newspapers and the Internet as well as presentations to neighborhood and civic organization meetings to generate public support.

Technical Assistance

This function primarily involves providing technical assistance to existing businesses and property owners in the Downtown such as assistance in loan applications, architectural design, business operations, etc.

Physical Development

This is the actual construction of new facilities and rehabilitation of older facilities. Physical development is dependent upon several factors, the most important of which is the ability to effectively rehabilitate existing facilities and to attract and integrate new development in concert with a comprehensive redevelopment plan.

Development Incentives

To further stimulate private investment the City can provide development incentives through various means ,including; facade, landscape, signage or property improvement grants; payment of impact fees; provision of site specific infrastructure improvements to address any deficiencies; participation in environmental clean-up of contaminated sites, flexibility in the application of use restrictions and increasing intensity of site use, flexible parking regulations, grants or low interest loans for life safety improvements; joint business support ventures such as district business identification signage or centralized marketing strategies.

Finance and Management

Tax Increment Funds

Community redevelopment will not be successful without funding through tax increment financing. Therefore the ultimate goal of the redevelopment program is to increase the tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in this Plan. Managed effectively, tax increment resources can be leveraged to enable the undertaking of substantial public and private sector improvements. With this in mind, the following finance and management practices should be employed.

- Coordinate with the City Administrator, Finance Director and other department heads to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated tax increment revenues.
- Coordinate with appropriate County, State and other public officials which may be sponsoring capital improvements in the Redevelopment Area to maximize the leveraging of Redevelopment Agency resources.
- Through the use of tax increment financing and other funding sources, infrastructure improvements such as water, sanitary sewer, electrical, telephone, cable, internet and stormwater conveyance systems should be designed and constructed with the capacity to meet future demand based on the future land use activities identified in the Downtown Redevelopment Plan.
- The Agency should leverage tax increment revenues through grants, commercial loans, or other financial mechanisms to expedite the completion of projects.
- Based on revenue projections contained in the Redevelopment Plan, the Agency, should consider short-term interim project financing with anticipation of long-term bond financing.
- The Agency should work with area banks and bond counsels to research bond feasibility for financing major public facilities.
- The Agency should work with area financial institutions to develop favourable loan programs for private sector development and property rehabilitation projects.
- The Agency should routinely undertake project proforma analysis on proposed development and redevelopment projects to determine projected revenues and devise strategies to maximize the use of these resources on a site-specific project or on an area wide programmatic basis.

Debt Financing

This method essentially requires a community to sell bonds or otherwise borrow money to be repaid from an annual automatic lien on the general fund. Or a community can pay for its infrastructure in the same way a person borrows money to purchase a home. In both instances, the capital need is immediate and high, the equity appreciation reasonably assured, and the monthly or annual principal and interest payments generally fixed. Like all forms of infrastructure financing, there are some disadvantages and risks. One major risk is voter aversion to approving bond issues, which means an increase in their property taxes.

Reserves

Reserves are an accrual of funds that are kept aside for emergency expenses and/or saved for specific capital projects. By having sufficient reserves, a municipality does not have to try to sell bonds or borrow capital improvement funds. Reserves are difficult to estimate.

Real Estate Transfer Fees

As cities expand, the need for infrastructure improvements grows. Since parks add value to neighborhoods and communities, some cities have turned to real estate transfer fees to fund parks and recreation needs. Usually transfer fees amount to ¼% to ½% on the total sale of the property.

Challenge Strategy

The challenge strategy involves the guaranteed construction of public improvements, but only after private revitalization actively reaches a certain point. This provides incentive for the developer while ensuring both parties, the City and the developer, that desired private development will take place along with public improvements. A recognizable schedule of funding can be determined with this strategy and can be selectively implemented, usually on a block-by-block or project-by-project basis.

Private Investment

Generally, this is the single most important source in revitalization, if successful revitalization is to occur, private investment usually must exceed public funding by three to four fold. Such funding takes the form of equity investment and conventional real estate loans.

Project Equity Position

When the Redevelopment Agency takes an equity position in a project, the Agency contributes cash or land to the project with a return in the form of profit sharing. This Agency participation has the effect of reducing developer costs and can be used for projects such as redevelopment and parking structures.

Leasing

City-owned land, buildings, equipment, etc. can be leased to developers for projects. For the developer, this eliminates the need for capital investment in land, buildings, etc. or debt service on money borrowed to finance the purchase of such things as land, building, and equipment. The City receives lease payments which are deductible from the developer's income tax. The lease may also constitute a purchase option.

Public Improvements in conjunction with Private Sector Development

The Redevelopment Agency can offer public improvement activities such as street improvements, vacations, streetscaping, parking development, open space development, and utility hook-ups as a way of stimulating or responding to private investment. These improvements are usually funded through the City's Capital Improvement Plan or program, using sources such as property assessments, general funds and tax increment finances.

Land Write-Downs

Land write-down by the Redevelopment Agency is a method whereby the fair value of land is determined for uses that the City is interested in seeing developed on that land. The land use may not be the most profitable use, but may be the most desirable by the City on an overall basis (e.g., development of retail facilities in the Downtown area, and parking structure developments). Land write down reduces development costs, the need for equity and fixed-interest costs, and it improves the developer's cash flow, net income and risk position. It often requires a considerable city investment with no significant financial return to the city, however, there is a potential for making an otherwise infeasible project attractive when combined with a package of other incentives.

Joint Ventures

In real estate syndication ventures, the Redevelopment Agency can contribute equity capital to a project. This has the effect of reducing equity requirements from the developer and/or reducing the amount which must be debt serviced. Through equity syndication, tax subsidy benefits can be passed on to investors in the form of depreciation, investment tax credits, deferral of taxes and capital gains.

Mortgage Write-Downs

Mortgage write downs by the Redevelopment Agency is a method usually used to encourage residential development and home ownership in the Downtown area. Funds from the Agency are offered to qualified potential home buyers (low-moderate income, first time buyers, etc.) to increase their down payment, thereby decreasing mortgage payments. The Agency usually takes an ownership interest in the dwelling for a predetermined period of time to guarantee against misuse of the funds.

Waterfront Development Funding Strategies

The City of Tavares has been successful in securing funds through the recent bond issue for some of the individual projects presented in the plan. Acquiring undeveloped waterfront properties, constructing a continuous trail network, and environmental restoration are critical to the success of the initial phase of investment in the Tavares Waterfront area. While opportunities exist to develop the waterfront through various strategies previously discussed, it is important to devise a long-term financing and revenue generation strategy to develop a dynamic process that confronts and resolves issues proactively rather than reacting to changing conditions. Possible strategies are outlined below including:

- Inter-governmental partnerships and cost-sharing
- Issue revenue bonds, notes, certificates, or other forms of indebtedness
- Combine redevelopment projects with other infrastructure projects
- Exploring trail/ conservation easement opportunities
- Land and/or trail dedications from development
- Secure additional funding from grants and joint projects (Refer Appendix C for a list of funding sources)
- Direct Budget Allocations
- Establish a Waterfront Trust Fund to accept contributions and grants from corporate entities, non-profit organizations, and individuals

Other Opportunities to raise funds for waterfront improvements are discussed further.

Naming Rights

Many cities have turned to selling the naming rights for new buildings or the renovation of existing buildings and parks for the cost associated with the improvement.

Special Taxing Districts

Taxing districts are established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, park furnishing, public art, supplemental services for improvements and promotions and cultural enhancements.

User Fees for Programs

While user fees are not initially popular with users, a proper marketing and information effort should help users understand the necessity of this strategy. Because the Tavares waterfront parks and facilities are anticipated to be used by tourists during space launches and special events, a differential fee schedule may be instituted for program participants who do not live within City limits.

Facility Rentals

As the new waterfront parks and trail systems are added to the system, a fee plan for rental facilities should be developed. The fees should be set to cover true cost of the facility including utilities, personnel costs and clean up, and produce revenue for the City. Picnic shelters can be used on a first come-first served basis; however, guaranteed use can be made through a reservation program that includes a rental and clean-up fee. Facility rental should be competitive with private facilities.

Equipment Rentals

This revenue source is available through the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, canoes, kayaks, sports equipment, etc.

Special Fundraisers

Many park and recreation agencies have special fundraisers on an annual basis to help cover the costs of specific programs and/or capital projects.

Utility Round-up Programs

Some park and recreation agencies have worked with the local utilities on a round-up program whereby a consumer can pay the difference between their bill up to the even dollar amount and they then pay the parks and recreation department the difference.

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of additional programs in the City. Sponsorships are also used for special events.

Foundations

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities or issues. They offer a variety of means to fund capital projects, gifts, fundraisers, endowments, etc.

Advertising

This revenue source is for the sale of appropriate advertising on park and recreation related items such as the City's program guide, scoreboards, dasher boards, fences or other visible products or services that expose the product or service to many people.

Adopt-A-Park Program

The development of a formal Adopt-A-Park program would establish rules and guidelines of responsibilities for the adoptee. Interested stakeholders include neighborhood organizations, homeowners associations, businesses, and non-profit organizations.

Volunteer Programs

The use of volunteers to do clerical work and programming can be a useful tool in augmenting the staffing levels. Volunteer programs should be formalized and include background checks, regular schedules, job descriptions and evaluations to assure the safety of the clientele and the quality of the volunteers. It should be recognized that the development of a formalized process would require considerable work by the Parks and Recreation and Human Resources staff; however, in the long run, it would be a useful tool in helping augment recreation staff.

Grants and Potential Funding Sources

State and federal grants have long been a source of funds for public improvement and environmental restoration projects. Sources that have been used by other cities to fund waterfront and recreational programs include the Community Development Block Grant (CDBG), FCT, FRDAP, and Waterfronts Florida. Appendix C contains a detailed description of funding sources available for waterfront development.

Downtown Redevelopment Action Plan Summary Matrix

The following table summarizes the action strategies discussed in this Plan.

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
LAND USE AND URBAN DESIGN	
Adopt the Redevelopment Plan Update	CRAAC Recommendation/ City Council Adoption
Amend Comprehensive Plan to incorporate the recommendations proposed in the Downtown Redevelopment Plan Update	Comprehensive Plan Update scheduled for 2010; City Council Approval; Transmittal to DCA
Develop Form-Based Codes	Draft Form-Based Codes
	Develop Administrative Procedures for review of development proposals in accordance with the Form Based Codes
	Create expedited development approval process; Assess staff resources to review new developments based on modified land development regulations or retain the services of an architect/ planner on record to assist property owners
Update Land Development Regulations	Prepare a "regulatory audit" to identify barriers in the existing regulations that discourage transit oriented compact development patterns
	Develop incentives to encourage developers to adopt proposed urban design and architectural character
	Amend existing and create new zoning overlay districts- Waterfront Entertainment Overlay District; update Historic Preservation Overlay District; update Downtown Parking Overlay District
	Prepare and require developers to install streetscape design specifications as part of new development
	Develop and install Downtown pedestrian directory and walking map
	Develop strategies to expand existing public library/ civic center facilities and develop a new cultural/ heritage center as part of the proposed Tavares Square (urban plaza concept)
	Research and adopt policies to create an arts village district and allow artist work/live lofts as permitted use in the recommended Waterfront Entertainment Overlay District
Develop a Historic Preservation Plan	Inventory structures of merit; Seek national historic designation for identified structures
	Create and install historic resource signage
	Develop an incentive program to encourage property owners to adhere to the design guidelines for rehabilitated and renovated buildings
Affordable and Workforce Housing	Work with the County and School Board to devise strategies that encourage workforce affordable housing development
	Increase housing stock to include rental and for-sale multi-family, medium and high density single-family, townhouses, live/work lofts, apartments, workforce housing
Tavares High School Expansion	Continue to work with the School Board to expand existing facilities and enrollment capacity at Tavares High School
	Explore opportunities to acquire vacant land and land assemblage for future school expansion projects adjacent to existing facilities

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
County Facilities Redevelopment Plan	Continue to work with County and School Board to develop a consolidated redevelopment plan for county owned properties in accordance with the recommendation contained in the Downtown Master Plan
	Initiate discussions with School Board to assess alternatives for redevelopment of underutilized school owned properties as multi-family private development/ public-safety complex
	Coordinate reuse plans for the school properties with potential developers
Transit Oriented Development Feasibility Study	Develop a transit station area plan to develop appropriate strategies integrating land use and transportation strategies supported by adequate densities serving the Central Florida Commuter Rail project
	Establish a Multimodal Transportation District aimed to exempt new projects that promote transit use from transportation concurrency requirements
Tavares Square Plaza	Work with impacted property owners to determine their level of interest in the redevelopment of the urban plaza
	Initiate discussions with the developers of Tavares Station to explore alternative development concepts as part of the Multimodal Transportation District/ TOD concept
	Initiate discussions with all affected property owners to determine attributes of possible land acquisition and disposition program.
	Create a consolidated master plan for the entire area
	Explore opportunities to distribute the massing and density at Tavares Station through land assemblage and redevelopment of private and public owned properties in the vicinity of the development
	Develop a mixed-use urban pedestrian oriented plaza: Retail, Residential, Office, Cultural Center, Recreation, Entertainment, Public Amenities
	Integrate proposed Wooton Park Improvements into the overall urban plaza design
	Leverage County Records property as a tool to control other key development sites through negotiations with potential developers.
INFRASTRUCTURE- PUBLIC FACILITIES	
Wooton Park Improvements	Continue with efforts to improve the infrastructure at Wooton Park
	Create a water splash park
	Boat ramp improvements
	Portable Docks and other special events infrastructure
	Tav-Lee Trail/ Seaplane Basin and Marina/ Water Taxi/ Depot Pavilion
Civic Center and Tavares Public Library	Complete preliminary studies of alternatives to expand or relocate the library and civic center, working closely with the County to ensure that the results of the studies and anticipated population increase is incorporated into the Lake County Budget
Ingraham Community Center	Retain an architect to determine the space and programmatic needs for upgraded facilities at the existing facilities
	Seek potential grant opportunities to fund proposed improvements
	Continue with the design and construction phase

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
Cultural Center/ Train Museum/ Heritage Museum	Conduct an economic study to determine the financial and market feasibility for a cultural center
	If the economic study determines that the facility is a feasible option, initiate discussions with the Tavares Historical Society and Lake County to create a regional cultural venue (possible uses include train museum, heritage museum, art gallery, convention facilities, theater)
	If the economic study determines that the facility is a feasible option, initiate dialogue with current property owners and the community to discuss the intent, phasing, and redevelopment possibilities
School Expansion	Monitor and revise projections annually to provide updated school yield analysis based on new developments
	Initiate discussions with the County to evaluate land acquisition opportunities in the vicinity of the existing high school for future expansion
Fire/ EMS- Municipal Complex	Conduct a site selection and feasibility study to construct a public safety (fire and rescue) complex in the CRA
	Continue to discuss strategies to maximize the potential for redeveloping underutilized County owned properties
	Commence design phase for the complex after the completion of the feasibility study and negotiations with County
Public Restrooms	Identify locations within the Downtown to provide adequate public restroom facilities, including the expansion of existing facilities at Wooton Park and future provision in proposed civic buildings
INFRASTRUCTURE- PEDESTRIAN AND BICYCLE CIRCULATION	
Develop Streetscape Design Specifications	Design and install wayfinding and signage specifications
	Design and provide gateway signage at primary and secondary intersections
	Develop details for sidewalks, landscaping and street furniture (lighting, bike racks, segway parking, trash receptacles, benches, etc.)
	Prepare and require developers to install streetscape design specifications as part of new development
	Coordinate and scope beautification projects with MPO and FDOT
	Develop and install Downtown pedestrian directory and walking map
Complete Pedestrian and Bicycle Network	Complete missing sidewalk network and construct additional sidewalk enhancements for the Downtown Core as the highest priority
	Provide additional mid-block connections
	Incorporate Crime Prevention through Environmental Design Principles (CPTED), when feasible
	Analyze traffic calming alternatives to enhance connectivity across US 441, including the construction of a pedestrian bridge as suggested by some workshop participants
	Limit curb cuts along US 441 and SR 19; consolidate curb cuts with shared driveways
	Complete street grid to enhance pedestrian connectivity:
	Extend Rockingham to connect with US 441 as part of private sector development in the future
	Continue to work with County to install a traffic light at Sinclair Avenue parking garage entrance
	Work with County to restripe Main Street from Sinclair to Pulsifer
Extend Main Street streetscape character from Sinclair to SR 19	

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
Complete Pedestrian and Bicycle Network (Contd.)	Work with private sector to reconfigure Ruby Street
	Require property developers to provide streetscape improvements and wider sidewalks in new developments
	Promote bicycle use and alternative modes of transportation such as golf carts, segways, and neighborhood electric vehicles
	Provide dedicated bike-lanes as an integral component of streetscape improvements along appropriate roadways
	Develop policies for implementation and installation of racks, lockers and other storage amenities
	Develop policies for implementation and installation of racks, lockers and other storage amenities
Tav-Lee Trail	Continue coordination efforts with Lake-Sumter MPO to extend the trail connection to Ruby Street and SR 19
Develop Alleyway Enhancement Plan	Create a detailed inventory of existing conditions to identify appropriate locations for constructing residential, commercial, and pedestrian alleyways
	Work with private sector to improve alleyways as part of redevelopment projects and require access to properties from designated alleys, where feasible
	Implement the Alleyway Enhancement Plan
INFRASTRUCTURE- PARKING	
Re-evaluate the City's parking requirements for private development	Discourage frontage parking in identified retail and commercial corridors
	Develop and adopt standards to accommodate reduce parking requirements within the Central Business District and provide flexible spaces for other modes of transportation
	Encourage mixed-use projects along Main Street and Alfred Street
	Encourage shared parking and access between adjacent properties in commercial and mixed-use areas
	Provide combined parking requirements for mixed-use developments
Develop a consolidated Downtown Parking Plan	Review and update anticipated development forecasts to consider long-term parking feasibility
	Maximize on-street parking by restriping north-south oriented streets, between Ruby Street and Caroline Street, to provide additional on-street parking spaces in appropriate areas
	Evaluate locations and feasibility of constructing public parking structures on the east side of Downtown
	Identify areas for event related spill-over parking and recreational vehicular parking
	Prepare a Downtown parking location map and install clear signage to designated parking areas
	Work with existing businesses and institutions to develop parking agreements that allow shared-use parking during special events and weekends (for underutilized employee parking spaces)
County Parking Garage	Establish directional signage to the County public parking garage that is available for public use on evenings, weekends, holidays, and special events

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
INFRASTRUCTURE- ROADWAYS	
US 441/ SR 19 Corridor Improvement Program	Coordinate identified projects and improvements with FDOT and Lake-Sumter MPO
	Encourage shared access drives and parking to limit curb cuts along the commercial corridors
	Amend the Comprehensive Plan Future Land Use Element to allow mixed-uses and multi-family residential development as permitted uses
	Review anticipated development forecasts to assess feasibility for road widening along the SR 19 corridor
	Improve north-south pedestrian connectivity along the corridors
Alfred Street and Caroline Street Realignment	Conduct detailed study to address the impacts of the realignment on existing properties along the roadways and circulation patterns along the north-south streets
	Devise strategies to mitigate potential loss in business due to one-way street conversion for existing retail uses located along Alfred Street
	Continue to work with Lake County to prioritize the project in their next five year plan
	Complete design and construction of planned improvements
Complete and upgrade the street network	Complete the surfacing of unpaved roads within the Downtown CRA
	Extend roadways to ensure maximum connectivity
	Rockingham Street to US 441 (as part of negotiations with private sector) Kentucky Street to Joanna Avenue
Reconfigure Sinclair Avenue and St. Clair Abrams as primary corridors	Examine feasibility for increasing the number of travel lanes along Sinclair Avenue and St. Clair Abrams Avenue, serving as potential Downtown connectors, that are designed to accommodate the regional traffic that may be generated by the development of the Central Florida Commuter Rail station
INFRASTRUCTURE- MULTIMODAL TRANSPORTATION	
Develop Station Area Master Plan	Develop conceptual Mixed-Use transportation and Land Use Plan within a 5 to 10 minute walking distance
	Conduct infrastructure study to assess the future demands to support transit service
	Review anticipated regional development forecasts to assess the capacity needs for the transportation and utilities infrastructure
	Designing and programming for the future TOD Station
	Develop a multimodal connectivity plan that links the various transportation options (Bus transit/ pedestrian and bicycle/ trolley/ vehicular circulation)
Establish Multimodal Transportation District (MMTD)	Designate the Downtown CRA as a Multimodal Transportation District
	Work with DCA and FDOT to seek guidance for successful designation of MMTD
	Amend Comprehensive Plan and obtain DCA approval

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
Seaplane Basin	<p>Continue to work with FDOT and Federal Aviation Administration to develop the seaplane basin</p> <p>Ensure that future development in the Waterfront Entertainment District is sensitive to long-term implications of sea plane basin related infrastructure facilities (aviation fueling, seaplane docking, ships store, and landing zone). This may include creating adequate landscaped buffers that will soften the visual impact of these support facilities.</p> <p>Work with National Seaplane Pilots Association to promote the facility nationally</p>
Marina/ Boat Rentals/ Water Taxi	<p>Continue with plans to construct the marina (boat ramps/ marina store/ boat rentals)</p> <p>Develop standard agreements to negotiate minimum standards for public services and lease, operation and maintenance of the marina facilities</p> <p>Issue an RFP to solicit potential developers for operation and maintenance</p> <p>Develop mechanisms to maximize revenues from the marina, boat rentals, and water taxi service</p> <p>Promote the development of outfitters related to the marina and waterfront uses</p> <p>Establish a waterway connectivity plan connecting Lake Dora to the Lake County Blueways Plan</p>
Lake County Xpress Service (Bus Transit)	<p>Continue to work with Lake-Sumter MPO to increase the number of routes and frequency of service required to ensure connectivity to the Downtown from the other sections of the City and Lake County</p>
Sustainable Transportation Modes (Neighborhood Electric Vehicles/ Golf Carts/ Segways)	<p>Develop special parking standards for neighborhood electric vehicles and golf carts as part of the Form-Based Codes and LDR update</p> <p>Evaluate feasibility of creating a car-free demonstration area and multi-use paths for NEVs and Segways, preferably in the Waterfront Entertainment District, or alternatively restricting car access at certain times of the day and during special events</p> <p>Identify roads where NEVs are prohibited because of a speed limit greater than 35 miles per hour</p> <p>Identify and install appropriate signage and traffic controls that support use of NEVs and golf carts</p> <p>Develop internal traffic loop to accommodate the slow-moving vehicles within the overall roadway network</p> <p>Develop long-range plans to identify locations that offer solar powered battery-charging stations and preferred parking for NEVs</p>
Downtown Trolley/ Shuttle Service	<p>Evaluate the feasibility of purchasing a trolley and starting a shuttle service during special events between designated parking areas, major employers and the Downtown</p>
INFRASTRUCTURE- UTILITIES	
Water Resources and Infrastructure Master Plan	<p>Develop an updated GIS Inventory for Utility Infrastructure in the Downtown CRA</p> <p>Identify and install adequately sizes lines at appropriate locations to accommodate the anticipated future growth</p> <p>Pursue continued installation of utilities and drainage system upgrades</p> <p>Continue to prepare an area-wide Stormwater Master Plan to identify and reduce the number outfalls into Lake Dora</p> <p>Complete upgrades to existing water treatment plants</p> <p>Continue to work with developers to provide regional stormwater retention areas as part of new developments</p>
Obtain Master Stormwater Permit for Downtown CRA	<p>Provide for a master stormwater permit from St. Johns River Water Management District as an incentive for potential developers to invest in the Downtown</p>

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
Burial of overhead utility lines	Work with regulatory and private entities to develop a phasing plan for the burial of overhead utility lines
Telecommunications and Wireless Network	Pursue continued installation of fiber optic lines in order to upgrade telecommunications within the Downtown
	Initiate discussions with the community to fund the acquisition of wireless equipment to provide wireless internet access for Downtown businesses, patrons, and visitors
INFRASTRUCTURE- ENVIRONMENTAL INITIATIVES	
Lake Dora Restoration	Minimize the impact on natural habitat and encourage design that is sensitive to the environmental areas and wetlands in the Downtown CRA Work with SJRWMD to continue with shoreline clean-up and restoration of natural habitat efforts
Green Building and Sustainable Initiatives	Promote green building technologies and seek to obtain LEED-ND certification for the Downtown redevelopment area
ECONOMIC DEVELOPMENT	
Economic Strategy and Real Estate Market Study	Conduct economic studies to determine the residential, retail and tourism potential for the Downtown
Maximize Potential Revenues	Explore opportunities to revert institutional owned properties back on tax rolls to increase the tax base for the Downtown CRA improvements
	Continue to leverage revenues with matching grant programs
	Evaluate policies for enterprise opportunities- marina and water-taxi operations, and other potential vendors
	Develop measurable tools to analyze economic impact of festivals and special events in order to strengthen and retain potential income
	Seek opportunities to generate revenues through private and corporate advertising and donations during special events
Develop an Incentive Package to attract potential developers	Create a checklist of incentives for potential developers which would encourage infill development and redevelopment in the Downtown CRA
	Continue with the implementation of economic incentives in the CRA including Downtown Economic Enhancement District, Impact Fee Waiver, Multimodal Transportation Districts, and master stormwater permit to attract developers and finance future public infrastructure improvements
	Increase awareness about County's incentive programs such as Transportation Impact Fee Deferral Program,
	Continue with the façade improvement program to assist private property owners in improving the aesthetic character of their buildings
	Develop strategies to gauge the interest in promoting green buildings in infill development and new development projects to complement the City's sustainable transportation initiatives
Retain and Expand existing businesses	Continue to assist small businesses in relocating and expanding in the Downtown CRA
	Develop strategies to support existing businesses to help ensure their ongoing existence Downtown
	Identify niche markets and develop a list of potential businesses in the region that could be recruited with these niche markets such as waterfront related ancillary uses, experiential businesses related to the arts district (art galleries, artist studios)
	Develop an online inventory of available properties working in cooperation with local realtors and use data for marketing Downtown development

Downtown Redevelopment Action Plan Summary Matrix (Contd.)

DOWNTOWN TAVARES ACTION PLAN SUMMARY MATRIX	
IMPLEMENTATION STRATEGIES	DESCRIPTION
Marketing and Promotion	<p>Continue with the success of the planned events in the Downtown</p> <p>Classic Antique Boat Festival/ Thomas the Tank Engine/ Renaissance Faire/ Crappie Tournament/ African- American Cultural Heritage Festival/ Dragon Boat Festival/ National Crappie Tournament/ Winter Wonderland Express/ Classic Raceboat Association</p> <p>Promote the Tuesday Farmer's Market scheduled to start in the fall of 2008 at Wooton Park.</p> <p>Develop a Tavares Heritage Trail walking tour and signage plan</p> <p>Continue with plans to implement the street vendor provisions permitted in the Downtown area</p> <p>Promote Downtown as a tourist destination and provide information at the airport, publications and regional agencies</p> <p>Adopt a marketing theme and develop promotional materials to market the Downtown revitalization efforts</p>
Continue collaboration efforts and partnerships with local and regional entities	<p>Continue discussions with area institutions (churches, County, School Board) to encourage joint-use agreements for recreational and community use facilities</p> <p>Other Partnership Opportunities include: Universities and Colleges myregion.org, Orlando Metro EDC, Orlando Regional Chamber of Commerce, ECFRPC Tavares Chamber of Commerce Lake County Department of Economic Growth and Redevelopment Florida Hospital Waterman and Lake County TDC</p>