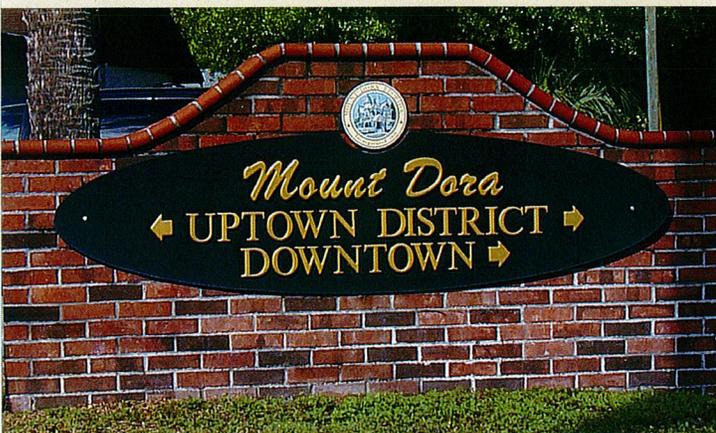
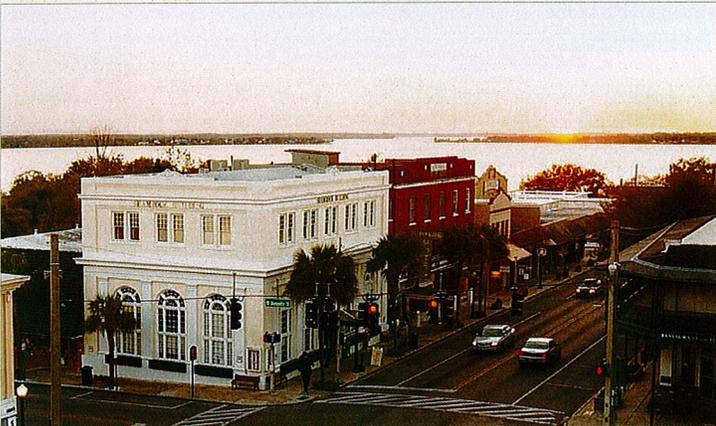


City of Mount Dora

**DRAFT**

# Community Redevelopment Agency

## 2010 Master Plan Update



## Community Redevelopment Agency Board

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Vice Chair:	James Homich
Members:	Glenna Burch Thomas Eppich Stewart Holley Robert Thielhelm Dennis Wood
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## **Introduction**

### **What is a Community Redevelopment Agency (CRA)?**

In 1969, Florida enacted legislation that enabled local governments to create community redevelopment districts and community redevelopment agencies to work in those districts. Approximately 178 CRAs operate in Florida at this time. CRAs are charged with undertaking redevelopment functions in the specified community redevelopment district. In Mount Dora, the CRA has fulfilled this function by making improvements to public grounds and infrastructure such as parking, road rights-of-way, and parks. These improvements are intended to encourage investment into private properties in the area and to increase business activity.

### **History of the Mount Dora CRA**

In 1986, business and civic leaders in Mount Dora decided a need existed to improve business conditions in the downtown and other older commercial areas of the City. After exploring various alternatives, this group of citizens decided the creation of a CRA would provide the means to improve these business districts. They felt through the CRA, revenue would become available to make public improvements, and these public improvements would serve as a catalyst to encourage property and business owners to make improvements to their properties. The Mount Dora CRA is a public agency created by the City Council in May 1987 in accordance with the provisions of the Florida Statutes. The CRA is set up as a sub-unit of and operates within the Mount Dora City government.

### **Organization of the Mount Dora CRA**

The CRA is made up of a Board, an Advisory Committee and City staff. The staff of the Planning and Development Department works with the CRA Board and Advisory Committee to carry out the Agency's responsibilities and activities. The Board, comprised of the seven members of City Council, is the decision making body. Their duties include approving the annual budget and awarding contracts for engineering services and construction projects. The Advisory Committee is a seven member volunteer committee comprised of City residents and business owners appointed by the City Council. The Advisory Committee works with the staff to make recommendations to the Board on projects and programs to be included in the annual work plan, budget and project design. The Advisory Committee and Board hold monthly meetings, and the public is encouraged to attend.

### **Funding the Mount Dora CRA**

Like most CRAs, the Mount Dora CRA is funded through Tax Increment Financing (TIF). Tax Increment funds are derived from ad valorem property taxes. The CRA is not a taxing authority nor does it set millage rates or assess property. Tax increment funds come through existing taxing entities including the City of Mount Dora and Lake County but not including the school district or the water management district. The method of determining the amount of funding the CRA receives each fiscal year (Oct. 1 – Sept. 30) is described below.

When the CRA was created in 1987, the assessed value of the area was set as the base year tax base. Thereafter, taxes from additional increases in property values are dedicated to the redevelopment agency. In each subsequent year, the Lake County Property Appraiser determines the assessed value of the area. The difference between the assessed value of the base year and the current year is calculated and referred to as the "increment." The increment is multiplied by the millage rate of each contributing taxing entity. The taxing entity remits 95% of that amount of money to the CRA Trust Fund.

## CRA Meetings

Regular meetings of the Advisory Committee are held the first Wednesday of every month, beginning at 5:30 p.m. in the City Hall Board Room, located on the first floor of City Hall, 510 N. Baker Street. The CRA Board meets as needed, on evenings of City Council meetings. These meetings occur on first and third Tuesdays at 7 p.m. in the City Hall Board Room, located on the first floor of City Hall, 510 N. Baker Street.

## Description of the Mount Dora CRA District

The Mount Dora CRA is comprised of several sub-areas described below.



*Downtown Area:* This area is generally described as being south of Sixth Avenue, west of Tremain Street, and north of the railroad track. The center of the area is the historic retail center of the City. There are more than 165 business spaces in this 12-block area. Most of the parking areas are found at the southern and eastern edges of the retail center. Public areas such as City Hall, the Community Building, and Donnelly Park are along the north side of the area.

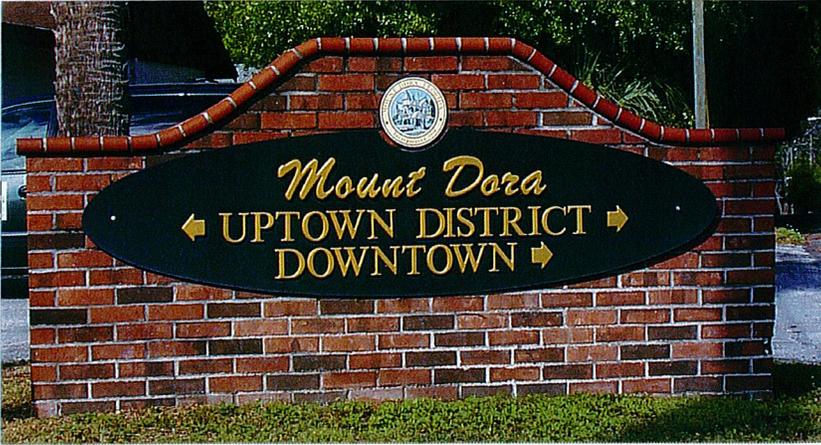


*Donnelly Street Corridor:* This corridor extends north of downtown to Limit Avenue and includes one block on either side of Donnelly Street. Alexander and Baker Streets serve as the boundaries.



*Fifth Avenue Corridor:* This corridor connects the downtown area to Highland Street. The majority of properties along this portion of Fifth Avenue are used for professional offices.

## Description of the Mount Dora CRA District



*Highland Street Business Area:* This area extends from Fifth Avenue south to the railroad overpass at Camp Avenue.



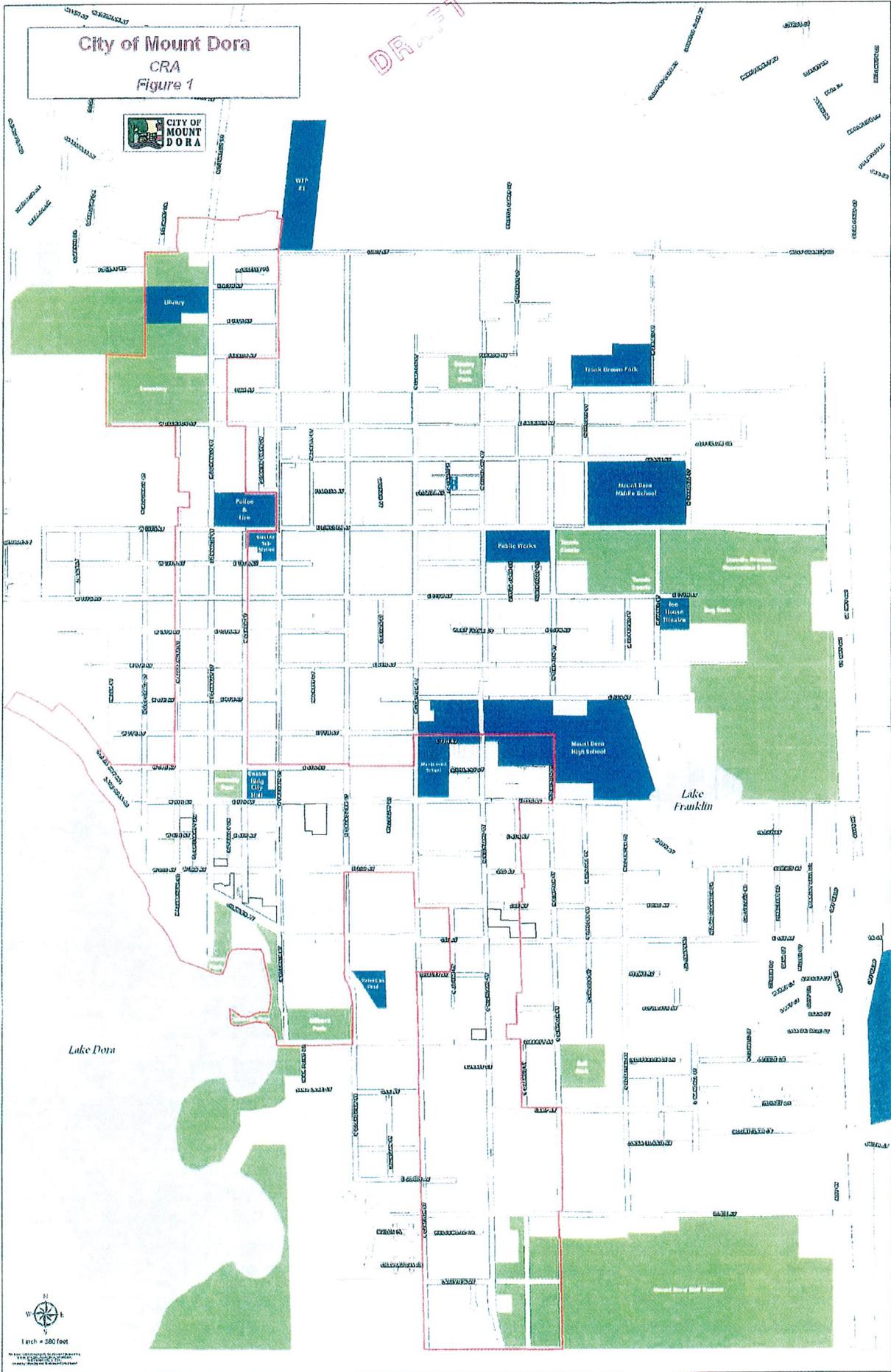
*Lakefront Area:* This area is located south of the railroad track. The area contains a number of parks and public areas such as Evans and Gilbert Park. This area also contains the largest piece of undeveloped land in the historic portion of the City — a four (4) acre property located along Edgerton Court south of the Lakeside Inn.



*Robie and Camp Avenues Workplace Area:* A portion of the City's only industrial area is located within the CRA district. The *Old Mount Dora Growers* property is located on the west side of Highland Street, and the property on the east side remains undeveloped.

City of Mount Dora  
CRA  
Figure 1

DRAFT



1 inch = 300 feet

## **VISION**

## **MISSION**

## **GOALS**

### **VISION**

Mount Dora strives to be the most inviting, livable community in Central Florida by unveiling our unique sense of place.

### **MISSION**

Mount Dora seeks to attract and retain businesses, residents, and tourists within the CRA district by pursuing enhancements to our valuable resources and will strive to make the district a lively, friendly and comfortable place to live and visit, while preserving our history, diversity, natural beauty and traditional historic small town character.

### **GOALS**

1. Encourage investments into private property and businesses.
2. Enhance public places including a well designed, high quality lakefront.
3. Promote a pedestrian friendly environment that connects neighborhoods, businesses districts and public spaces.
4. Continue improvements to public areas and infrastructure that are both functional and attractive.
5. Increase business, residential and tourist presence to create an active and viable mixed use environment.

## **Plan Elements and Objectives**

In line with and fostering the above Vision, Mission, and Goals, the purpose of the Mount Dora Community Redevelopment Agency Master Plan is to create a framework for providing improvements to public areas and infrastructure that encourages private redevelopment activities and to administer redevelopment programs that further facilitate investment into private property.

## Plan Elements and Objectives

### **Community Building Renovation**

- Objective: Renovate and expand the Mount Dora Community Building for the purpose of improving the building's ability to accommodate a wide variety of uses.

### **Pedestrian Movement**

- Objective: Create a network of safe and attractive sidewalks and other pedestrian walkways throughout the CRA.

### **Multi-Use Trails**

- Objective: Provide trails and facilities as designated in the *Mount Dora Trails Master Plan* and ensure other CRA projects are considered and coordinated with the Master Plan.

### **Lakefront Redevelopment**

- Objective: Redesign Mount Dora's lakefront area to create a more accessible, functional and attractive site.

### **Highland Street Redevelopment**

- Objective: Develop programs to encourage redevelopment of properties in the Highland Street business corridor to create a more viable commercial area.

### **Parking**

- Objective: Provide adequate space for and improve the use of public parking areas to accommodate the parking needs for employees, customers, delivery vehicles and tour buses.

### **Land Use and Zoning**

- Objective: Recommend land use and zoning changes that would improve the development pattern.

### **Economic Development**

- Objective: To administer programs that improve the business environment by encouraging investment and spending within the CRA district and attracting visitors to the area.

### **Beautification and Enhanced Maintenance**

- Objective: Continue a Beautification and Enhanced Maintenance program that keeps public areas highly attractive on a consistent basis.

## Purpose of CRA Plan

All CRAs are required by Florida Statute to have a Master Plan that identifies activities the CRA plans to carry out. Further, these activities, which involve capital projects and redevelopment programs, must be based on and consistent with what is specified in the Master Plan. The Plan is the guiding document for the CRA.

The Plan illustrates and describes the future physical form of the CRA district, focusing on the public realm. The plan also provides a framework for the operation of the CRA. The Master Plan addresses a multitude of physical and economic issues. It is not limited to projects and programs the CRA intends to fund as it intends to unite other City plans and resources to work together in unison to improve the area.

As with all long-range plans, this plan must be periodically reevaluated and revised as necessary. Plan updates are necessary to respond to changed conditions and to reflect different community needs and expectations. Many objectives from the previous plan have been achieved, some are no longer relevant, and others are still being addressed. Plan objectives can remain the same over a period of years but the strategies we use and projects we identify to accomplish the objectives can change, sometimes annually.

In updating the Plan, the Advisory Committee used the following process:

1. List topics / issues to be included as elements of the plan;
2. Develop Objectives for each of these elements;
3. Identify projects for each objective;
4. Prioritize projects;
5. Create long term budget for projects based on priorities.

After the Advisory Committee completes the Plan draft and makes a recommendation to the CRA Board, the remainder of the Plan review and approval process is as follows:

1. Plan is presented to the CRA Board for consideration.
2. If any changes to the Land Development Regulations are involved, they must be presented to the Planning & Zoning Commission for action.
3. The Plan is adopted by the City Council at a Public Hearing.

## Community Building Renovation

### *Objective*

**Renovate and expand the Mount Dora Community Building for the purpose of improving the building's ability to accommodate a wide variety of uses.**

The renovation will have a positive impact on the CRA's business environment and on Mount Dora's quality of life today and into the future. The renovation will enhance the CRA by attracting more residents and tourists, and it will increase the amount of spending in the CRA area. Expansion of the facility is an economic development investment.

The Community Building capital improvement project has been designed to make it a more usable community building for residents and local organizations and to increase the number and type of performances and events in the facility. The design includes functional and aesthetic upgrades needed to make the venue more useable and desirable for performances, events and other community uses.

Improvements include:

- Improved comfort and accessibility of seating area;
- Expanded restrooms;
- Upgraded sound, lighting, acoustics, HVAC and electrical systems;
- ADA compliant accessibility throughout the building;
- Fire suppression system;
- Expanded lobby/community meeting room to include a concession area and art exhibit space;
- Enhanced stage area;
- Installation of architecturally-appropriate entrances and doorways;
- A more usable lower level area.

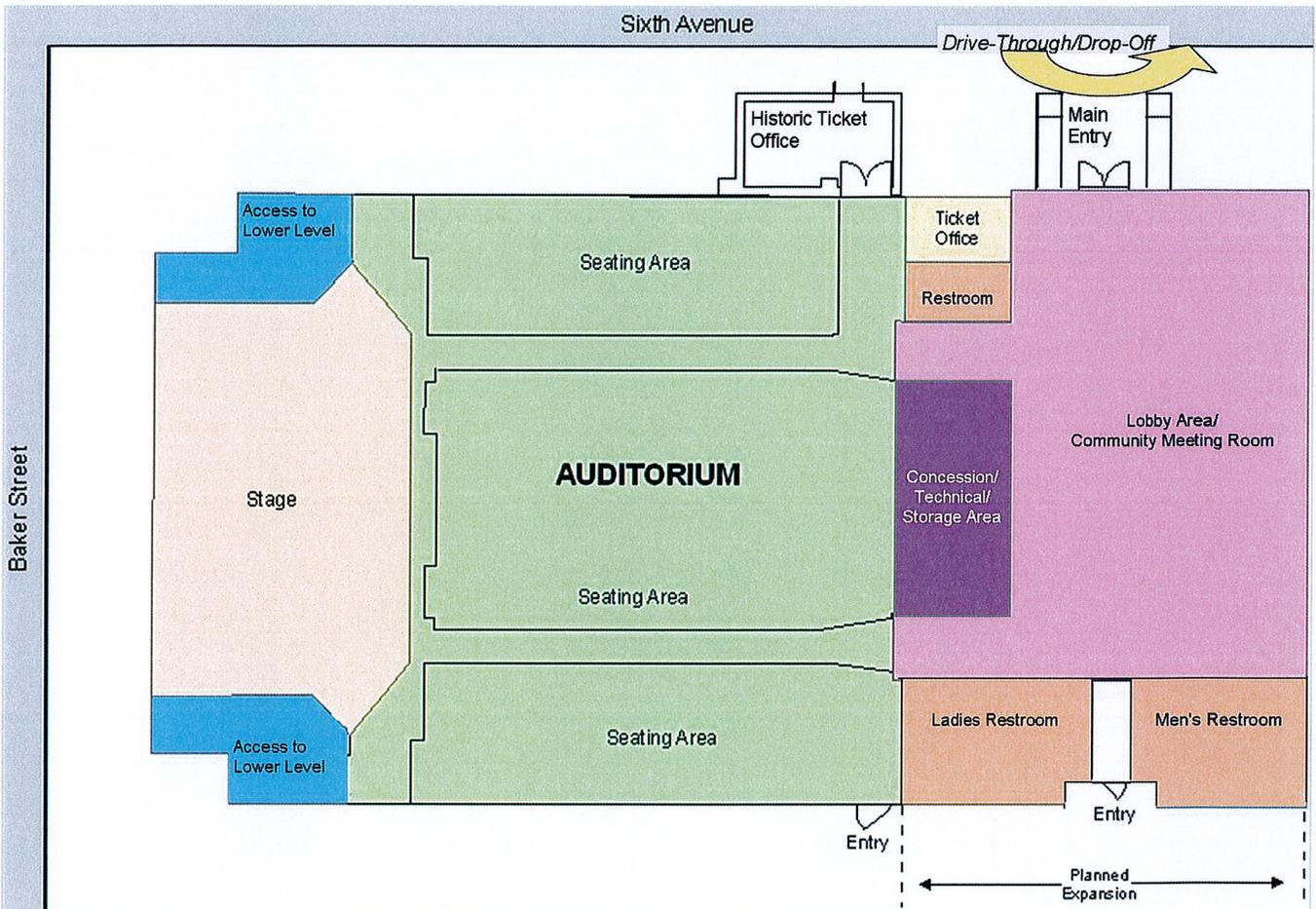
### *Implementation*

The project will be constructed in 2009-2010.

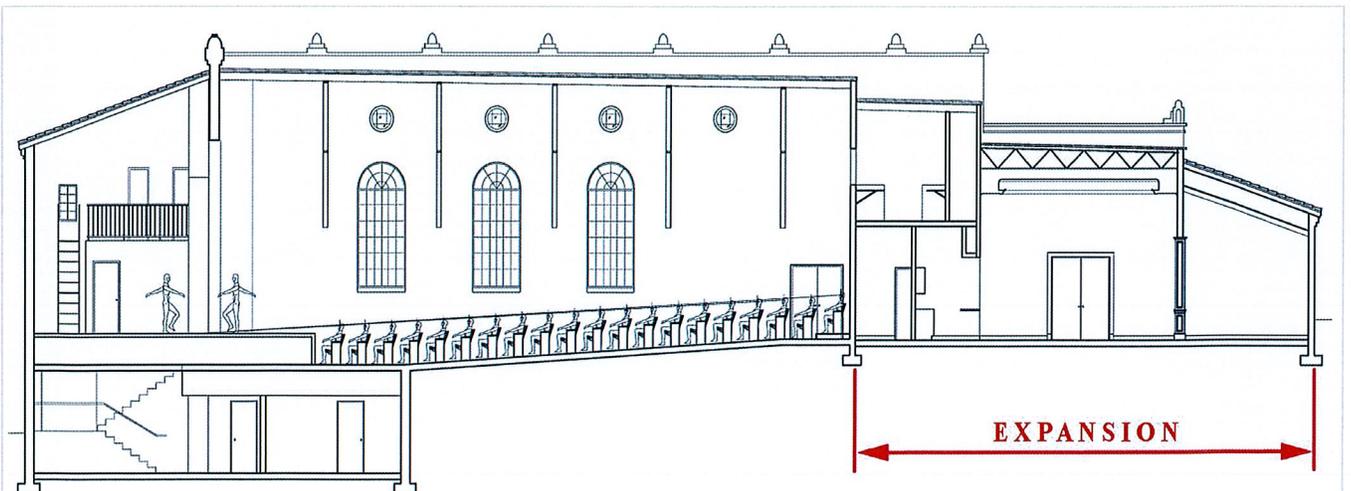


*Above: The Mount Dora Community Building.*

# Community Building Renovation



Above: A conceptual model of the interior of the Mount Dora Community Building once renovations are complete.



Above: A sketch of the exterior of the Mount Dora Community Building identifies the major area of expansion at the east end of the structure.

## Pedestrian Movement

### *Objective*

**Create a network of safe and attractive sidewalks and other pedestrian walkways throughout the CRA.**

One of Mount Dora's most valuable physical asset lies in its (pedestrian-friendly, walkable) environment so it is essential this characteristic be continually enhanced. While the pedestrian ways in the CRA are for the most part adequate, there is significant need for improvements. Problems include narrow widths, conditions requiring replacement, and a few areas without sidewalks. Additionally, special attention must be given to crosswalks and handicap accessibility.

### Design Standards

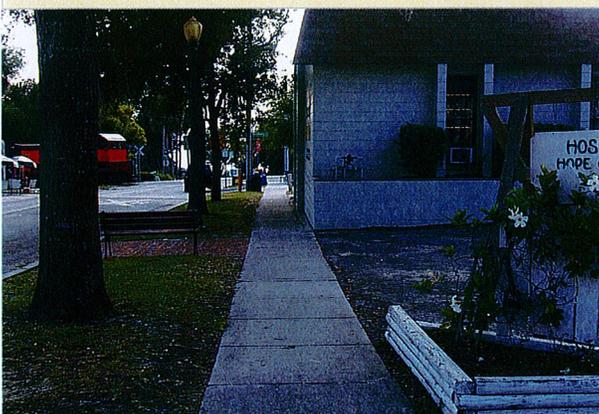
The Mount Dora CRA pedestrian improvement project should abide by certain accepted design standards. Design standards specify elements of design for sidewalks and pedestrian walkways. Overall, the design and network of sidewalks should present a cohesive appearance. These design standards include:

- Sidewalk Widths;
- Connectivity;
- Crosswalk Safety;
- Aesthetics and Enhancements;
- Lighting;
- Wayfinding.



*Above: View of sidewalk on north side of Fourth Ave. at Donnelly St. looking west.*

*Below: View of the sidewalk on north side of Third Ave. at Donnelly St. looking west. Both of these heavily-traveled sidewalks are only four feet in width.*



### Sidewalk Widths

To encourage efficient pedestrian movement, ideally sidewalks, especially in downtown areas, should strive to have a minimum of six feet of unobstructed walking width. In Mount Dora, many sidewalks contain a number of obstructions such as planters, benches, trash cans, lampposts, trees and sandwich board signage.

To protect canopy trees, sidewalks should be designed around trees. Improving pedestrian movement involves reducing the amount of obstructions on the sidewalk. Beautification involves adding aesthetic elements to the sidewalk — for example, adding landscaping or greenery. However, these two objectives sometimes conflict — improving access can make less room for aesthetic features and installing too many aesthetic features can inhibit pedestrians. The key is to maintain balance between the two standards.

## Pedestrian Movement



### Connectivity

The pedestrian network will provide connectivity between destinations such as the downtown area, the Community Building, Gilbert Park, the lakefront area and surrounding neighborhoods.

*Left: Tremain Street looking south at Charles Avenue to lakefront area.*

*Below Left: West side of Edgerton Ct. south of the Lakeside Inn. In both photos, the sidewalks indicate a clear a lack of connectivity to the lakefront.*



### Crosswalk Safety

Although traffic laws require drivers to stop and yield to pedestrians in a marked crosswalk where no traffic controls are in place, safety at crosswalks must be improved, especially at non-signalized intersections on heavily traveled roads such as Fifth Avenue. Crosswalk design shall follow traffic engineering and traffic calming standards.

*Left: Intersection at Baker Street and Fifth Avenue an example of where crosswalk safety improvements are needed.*



### Aesthetics and Enhancements

Landscaping and pavers should be used to create a more attractive and pedestrian-friendly right-of-way, which will result in an improved appearance.

*Left: Highland Street looking north from Third Avenue as it appears today.*

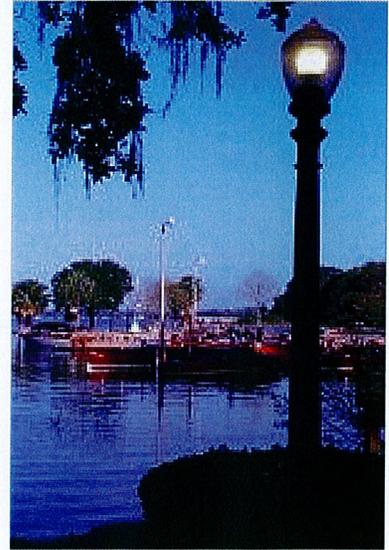
*Below Left: Highland Street looking north from Third Avenue, as it may appear after approved enhancements project is completed.*



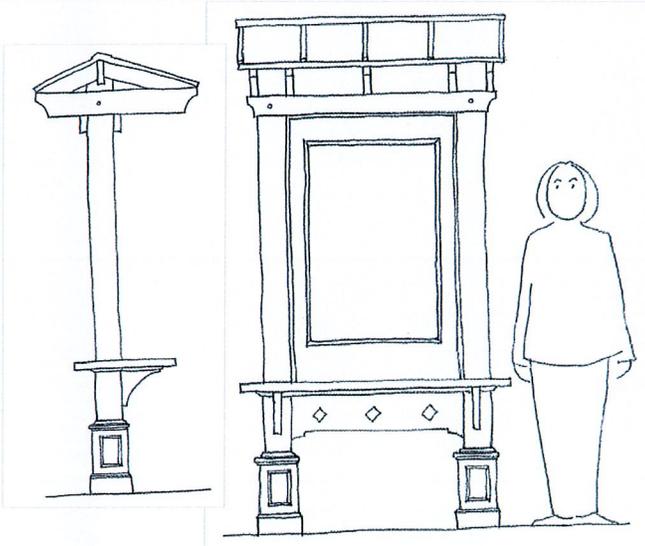
## Pedestrian Movement

### Lighting

Decorative, antique lampposts are in place throughout the CRA; however, a few key areas still lack lighting. Currently, lighting is installed downtown, along Donnelly Street, along Highland Street and near the lakefront. The same or similar lampposts should be installed along Fifth Avenue, Liberty Avenue and Edgerton Court to provide safe lighting and to maintain consistency.



*Above: A decorative, antique lamppost casts light over Mount Dora's lakefront area.*



*Above: Drawing of a sample kiosk, views from the front and side.*

### Wayfinding System

A wayfinding system should be provided to aid pedestrians and visitors in finding their way through the CRA to various businesses and destinations. A proposed wayfinding system includes installation of informational kiosks throughout the CRA in key areas.

In addition to installation of kiosks in key areas of the CRA district, directional signage should be installed at appropriate corners for pedestrians. Such directional signage may be similar to signage previously installed intended to aid drivers.

### Implementation

1. Conceptual Designs: Conceptual designs that address the above design elements in each pedestrian way will be prepared to ensure a consistent and thorough design.
2. Funding: The pedestrian access improvement project is an extensive, multi-year endeavor including most of the right-of-ways south of Fifth Avenue. Due to its extensive nature, the project may require longer than the duration of the CRA's term (2017) to complete. Criteria should be developed to prioritize each area.
3. Coordination: The projects should be coordinated with the Public Works Department for necessary utility work to be done simultaneously.



*Above: Sample directional signage installed in the CRA intended to aid drivers.*

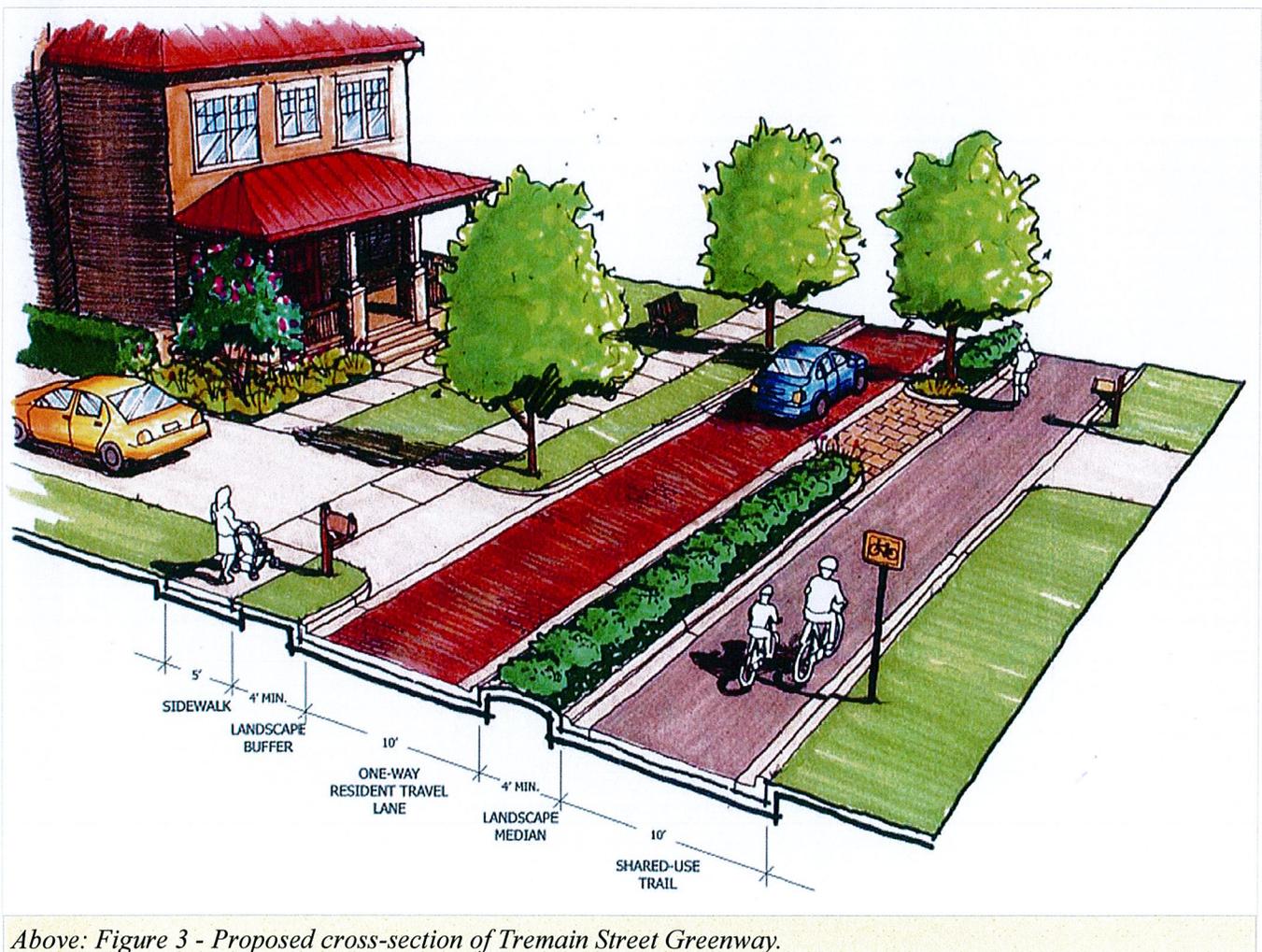


## Multi-Use Trails

### Objective

Provide trails and facilities as designated in the *Mount Dora Trails Master Plan* and ensure other CRA projects are considered and coordinated with the Master Plan.

In April 2009, the City Council adopted the *Mount Dora Trails Master Plan*. The top priority in the Plan is the regional trail which runs along Old 441 and the Florida Central Railroad line. This regional trail runs through the CRA district as shown in Figure 4. This trail would provide pedestrian and bicycle access to the downtown and Highland Street business areas from areas both within and outside the city. Other Trail Plan items in the CRA district include the Tremain Street Greenway (Figure 3 - below) and the Baker Street Trailhead (Figures 5 & 6). A significant portion of the Tremain Street Greenway, from Sixth Avenue to Charles Avenue, lies within the CRA district, and from limit Avenue to Fearon Avenue.



Above: Figure 3 - Proposed cross-section of Tremain Street Greenway.

# Multi-Use Trails

## Implementation

1. Trailhead: Design the Baker Street Trailhead in conjunction with the driveway connection between the Donnelly Street Parking Garage and the Baker/Tremain Street Parking Lot. (see parking element)
2. Tremain Street Greenway and Trail—The proposed greenway and trail runs through both the Mount Dora CRA, the Northeast CRA and the City. Funding for the project will have to be split among these three agencies.



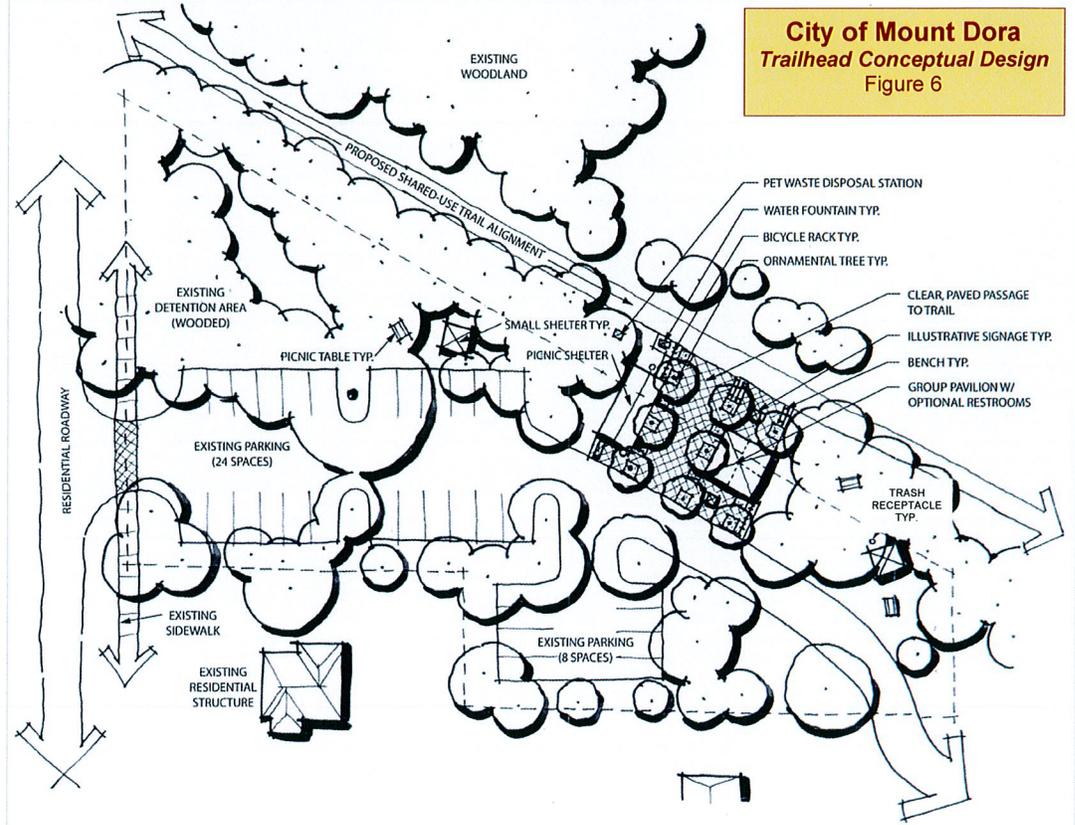
Left:  
Multi-Use  
Trails in  
the CRA.

# Multi-Use Trails



Above: Baker Street parking connection and proposed trailhead.

Below: A sample conceptual design for a trailhead.



## Lakefront Redevelopment

### *Objective*

**Redesign Mount Dora's lakefront area to create a more accessible, functional and attractive site.**

Several important lakefront projects have been completed in recent years including the redevelopment of Palm Island , Gilbert Park and Grantham Point — each along the eastern lakefront. Other underutilized sites remain along Lake Dora, that if enhanced properly, could be an asset to the City and offer excellent public spaces. These sites include the Fourth Avenue dock/pier, Evans Park and Pineapple Point, along Edgerton Court, south of the Lakeside Inn. These are shown on Figure 7.

### Fourth Avenue Dock/Pier Improvements

The Fourth Avenue dock/pier, located at the west end of Fourth Avenue, offers benches on the pier and spaces for boats to dock. Suggested improvements involve enlarging these areas to allow more space for people and boats. Once completed, the entire area will serve as an excellent public space to enjoy the lakeside, a top spot for sunset viewing, and additional access to downtown for boaters.



*Above: Fourth Ave. dock and Pier.*



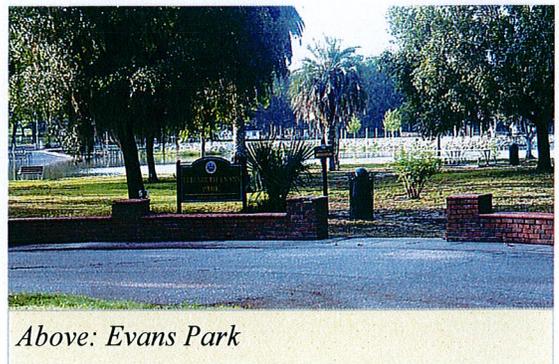
*Above: Childs Park*

### Child's Park

This is a small park in the core of downtown along 4th Avenue about 1 1/2 blocks from the lakefront. The site contains a restroom building and some landscaped areas. The site needs to be transformed into a better passive gathering place with more sitting areas.

### Evans Park

Evans Park is a small, open space park approximately 1 1/2 acres in size. A small gazebo and picnic benches are the only facilities in the park. Because of its pedestrian accessible lake frontage and proximity to downtown, if redesigned properly, it could become an excellent focal point and public space. The Evans Park redevelopment project should be carried out in conjunction with the proposed Edgerton Court Improvements to achieve a coordinated design and to provide a proper pedestrian connection to the downtown and surrounding areas.



*Above: Evans Park*

### Pineapple Point Redevelopment

The redevelopment of the lakefront property along the west side of Edgerton Court south of the Lakeside Inn, oftentimes referred to as “Pineapple Point,” or “The Point,” is a potential public/private partnership project. The property is approximately four acres in size. Due to the prominence of the property, how it may be developed in the future will have a significant impact on the lakefront and the downtown. Since the property is privately owned, the owner's cooperation is essential.



## Highland Street Redevelopment

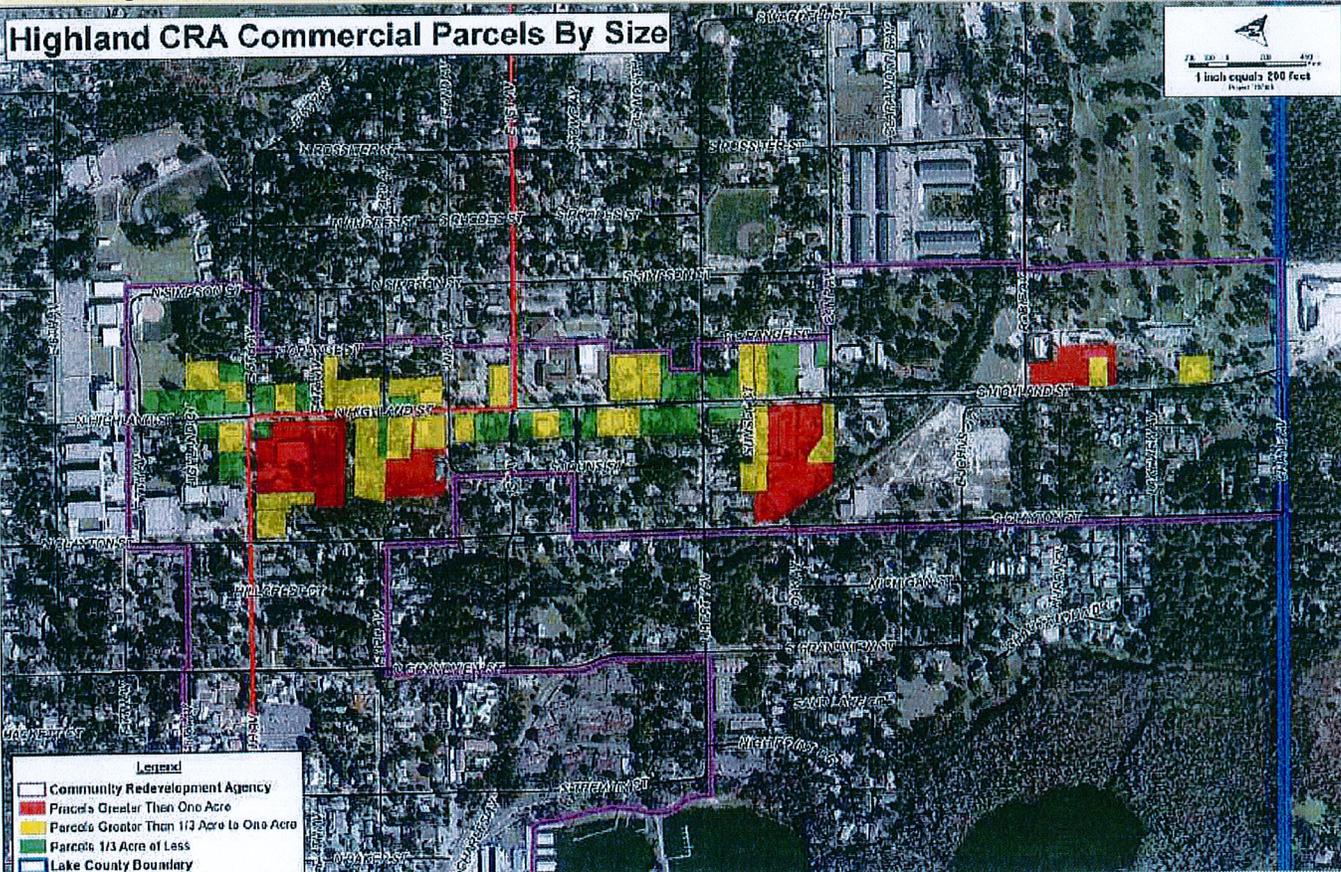
### Objective

**Develop programs to encourage redevelopment of properties in the Highland Street business corridor to create a more viable commercial area.**

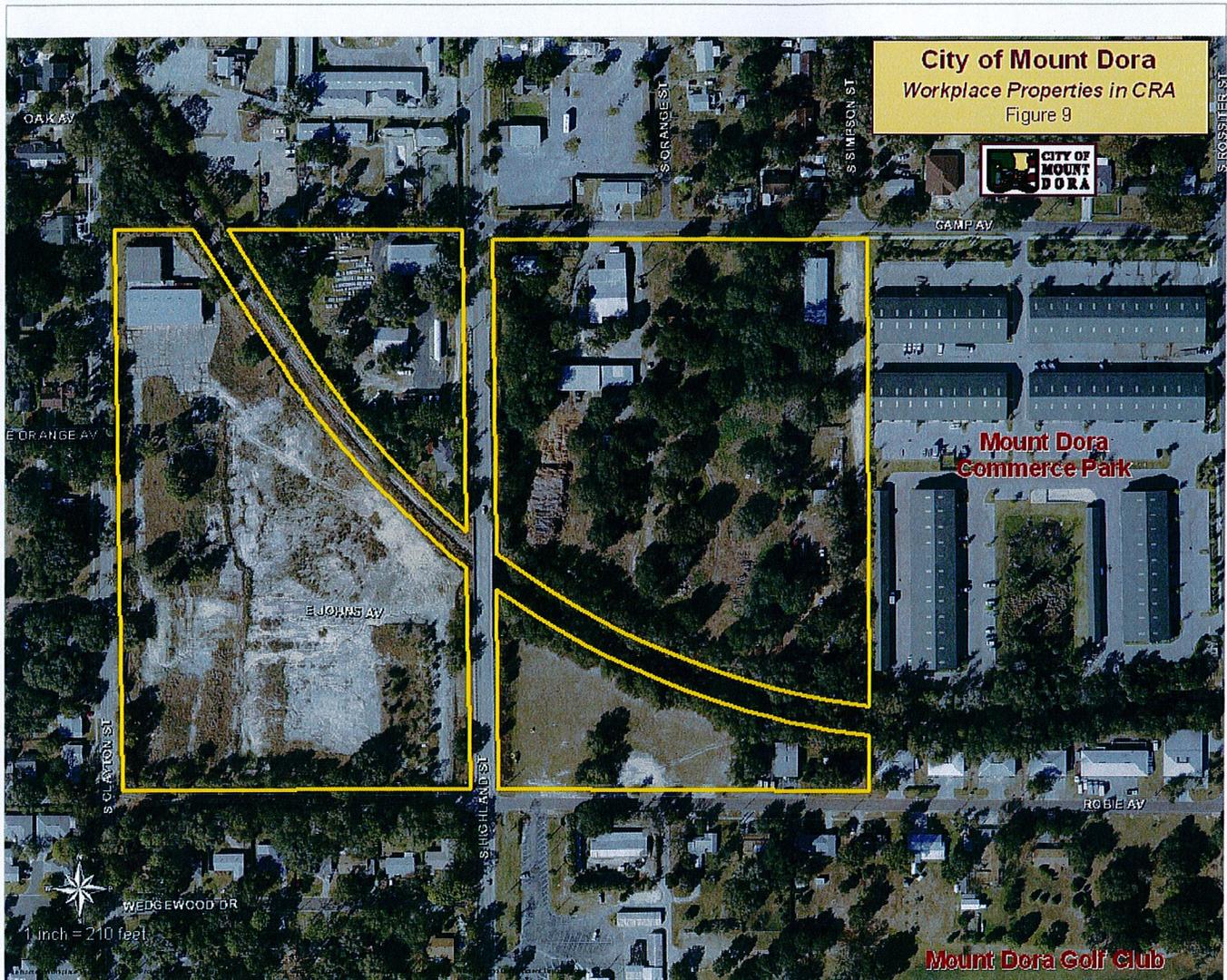
Due to the limited lot widths and depths of many lots along Highland Street, redevelopment of properties is problematic even with the most flexible of land development codes (see Figure 8 - Below). A more productive development pattern could be created on certain blocks if site planning is designed as a whole (or a large portion of) block by combining parcels rather than by individual parcels as they currently exist. Mixed-use development would promote a more active and pedestrian-oriented commercial area.

Along Highland Street between Robie and Camp Avenues, there are several large parcels of undeveloped land, which are zoned WP-1 Workplace. They are shown in Figure 9. These are significant properties that are underutilized that when redeveloped will have a beneficial impact on the area.

Below: Figure 8 - Commercial parcels, by size, along Highland Street.



## Highland Street Redevelopment



Above: Aerial view of the Robie and Camp Avenues Workplace Area within CRA District.

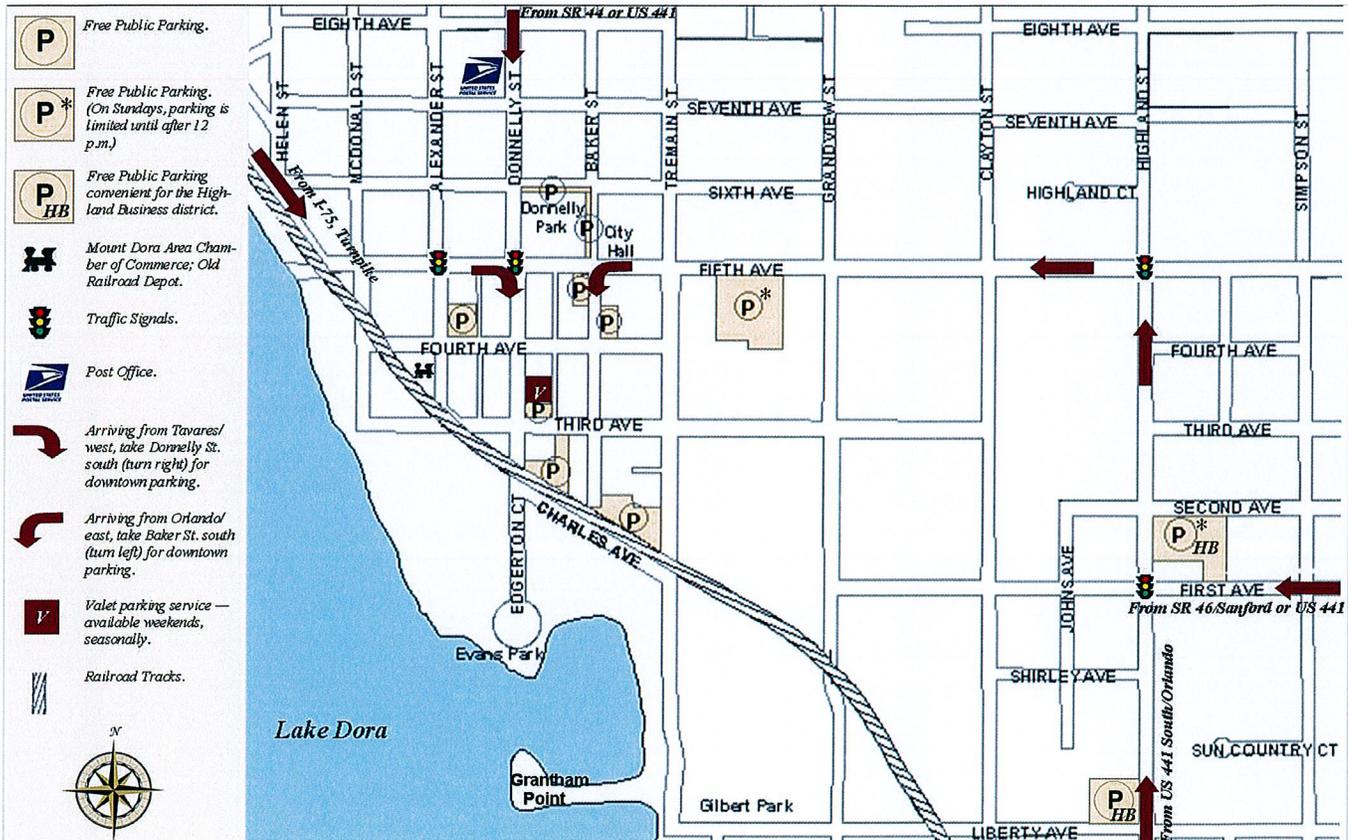
### ***Implementation***

1. **Establish Incentive Programs:** Establish incentive programs for the following:
  - To encourage the aggregation of undersized lots into functional commercial sites;
  - For development of appropriate mixed-use, multi-story buildings in C-2 areas;
  - To develop WP-1 Workplace properties along Robie and Camp Avenues.
2. **Utility Capacity:** In cooperation with the City's Public Works Department, evaluate the availability of utilities (potable water, sanitary sewer, storm water drainage) in the Highland Street corridor to determine the ability to serve more intense development than currently exists and develop a plan for required improvements.

## Parking

### Objective

Provide adequate space for and improve the use of public parking areas to accommodate the parking needs for employees, customers, delivery vehicles and tour buses.



Above: Figure 10 - A map depicting public parking areas located within the CRA district. The CRA has added more than 450 public parking spaces to the business areas.

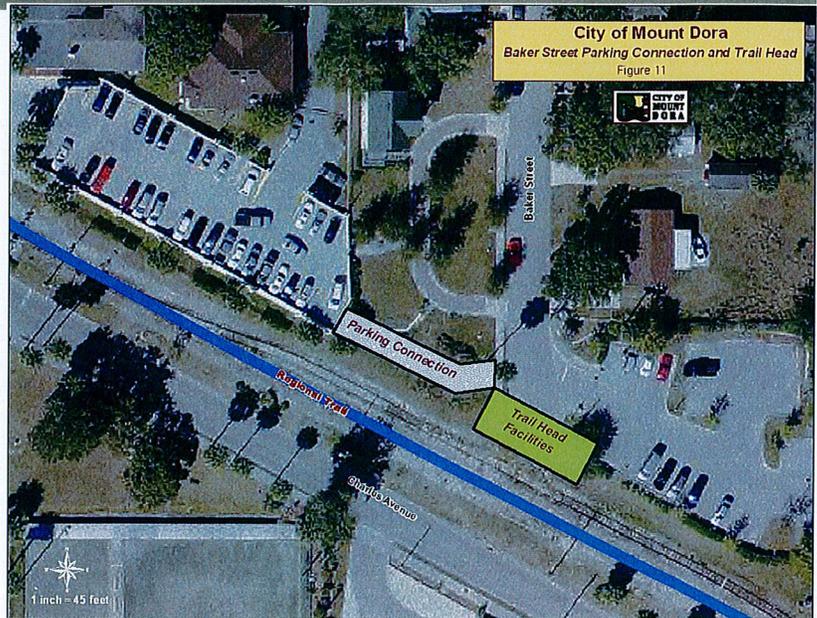
Often, the lower level of the Baker Street Parking Garage is full, and drivers have no way out except to back up to the Donnelly Street entrance since it is the only exit. Adding a driveway connection to the east to Baker Street would allow drivers to proceed to an additional parking area as well as provide a more convenient exit. This would require the removal of a portion of the rear wall of the parking garage and the purchase of two undeveloped lots from the adjacent property owner. (see figure 11)

### Implementation

1. Parking Garage — Baker Street Lot Connection: Provide a driveway connection between the Donnelly Street parking garage and the Baker / Tremain Street parking lot. This project would have to be coordinated with the Baker Street Trailhead project.

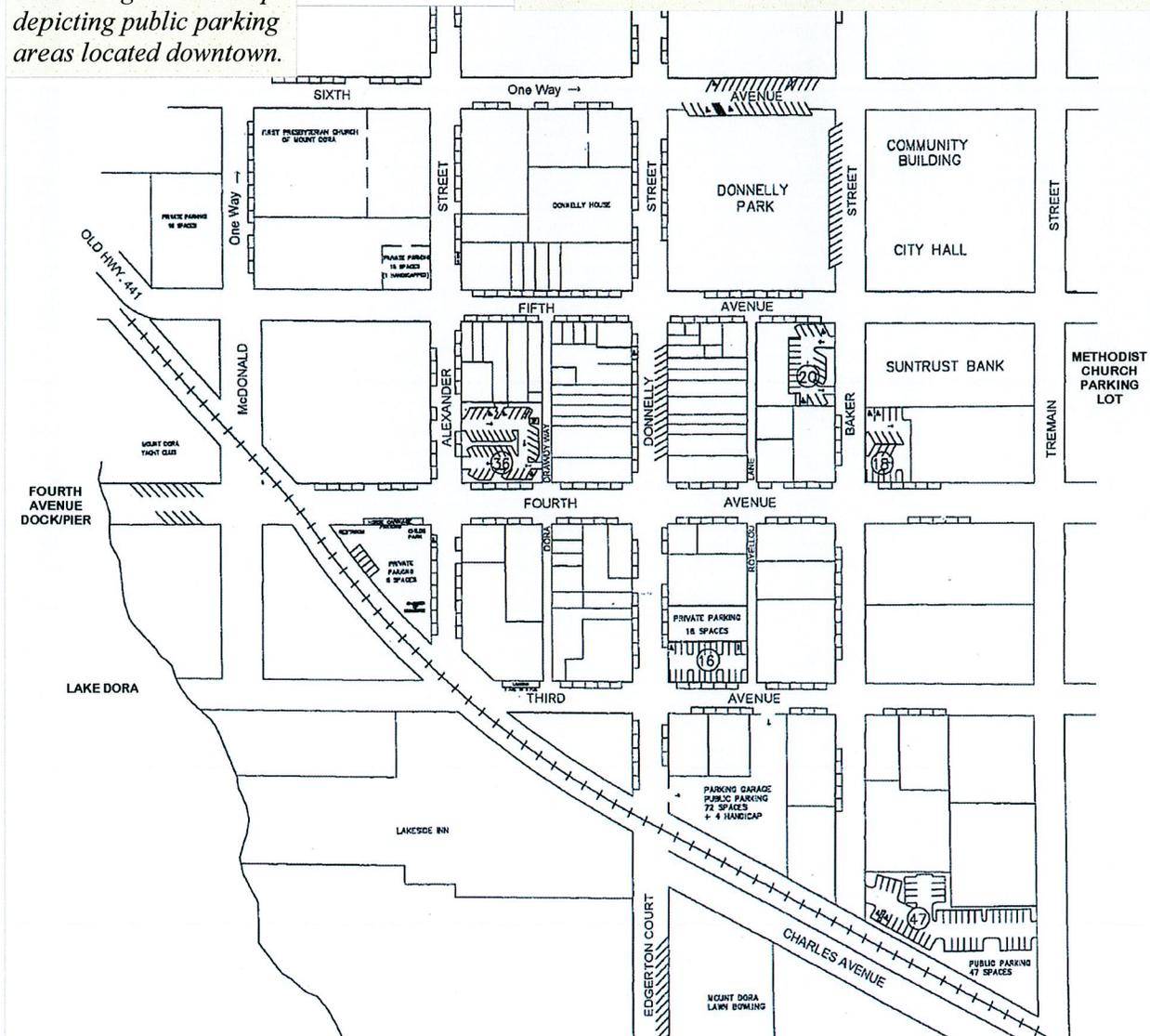
## Parking

2. Edgerton Court: As a part of the Edgerton Court right-of-way enhancement project, include parking spaces on the west side of the street.
3. Signage: Continue to improve directional signage and wayfinding throughout the CRA district for vehicles.
4. Parking Management: Continue to monitor the need for more short term parking spaces to improve accessibility to prime downtown parking spaces for customers.



Above: Figure 11 - Aerial showing driveway connection, between parking garage and Baker/Tremain lot.

Below: Figure 12 - Map depicting public parking areas located downtown.



## Land Use and Zoning

### Objective

Recommend land use and zoning changes that would improve the development pattern.

### Implementation

1. Third Avenue and Baker Street: Amend the Future Land Use and Zoning Maps to change the outlined area from single family to multi-family. This will allow for a more appropriate density and compatible uses with the downtown commercial area. The property proposed for a land use change is shaded yellow and outlined in red. A more intense use will fit the area better.



Above: Figure 13 - Aerial view of Baker Street with areas to undergo redevelopment outlined.

## Economic Development

### *Objective*

**To administer programs that improve the business environment by encouraging investment and spending within the CRA district and attracting visitors to the area.**

The Mount Dora CRA has several on-going economic development programs:

- Development Incentives
- Special Event Sponsorships for Non-Profits
- Promotional Activities

1. Development Incentive Program: Objectives of the Development Incentive Program include adding business space, attracting targeted businesses identified by the Market Analysis and Business Development Study and improving the appearance of properties. Currently, the program reimburses a property or business owner for development and building permitting-related fees up to \$25,000. The sum of \$25,000 is the estimated amount of total fees that would be charged to construct a new building on a typical-sized lot in the area. The program is designed as a performance based reimbursement system: funds are dispersed after the Certificate of Occupancy is issued. The program works as an investment since the incentive amount is returned to the CRA through additional property tax revenue. The estimated payback period is three to five years.

2. Special Event Sponsorships for Non-Profits

The CRA district offers numerous cultural riches that make it naturally suited for a cultural tourism promotion. Whether aesthetic, educational or entertaining, residents and visitors frequently enjoy exciting and varied experiences in art, music, history and more. A variety of special events take place in the CRA area and Special Event Sponsorships for Non-Profits program exist to support events and programs that attract more people and spending to the CRA business areas.

3. Promotional Activities

This includes production of collateral materials and promotional events. Collateral materials recently produced by the CRA or jointly with other non-profit organizations include Mount Dora CRA Business Directory, Historic Walking and Driving Tour Map, visitor kits and generic brochure.

Encouraging residents and visitors to frequent the CRA area for shopping, dining and special events is an objective for the CRA. A previous comprehensive market analysis revealed a significant amount of potential sales growth to be obtained from local residents since much of their purchasing currently is done outside the CRA area. In line with this, an objective of the CRA is to increase the amount of spending by residents in the CRA business district. One reason for local residents' below average spending in the CRA is partially due to the fact they are not fully aware of all businesses and shopping opportunities that exist in the CRA district. Therefore, to increase resident traffic and spending, a strategy was needed to increase awareness of the business existing in the CRA area. The solution selected was to publish a CRA Business Directory and distribute it to residents.

## **Economic Development**

### *Implementation*

1. Continue current programs and enhance them as needed to better meet the Economic Development objective.
2. Develop incentive programs with annual funding to meet needs as identified in the Highland Street Redevelopment element:
  - Encourage aggregation of lots into functional commercial sites
  - Develop appropriate mixed-use, multi-story buildings in C-2 area
  - Redevelop WP-1 Workplace properties

## Beautification and Enhanced Maintenance

### *Objective*

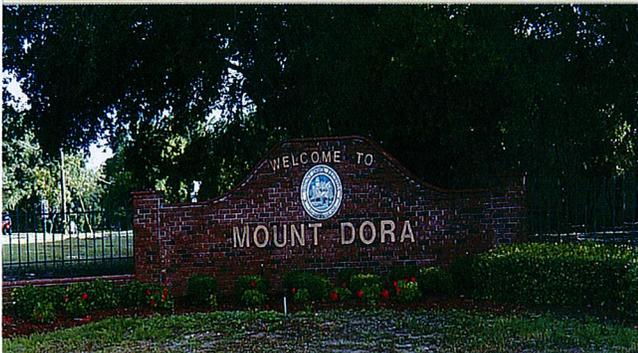
**Continue a Beautification and Enhanced Maintenance program to produce highly attractive public areas.**

It is vital that the CRA keep improvements it has installed, including landscapes, streetscapes, and parking lots, as well as adjoining areas, in good condition as part of its mission of redevelopment.

### *Implementation*

Continue with annual work program to beautify and maintain public improvements such as parking lots, road right-of-ways and other public spaces. Program tasks and activities are those not assigned or regularly completed as part of routine City operations.

*Below: Highland Street welcome sign*



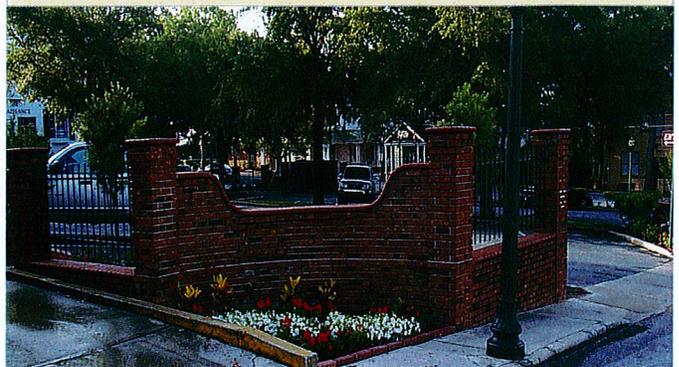
*Below: Fountain, NE corner Third Ave. & Donnelly St.*



*Below: Parking garage.*



*Below: Parking lot at Third Ave and Alexander St*



## Implementation

The implementation section contains a summary of and budget for the action items to be completed as part of this Plan. This includes the construction of capital projects and redevelopment programs the CRA will administer. The capital projects reflect a two-tiered approach. One is to provide adequate public infrastructure such as the pedestrian improvement areas, which include sidewalks and streetscape. The second is to design projects that have a ‘WOW’ factor. This means creating great public places and spaces that make such a visual statement they become an attraction. These types of projects would include 4th Avenue pier / docks, Childs Park, and also Highland Street right-of-ways enhancements.

### Projects and Programs by Element

#### Community Building Renovation

1. Community Building: The project will be constructed in 2009-2010.

#### Pedestrian Movement

1. Conceptual Designs: Produce a conceptual design that addresses design elements in each pedestrian way will be prepared to ensure a consistent and thorough design.
2. Funding: Donnelly Street between Fifth and Fourth Avenues is the first priority. Criteria should be developed to prioritize the other areas to determine the order in which the areas will be done.
3. Coordination: The projects should be coordinated with the Public Works Department so that necessary utility work can be done simultaneously.

#### Multi-Use Trails

1. Trailhead: Design the Baker Street Trailhead in conjunction with the driveway connection between the Donnelly Street Parking Garage and the Baker / Tremain Street Parking Lot.
2. Tremain Street Greenway and Trail: The proposed greenway and trail runs through both the Mount Dora CRA, the Northeast CRA and the City. Funding for this project will have to be split among these three agencies.

#### Lakefront Redevelopment

1. Improve Fourth Avenue Docks / Pier
2. Redevelop Child’s Park
3. Prepare a conceptual site plan for the lakefront to include the area from Evans Park and surrounding area. The design should provide better connectivity from the downtown along Edgerton Court to Evans Park.

## Projects and Programs by Element

### Highland Street Redevelopment:

1. Establish Incentive Programs: Establish incentive programs for the following:
  - To encourage the aggregation of undersized lots into functional commercial sites;
  - For development of appropriate mixed-use, multi-story buildings in C-2 areas;
  - To develop WP-1 Workplace properties along Robie and Camp Avenues.
2. Utility Capacity: In cooperation with the City's Public Works Department, evaluate the availability of utilities (potable water, sanitary sewer, storm water drainage) in the Highland Street corridor to determine the ability to serve more intense development than currently exists and develop a plan for required improvements.

### Parking:

1. Parking Garage: Baker Street Lot Connection Provide a driveway connection between the Donnelly Street parking garage and the Baker / Tremain Street parking lot.
2. Edgerton Court: Include parking spaces on the west side of the street.
3. Signage: Continue to improve directional signage and wayfinding
4. Parking Management: Continue to monitor the need for more short term parking spaces

### Land Use and Zoning:

1. Third Avenue and Baker Street: Amend the Future Land Use and Zoning Maps to change the outlined area from single family to multi-family.

### Economic Development:

1. Continue current programs and enhance them as needed to better meet the Economic Development objective.
2. Develop incentive programs with annual funding to meet needs as identified in the Highland Street Redevelopment element:
  - Encourage aggregation of lots into functional commercial sites
  - Develop appropriate mixed-use, multi-story building in C-2 area
  - Redevelop WP-1 Workplace properties

### Beautification and Enhanced Maintenance:

1. Beautification and Enhanced Maintenance: Establish a program to produce highly attractive public areas.

## Capital Project Construction Priority List

1. Community Building
2. Highland Street Right-of-Ways Enhancements—Phase 2  
Downtown Sidewalks—Donnelly Street - Fifth to Fourth Avenues - west side
3. Fourth Avenue Pier / Docks  
Downtown Sidewalks - Donnelly Street Fifth to Fourth Avenues - east side
4. Childs Park  
Downtown Sidewalks
5. Highland Street Right of Ways Enhancements - Phase 3  
Parking Garage Connection
6. Downtown Sidewalks  
Parking Garage Connection  
Baker Street Trailhead
7. Downtown Sidewalks  
Liberty Avenue
8. Fifth Avenue

## FY 2010—2017 PROJECT AND PROGRAM BUDGET

Table 1 shows the projected budget for CRA projects and programs for the remaining fiscal years of the CRA - FY 2010 - 2017.

Available revenues for projects and programs reflect the funding available after operating costs. Tax increment revenue is the primary source of CRA Funding. Recent changes in Florida property tax law have made projecting future revenue much more difficult but it is generally agreed they will continue to decline for the next two or three years. Capital project costs are based on general quantity amounts and unit price estimates and not construction drawings. More accurate estimates will be provided as construction drawings are completed. The actual cost of a project can only be determined after bids are received. Due to revenue fluctuations and updated project cost estimates, the table must be updated at least annually to reflect the most recent information.

Tax increment revenue is typically the primary source of funding for CRA projects and programs. With annual funding limited, CRA tax increment revenues must be leveraged in order to complete projects in a timely manner. This has typically been done by applying for grants as grants are pursued for every possible project. If a grant is obtained for a specific project, the project can be moved up in priority on the schedule.

Another revenue leveraging option is through debt financing, such as bonding revenues or obtaining loans. Since tax increment revenues are projected to continue to fall, projects may not be able to be completed as timely as desired. Debt financing would allow more projects to be built sooner.