RESOLUTION NO. 2006-M-34

CITY OF OCOCCE COMMUNITY REDEVELOPMENT PLAN

A RESOLUTION PERTAINING TO REDEVELOPMENT OF A SPECIFIC PART OF ORANGE COUNTY, FLORIDA; APPROVING A COMMUNITY REDEVELOPMENT PLAN FOR THE CITY OF OCOCCE

WHEREAS, the Community Redevelopment Act of 1969, as codified in Part III of Chapter 163, Florida Statutes (the "Redevelopment Act"), empowers counties and municipalities to undertake community redevelopment in order to eliminate, remedy or prevent slums and blighted areas and to provide affordable housing; and

WHEREAS, under Section 163.410, Florida Statutes, in any county which has adopted a home rule charter, the powers conferred by the Redevelopment Act are to be exercised exclusively by the governing body of such county unless the governing body of such county, by resolution, specifically delegates the exercise of such powers within the corporate boundaries of a municipality to the governing body of such municipality; and

WHEREAS, on March 21, 2006, the Board of County Commissioners (the "Board") approved Resolution No. 2006-M-22 delegating authority to the City of Ocoee (the "City") to create, or declare itself to be, a Community Redevelopment Agency ("Agency"); and

WHEREAS, the Redevelopment Act requires the City to adopt a community redevelopment plan and Resolution No. 2006-M-22 provides that the plan will not be effective until approved by the Board; and

WHEREAS, on April 18, 2006, the City enacted an ordinance creating a community redevelopment agency in the City of Ocoee; and

WHEREAS, on May 16, 2006, the City approved its community redevelopment plan and has requested Board approval.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ORANGE COUNTY, FLORIDA:

1. The City of Ocoee Community Redevelopment Plan attached as Exhibit "A" hereto is hereby approved.

2. This Resolution shall take effect upon adoption by the Board of County Commissioners.

ADOPTED THIS ___ 23rd _____ DAY OF MAY, 2006.
ORANGE COUNTY, FLORIDA

BY: [Signature]

DATE: 5.25.08

ATTEST: Martha O. Haynie, County Comptroller, as Clerk to the Board of County Commissioners

BY: [Signature]

Deputy Clerk

S:\LMcHenry\Orders\Ocoee CRA Redev Plan.doc
TABLE OF CONTENTS

1.0 Introduction 2
1.1 FINDING OF NECESSITY OVERVIEW 3
1.2 INTENT OF THE COMMUNITY REDEVELOPMENT PLAN 6

2.0 Legal Boundary Description of CRA 7

3.0 Ocoee CRA Redevelopment Objectives and Initiatives 15
3.1 REDEVELOPMENT OBJECTIVES 15
3.2 LAND ACQUISITION FOR THE PROPOSED "OCOEE TOWN CENTER" INITIATIVES 17
3.3 TRANSPORTATION AND PEDESTRIAN SAFETY REDEVELOPMENT INITIATIVES 18
3.4 URBAN DESIGN AND INFRASTRUCTURE INITIATIVES 20
3.5 OPEN SPACE AND RECREATION INITIATIVES 22
3.6 FUNDING, FINANCING, MANAGEMENT AND PROMOTION INITIATIVES 23

4.0 Financial Analysis and Planning 27
4.1 TAX INCREMENT REVENUE FORECASTS 27
4.2 CAPITAL IMPROVEMENT PLAN AND OPERATING BUDGET 30
4.3 FUNDING SOURCES 32
4.4 APPLICATION OF SOURCES 33

5.0 Neighborhood Impact Assessment 34

6.0 Implementation Plan 36
6.1 THE REDEVELOPMENT TRUST FUND 36
6.2 REDEVELOPMENT POWERS 36
6.3 RELOCATION PROCEDURES 37
6.4 DURATION OF THE PLAN 37
6.5 PLAN MODIFICATION 38
6.6 SEVERABILITY 38
6.7 SAFEGUARDS, CONTROLS, RESTRICTIONS OR COVENANTS 38
6.8 CONSISTENCY WITH OTHER PLANS 39
6.9 CONCLUSION 42

Appendix
A. DEFINITIONS 43
B. TAX INCREMENT FINANCING TABLES 46
C. BLIGHT FINDING RESOLUTION 50
D. CRA CREATION AND TRUST FUND ESTABLISHMENT ORDINANCE 54
1.0 Introduction

The City of Ocoee has organized a redevelopment initiative, which addresses the Redevelopment Area. This area has become generally known or referred to as "City of Ocoee Community Redevelopment Area." The name and the concept generally encapsulate a vision for the entire Redevelopment Area as the principal commercial corridor within the City. This vision represents the community's commitment to redevelopment and anticipates addressing and/or mitigating the constraints or conditions associated with site and/or structure deterioration, economic decline, transportation, urban design/infrastructure deficiencies, functional deterioration or obsolescence and other conditions of "blight" as described in the City of Ocoee Finding of Necessity Report for a Community Redevelopment Area.

From the outset, the City's policy has been to structure an approach that focuses upon creating a favorable public foundation for redevelopment while fostering an environment that induces and encourages substantial participation and commitment from the private sector. The City's objective is to limit its direct economic participation to leveraging and reinvesting various revenues that accrue to the specific benefit of the redevelopment area itself. These include primarily tax increment revenues derived from the Redevelopment Area but might also include other special programs that might not otherwise be directed to this area but for its special status. Private sector contributions in the form of direct capital investments, contributions, assessments or other vehicles may be partially offset by or combined with tax increment revenues or other public sources of funds.

The availability of tax increment revenues in support of community redevelopment initiatives is one of the most attractive elements within the community redevelopment regime. Tax increment is a means of capturing additional, or a share of additional, new tax revenues generated by redevelopment and revitalization in a specific redevelopment area and which might be used to fund projects or to repay debt incurred in promoting the redevelopment. The envisioned approach will have the CRA aggressively apply its special resources to a series of public programs that seek or induce the flow of private capital.

The City has wishes to create a redevelopment framework that can address potential redevelopment in the Redevelopment Area. In the present case, this approach offers the City substantial opportunity to leverage significantly underutilized assets. To the degree that much of the new or prospective development might not occur without substantial public investments to mitigate either site specific or area wide deterioration, it is important to understand that the incremental revenue identified herein might also never be generated.
1.1 FINDING OF NECESSITY OVERVIEW

The first step in ascertaining an area's appropriateness as a community redevelopment area is to determine if blight exists within a Redevelopment Area. The City of Ocoee Finding of Necessity Report for a Community Redevelopment Area describes the various physical, economic, and regulatory conditions within the Ocoee Redevelopment Area that potentially are associated with blight or its causes and discusses the need for a community redevelopment area. Based on this analysis, there is a conclusion that there are blight conditions within the Redevelopment Area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare.

A resolution adopted by the local governing body finding that such conditions exist is the required first legal step in initiating the full redevelopment regime envisioned under Section 163 Florida Statutes. Subsequent actions include seeking delegation of redevelopment powers from Orange County and preparation of a community redevelopment plan for the area designated in the finding of necessity resolution. This community redevelopment plan provides physical information on the Redevelopment Area, identifies potential project types that can diminish or eradicate blighted conditions, and establishes a legal framework for a series of specific programmatic and policy actions that advance these projects.

Chapter 163.340 (8) of the Florida Statutes require "substantial number of deterioration or deteriorating structures" in addition to at least two of the and fourteen criteria associated with blight or blighting conditions to determine an area blighted. Chapter 163.340 (8) F.S. provides no specific criteria or guidance regarding the definition or attributes of deteriorating structures save that implied in the balance of the legislation which focuses on a series of indicators that in the aggregate are assumed to lead to economic, physical or social distress. Generally, blight conditions in the Study Area include bad traffic management practices, insufficient roadway network to handle peak periods, infrastructure deficiencies, vacated properties and higher incidences of crime. In the present case, buildings and structures except a few are largely of acceptable physical condition but many of the vacant and vacated sites are functionally deteriorated, rendered obsolete by the constraints caused by diversity of ownership, site, access, and mediocre aesthetics. Whatever their apparent physical condition, such condition should not be construed as a measure of their useful life. In our opinion, these varied conditions and circumstances are documented. Collectively and individually, they represent a "substantial number of deteriorated, or deteriorating structures" such that they are "leading to economic distress or endanger life or property". The Finding of Necessity Report documents six conditions present in the Ocoee Redevelopment Area that are retarding its immediate and longer term social, economic and physical development in addition to the "substantial number of deterioration or deteriorating structures" condition. The legal tests described in Section 163 and pertinent to the City of Ocoee and their related conditions include the following.
a) Predominance of defective or inadequate street layout, roadways, and public transportation facilities (Chapter 163.340 (8)a FS)

The absence of satisfactory roadway and transportation network that satisfies current and future land use patterns create congestion and potentially dangerous trips along SR 50, and other major roadways within the Study Area. Though improvements along SR 50 and other roadways have been discussed and planned, the lack of funds have deterred the materialization of these plans. Localized flooding is known to occur in certain areas such as Story Road and Bluford Avenue. This seems to be a result of inadequate stormwater carrying capacities. Drainage solutions typically occur in conjunction with road (re) construction. The absence of continuous sidewalks is not only a safety issue but also further evidence of inadequate transportation. The condition of the existing road grid precludes the provision of sidewalks without costly reconstruction. The observed traffic patterns caused by the commercial activity along SR 50, industrial uses in adjoining area, and through traffic, clearly, contributes much to circulation and to the safety conditions within the Study Area. Vehicular stacking remains a problem especially on SR 50 and a likely problem on Maguire Road. The abrupt start and stop motion, typically present in a stacking situation, can easily lead to numerous vehicular accidents. Though addressed in the City's Comprehensive plan, the expansion of the public transportation system and provision of more facilities is constrained by the lack of funds.

b) Unsanitary or unsafe conditions (Chapter 163.340 (8)d FS)

Insufficient sidewalks pose an immediately identifiable problem within the Study Area especially along SR 50. While accidents will occur, whatever safeguards are put in place, clearly having sidewalks for pedestrians on which to walk and a visible pedestrian-designated space wherein motorists are alert and vigilant, would diminish the number of accidents involving pedestrians. The wastewater situation with frequent bursts and spills in the main sewer line also cause unsafe and unsanitary conditions within the area. In the long term, the inability of the City to provide sufficient water to satisfy fire safety requirements in the very likely possibility of mid and high-rise development occurring within the Study Area also pose problems.

c) Deterioration of site or other improvements (Chapter 163.340 (8)e FS)

As noted in the analysis, most buildings and structures within the Study Area are physically sound overall. There are a few residential properties on Marshall Farms Road and Maine Street that are in a deteriorating condition. However, the primary concern is deterioration in context and setting, which will discourage long-term sustainability and lead to a reduction in useful life more rapidly than would be the case in a stable commercial environment. The context and setting is defined in large part by the quality of the public infrastructure. Among the most noticeable deficiencies are the lack of a good transportation network, sidewalks and other pedestrian-oriented amenities, traffic congestion and supporting utilities. These conditions collectively present a real challenge to redevelopment within the Ocoee Redevelopment Study Area.
d) Incidence of crime in the area higher than in the remainder of the county or municipality (Chapter 163.340 (8)j FS) and
e) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality (Chapter 163.340 (8)k FS)

The effect of vacant properties, empty and unobserved parking lots create an environment that is conducive to crime. As documented in this report, the incidents of vehicular accidents, auto thefts, battery cases, retail theft/shoplifting, robbery, and structure fire within the Study Area are significantly higher than City averages. The perception of crime is also significantly increased in these situations. The present deteriorating conditions of empty lots and commercial vacancies will accelerate the area’s crime situation if steps are not taken to mitigate the problem.

f) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (Chapter 163.340 (8)m FS)

Arguably, the Study Area’s diverse ownership is among its most fractious problems. A case in point is the Colony Plaza property. Of the estimated 305 records, at least 150 are owned by varied individuals or principals, making it difficult or impossible for private interests to mobilize the area for an assemblage that might counteract many of the physical or economic conditions. Given the number and non-resident status of these owners, it will be difficult for private interests to acquire the property to turn around its blighting condition. Aggressive intervention will be needed to assemble parcels or holdings adequate in size such that the larger community is evidently committed to changing the Study Area’s social, physical and economic character.

The information summarized in the Findings Report was adequate to acknowledge blight within the Ocoee Redevelopment Study Area. The foregoing factors together with other data of inference provided by the City of Ocoee provided a factual predicate. Based on these Findings, the City determined the Study Area to be blighted. The City Commission through the adoption of a formal resolution and provisions of public notice of proposed actions declared that the rehabilitation and redevelopment of the Ocoee Redevelopment Study Area is in the interest of public health, safety, morals and welfare. Upon coordination of delegation of redevelopment powers with Orange County, the City may establish the CRA (Community Redevelopment Agency), adopt the Community Redevelopment Plan and establish the Redevelopment Trust Fund.
1.2 INTENT OF THE COMMUNITY REDEVELOPMENT PLAN

The Community Redevelopment Plan is intended to serve as a framework for guiding development and redevelopment of the Ocoee Community Redevelopment Area over the next 40 years. This Plan identifies redevelopment objectives, programs and capital projects to be undertaken to reverse blighting trends within the Ocoee Redevelopment Area. This Plan addresses financing and implementation strategies as well as management and administration opportunities. These strategies will continue to be refined as they are implemented. It is clearly intended that special assessments and other revenues must be used in conjunction with available tax increment revenue to achieve stated goals. While based on the most accurate data available, the various strategies and costs identified in this Plan will require additional study and action by the CRA as specific projects are initiated, refined and implemented.

The Plan’s focus is mitigation or correction of property ownership for the proposed “Town Center”, various transportation improvements, urban design and infrastructure improvements, open space creation, and safety issues documented in the City of Ocoee Finding of Necessity Report for a Community Redevelopment Area. Changing conditions could warrant the modification of this Plan. The Ocoee Community Redevelopment Plan describes objectives, initiatives, and a financial plan to mitigate or correct blight factors and concludes with a demonstration of how this Plan is consistent and complementary with the City of Ocoee’s Comprehensive Plan and other studies done for the Ocoee Redevelopment Area.
DESCRIPTION

A portion of Sections 19, 20, 21, 22, 23 and 30, Township 22 South, Range 28 East, situate in the City of Ocoee, Orange County, Florida, being more particularly described as follows:

BEGIN at the intersection of the West line of said Section 19 with the North right of way line of Story Road, thence Easterly along said North right of way line and the North right of way line of Geneva Street to the Northern extension of the East line of the Plat of Ocoee Cemetery, Plat Book 6, Page 95, Public Records of Orange County, Florida; thence Southwesterly and Westerly along said Northern extension and the East and South lines of said Plat of Ocoee Cemetery to the Northern extension of the East right of way line of Richmond Avenue, thence Southwesterly along said Northern extension and the East right of way line of Richmond Avenue to the North right of way line of Main Street; thence Easterly along said North right of way line to the West right of way line of Chicago Avenue, thence Northwesterly along said West right of way line to the North right of way line of said Geneva Street; thence Easterly along said North right of way line to the West right of way line of Shoal Creek; Plat Book 33, Page 72, said Public Records, thence Southwesterly and Easterly along the West and South lines of said Shoal Creek to the West line of Ocoee Commons PUC, Plat Book 65, Pages 83-87, said Public Records; thence Northwesterly along said West line and the Northern extension thereof to said North right of way line of Genesee Street; thence Easterly along said North right of way line to the East line of the Southwest 1/4 of said Section 20; thence Southwesterly along said East line to the North line of the South 1/2 of the Southwest 1/4 of said Section 21; thence Easterly along said North line to the East right of way line of Darke Road; thence Southwesterly along said East right of way line to the South right of way line of Colonial Drive (also known as State Road 50); thence along said South right of way line to the Southern extension of the East line of the Southwest 1/4 of the Southwest 1/4 of the Southwest 1/4 of said Section 21; thence Northwesterly and Southwesterly along the East, North, West and the Southernly extension of the West lines of said Southwest 1/4 of the Southwest 1/4 of the Southwest 1/4 to said South right of way line of Colonial Drive; thence Easterly 540.30 feet more or less to the East line of a parcel of land described in Official Records Book 1057, Page 4582, said Public Records, thence Southwesterly along said East line to the North line of Westover Farms, Plat Book 2, Page 125, said Public Records, thence Easterly along said North line to the West right of way line of the East-West Expressway; thence Southwesterly along said West right of way line to the South right of way line of Grove Street; thence Westerly along said South right of way line to the South right of way line of Division Avenue; thence Southwesterly along said West right of way line to the South right of way line of Old Winter Garden Road; thence Westerly along said South right of way line to the East line of the West 1/2 of said Section 25; thence Southwesterly along said East line to the North line of the Southwest 1/4 of the Southwest 1/4 of said Section 20; thence Westerly along said North line to the North right of way line of Florida Turnpike; thence Northwesterly along said North right of way line to the West line of the West 1/4 of the Northeast 1/4 of said Section 30; thence Westerly along said North line and the Western extension thereof to the West right of way line of Marland Farms Road; thence Southwesterly along said West right of way line to said North right of way line of Florida Turnpike; Continued on sheet 2 of 7

SURVEYOR'S REPORT

1. Bearings shown herein are assumed. Distances shown herein are in feet and decimals thereof.
2. This Sketch of Description was performed without benefit of an abstract, title search, title opinion or title insurance. A like search and review of additional information affecting the parcel as shown.
3. I hereby certify that this Sketch of Description of the above described property is true and correct to the best of my knowledge and belief in the direction in which it was performed, and that it was performed under the direction and in accordance with the minimum accepted standards for land surveying Ch. 61G17-8 requirements.
4. Not valid without the signatures and the original raised seal of a Florida licensed surveyor and mapmaker.

NOTICE: This Sketch of Description is certified to those individuals as shown on the face thereof. Any other use, benefit or reliance by any other party is strictly prohibited and restricted. Surveyor is responsible only to those certified and hereby disclaims any other liability and hereby restricts rights of any other individual to use this Sketch of Description, without written consent of the surveyor.

<table>
<thead>
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<th>DESCRIPTION</th>
<th>FOR CHILD OF OCOEE</th>
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</thead>
<tbody>
<tr>
<td>Date: 6/30/05 DCS</td>
<td>5031000003</td>
</tr>
<tr>
<td>Job No: 50319</td>
<td>none</td>
</tr>
<tr>
<td>DL 61-10-7-6, Florida Administrative Code requires that a legal description accompany any deed or the objection that this is not a survey.</td>
<td></td>
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<tr>
<td>SHEET 1 OF 7</td>
<td>SEE SHEET 2 FOR SKETCH</td>
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</tbody>
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continued from sheet 1 of 7

thence Westerly along said North right of way line to the Southwesterly line of a parcel of land described in Official Records Book 7979, Page 4289, said Public Records. thence Northerly, Westerly and Northwesterly along the lines of said parcel of land to the South right of way line of said Colonial Drive; thence Westerly along said South right of way line to the East line of the Northeast 1/4 of the Northwest 1/4 of the northeast 1/4 of said Section 30; thence Southwesterly and Westerly along the East and South lines of said northeast 1/4 of the Northwest 1/4 of said Section 30 to the East right of way line of the Western Railway (also known as State Road 429); thence Northwesterly along said East right of way line to the West line of said Section 19, thence Northerly along said West line to the POINT OF BEGINNING.

LESS AND EXCEPT

That portion of the Southeast 1/4 of the Southwest 1/4 of said Section 20 bounded on the South by the North right of way line of Colonial Drive (also known as State Road 50), on the East by the Northwestern corner of said parcel of land described in Official Records Book 5087, Page 3353 and Official Records Book 4178, Page 5295, said Public Records.

LESS AND EXCEPT

A portion of said Section 19 being more particularly described as follows:

BEGIN at the intersection of the East line of said Section 19 and the East right of way line of Maguire Road; thence Northerly along said East right of way line to the centerline of an existing ditch; thence Northerly along said ditch to the Westerly right of way line of the Atlantic Coast Railroad; thence Southwesterly along said Westerly right of way line to said East line of Section 19; thence Southerly along said East line to the POINT OF BEGINNING.

LESS AND EXCEPT

A portion of said Sections 19 and 30 being more particularly described as follows:

BEGIN at the intersection of the East right of way line of Marshall Farms Road and the North line of the Southwest 1/4 of the Southeast 1/4 of said Section 19; thence Southwesterly 518 feet more or less along said East right of way line to the POINT OF BEGINNING.

thence East to County Ditch; thence Southwesterly along said County Ditch to the North right of way line of Colonial Drive (also known as State Road 50); thence Southwesterly to the South right of way line of said Colonial Drive and the Northeast corner of said parcel of land described in Official Records Book 5087, Page 4723, said Public Records. thence Southwesterly and Eastwesterly along the lines of said parcel of land to the East line of the Northeast 1/4 of the Northwest 1/4 of said Section 30; thence Southwesterly along said East line to the North line of the South 4.00 acres of said Northwest 1/4 of the Northwest 1/4 of the Northwest 1/4, thence Westsoutherly along said North line to said East right of way line of Marshall Farms Road; thence Northerly along said East right of way line to the property line of said parcel of land; thence Eastsoutherly along the property lines of said parcel of land to said South right of way line of Colonial Drive; thence Northeasterly to the intersection of said North right of way line of Colonial Drive with the East line of the East 105 feet of the West 369 feet of the Southwest 1/4 of said Section 19; thence Northerly along said East line to the North line of the South 578 feet of said Southwest 1/4 of the Southeast 1/4 of said Section 19; thence Westerly along said North line to the East line of said East 105 feet of the West 578 feet to said East right of way line of Marshall Farm Road; thence Northeasterly along said East right of way line to the POINT OF BEGINNING.

Containing 1042 acres more or less.

SOUTHEASTERN SURVEYING & MAPPING CORP.
5500 All American Boulevard
Orlando, Florida 32819-4280
(407)302-9500 Fax(407)302-9161
emailinfo@southeasternsurveying.com
SKETCH OF DESCRIPTION

DETAIL
SEE SHEET 3
FOR ENTIRE SKETCH

COLONIAL DRIVE (SR 50)

EXCEPTION

2.02 acres

PLOWING
No 5031900

FLORIDA'S TURNPIKE

SOUTHEASTERN SURVEYING & MAPPING CORP.
8000 All American Boulevard
Orlando, Florida 32819-1250
(866)585-8850 Fax (407)850-0144
email:sinfo@southeasternsurveying.com

Drawing No. 05019001
Date: 6/30/05
Sheets 1 and 2. Description
Sheet 3. Overall Sketch
Sheets 4-7. Details
SHEET 6 OF 7

Point of Beginning

W LINE

NE 1/4
NW 1/4
SW 1/4
SE 1/4

COLONIAL DRIVE (SR 50)

EXCEPTION

2.02 acres

PLOWING
No 5031900

FLORIDA'S TURNPIKE

SOUTHEASTERN SURVEYING & MAPPING CORP.
8000 All American Boulevard
Orlando, Florida 32819-1250
(866)585-8850 Fax (407)850-0144
email:sinfo@southeasternsurveying.com

Drawing No. 05019001
Date: 6/30/05
Sheets 1 and 2. Description
Sheet 3. Overall Sketch
Sheets 4-7. Details
SHEET 6 OF 7

Point of Beginning

W LINE
3.0 Ocoee CRA Redevelopment Objectives and Initiatives

The City of Ocoee Redevelopment Area is to be redeveloped as an economically sustainable, accessible and attractive mixed-use area that offers visitors and residents a high quality local destination with a safe transportation network, pedestrian connections and public space/recreation facilities in a manner that promotes a positive image for the City of Ocoee. At the same time, redevelopment efforts shall be complimented with supporting infrastructure and not impact the City’s ability to provide an adequate level of service within the redevelopment area.

3.1 REDEVELOPMENT OBJECTIVES

In partnership with the private sector and other governmental entities, the City of Ocoee’s redevelopment initiatives will reverse the observed blighting conditions within the Redevelopment Area over a 40-year period by leveraging public assets to improve the overall economic and physical conditions. Strategic initiatives are to be identified and placed into action to address and remove blighting conditions that might forestall the achievement of these redevelopment objectives. Ultimately, the City of Ocoee’s Redevelopment Area will be revitalized to benefit residents, businesses, property owners and visitors.

The objectives and redevelopment initiatives contained in this section address blight conditions within the Redevelopment Area as identified in the Finding of Necessity Report. These initiatives have been primarily derived through the design charrette conducted as part of this project, discussions with community leaders and from past studies performed for and by the City of Ocoee for the Redevelopment Area. The objectives are supported by the City and incorporate key elements of past studies performed for and by the City of Ocoee. The objectives shall be viewed as sound planning steps in the realization of the redevelopment initiative.

3.1.1 Objective 1 – Land Acquisition for the proposed “Ocoee Town Center”. Blighted and vacated properties at the intersection of SR 50 (West Colonial Drive) and Maguire Road are an eyesore and present the City with a great opportunity to create a unique destination and identity along this prime corridor. Certain properties at this intersection such as the Colony Plaza have numerous owners, which make it difficult for private parties to develop this property. By taking a proactive approach on property acquisition, the City of Ocoee can mitigate the present condition and revitalize this intersection by acquiring critical properties and partnering with developers for redevelopment. This effort in turn could trigger other redevelopment efforts within the Redevelopment Area.
3.1.2 Objective 2 – Transportation and Pedestrian Safety. The transportation condition of SR 50 and the lack of safe pedestrian facilities are among the identifiable blighting conditions within the Ocoee Redevelopment Area. Its condition shall be seen as a priority in the implementation of this Plan. FDOT has long-term plans (fiscal year 2007-2008 or later) to six-lane SR 50. However, these plans have been deferred due to lack of funds. To address this priority an enhanced and interconnected network of right-of-way and other infrastructure projects that focuses on improving pedestrian movement, shall be planned throughout the Redevelopment Area. To spotlight and establish the area as an attractive and competitive commercial destination in the larger regional framework, existing transportation, and access points shall be enhanced. Ingress and egress along SR 50 and its major connectors shall be better managed. Public transit and supporting facilities shall be planned as a priority.

3.1.3 Objective 3 – Urban Design and Infrastructure. The first impression of the “quality of life” in the Ocoee Redevelopment Area is expressed through the overall visual characteristic of the area’s built environment. There are numerous properties that limit the ability to redevelop in an orderly and integrated fashion due to their condition, size and orientation. The City, through redevelopment initiatives, shall encourage owners of private properties to improve their sites. Public rights-of-way and property shall be improved by high-quality streetscape design in order to create a sense of place for the Ocoee Redevelopment Area while enhancing basic infrastructure, specifically sidewalks, stormwater and utilities. Other urban design elements that can create a positive identity for the Redevelopment Area include gateways, signage and other street amenities. Infrastructure improvements such as provision of adequate stormwater, wastewater and potable water facilities may be needed to compliment future mixed land uses envisioned in this plan.

3.1.4 Objective 4 – Open Space and Recreation. The small associations of wetlands and Lake Bennet along SR 50 are the Redevelopment Area’s prime natural assets; yet public access and recreation opportunities to these areas are limited. Redevelopment initiatives shall be implemented that promote access to Lake Bennet and provide adequate parking and recreation facilities to meet citizen and visitor demand. Lake Bennet may be designed with a lakefront promenade presenting a much need “signature” public space in Ocoee.

3.1.5 Objective 5 – Funding, Financing, Management and Promotion. The funding and financing portion of this objective calls for a creative, efficient, practical and equitable funding and financing mechanism to properly implement this Plan. It is perceived that these will be tied to the expected flow of tax increment dollars at the very least. The CRA shall implement programs that provide proper management of the redevelopment initiatives and promotion of the City of Ocoee’s Redevelopment Area. Other programs the CRA shall implement include community policing and code enforcement.

The remainder of this section identifies redevelopment programs and capital projects that when implemented support the redevelopment objectives as presented in this Plan. The capital and program costs of implementing the redevelop initiatives are addressed in Section 4.2 of this Plan.
3.2 LAND ACQUISITION FOR THE PROPOSED “OCOEE TOWN CENTER” INITIATIVES

By taking a proactive approach on property acquisition, the City of Ocoee may mitigate blighting conditions especially at the intersection of Maguire Road and SR 50 by acquiring critical properties and partnering with developers for private development. This effort in turn could trigger other redevelopment efforts within the Redevelopment Area as a whole. The Florida Statutes further addresses land acquisition for redevelopment in Section F.S. 163.360 (8) 4 (b) – In the event the area is to be developed in whole or part for nonresidential uses, the governing body determines that: 1. Such nonresidential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives.

3.2.1 Land Acquisition Program Initiatives

Upon adoption of this plan, the City shall set up an acquisition priority list of blighted properties to acquire to for the proposed “Ocoee Town Center”. In future, this list may include other properties for projects that could mitigate blight within the Redevelopment Area as a whole. Based on this priority list, a time frame and preliminary acquisition costs shall be worked out. Strategies to acquire the individual properties on the priority list will be worked out on a case-by-case basis.

3.2.2 Land Acquisition Capital Improvements

Upon acquisition, it may be deemed that certain properties may seem more attractive for development if adequate infrastructure is put in place. Infrastructure improvements such as site stormwater and drainage connections and potable water availability may make the acquired properties more desirable for development. Undertaking these improvements may further benefit the City of Ocoee in the negotiation process with private developers. If determined that improving the infrastructure of acquired properties is beneficial to the City for the realization of the “Ocoee Town Center”, and for blight mitigation within the Redevelopment Area, capital improvements shall be undertaken on the individual properties.
3.3 TRANSPORTATION AND PEDESTRIAN SAFETY REDEVELOPMENT INITIATIVES

Improving transportation and pedestrian safety will positively transform the visual and general perception of the Ocoee Redevelopment Area. The following initiatives shall be considered in improving transportation and pedestrian safety within the Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Ocoee and the CRA.

3.3.1 Transportation and Pedestrian Safety Program Initiatives

The following provides descriptions of potential programs that shall encourage improving transportation and pedestrian safety in the Ocoee Redevelopment Area. Many of these programs are time sensitive while others are ongoing in nature. Programs such as the transportation study referenced in 3.3.1.2 will result in the identification of specific capital projects that shall be undertaken to realize redevelopment results.

3.3.1.1 Transportation and Pedestrian Safety Design Guidelines. The CRA shall build on the City’s transportation and pedestrian safety design guidelines and/or standards to focus on the following.

- Establish driveway spacing to prevent a motorist from encountering more than one conflict at a time.
- Address corner clearance and wherever practical control distance between driveways and the corner of an intersection.
- Develop driveway designs to allow vehicles to quickly exit the through lane.
- For wider driveways, the use of a driveway median shall be encouraged to provide a safe space for pedestrians, help to provide positive guidance to motorists and allow beautification and signing opportunities.
- Use medians and other innovative design methods to reduce the turning movements across lanes as well as provide a safe haven for pedestrians crossing the roadway.
- Develop and incorporate lighting and landscape standards to design a safe and inviting environment.

These guidelines/standards shall be drafted in coordination with the urban design standards referenced later in this Plan.

3.3.1.2 Transportation Enhancement Study. The CRA shall complete a transportation study to determine the most effective manner in which to control traffic, access and safety on SR 50 and its connectors. The transportation study shall include pedestrian, bicycle, multi-modal transportation elements and public transportation opportunities. In addition, the study shall identify improvements to existing roads, their alignments, intersections and recommend new roads or parkways. The transportation study shall consider past transportation studies and recommendations in addition to evaluating other innovative methods to accomplish this objective.
3.3.1.3 Access Management Program Initiatives. Investigate alternative or innovative access management solutions for transportation problems. Pursue agreements allowing joint access, cross access, or other innovative uses between adjacent property owners to help control the number of access points on the road network.

3.3.2 Transportation and Pedestrian Safety Capital Improvement Projects.

3.3.2.1 Roadway Improvements. As indicated in the study referenced in 3.3.1.2, the CRA shall, in partnership with other agencies as deemed appropriate, implement the roadway improvement recommendations contained in the transportation study. Roadway improvements may include improvements on SR 50, Blackwood Avenue, Maine Street, Professional Parkway, Bluford Avenue, Old Winter Garden Road, Maguire Road, Story Road and Marshall Farms Road. The CRA shall also implement new roadway projects such as the proposed Maine Street parkway, extension of Professional Parkway, extension of Hammocks Drive and internal connectors in the Florida Auto Auction property in the long term.

3.3.2.2 Pedestrian Sidewalks and Crosswalks. An enhanced and interconnected network or right-of-way and other infrastructure projects that focus on improving pedestrian movement, parking, ingress/egress and public transportation along SR 50 and its connectors shall be realized. The CRA shall, in partnership with other government agencies as deemed appropriate, implement the sidewalk and crosswalk improvement recommendations contained in the transportation enhancement study referenced in 3.3.1.2.

3.3.2.3 Multimodal and Public Transportation Improvements. To provide safe and easy access for bicyclists and pedestrians, as well as motorists, traveling through the Redevelopment Area the CRA shall, in partnership with other government agencies as deemed appropriate, implement the proposed trail project, multi-modal transportation and public transit improvement recommendations contained in the transportation study referenced in 3.3.1.2. Multimodal transportation and public transit improvements will include bike paths, sidewalks, additional bus routes, bus shelters and other multimodal access improvements concurrent with roadway improvements.

3.3.2.4 Wayfinding Signage. Wayfinding signage is as much a functional requirement for safe roadway design as the promotion of important destinations and public space aesthetics. Through a comprehensive wayfinding system the CRA shall direct a signage program for all roads, connectors and important destinations to direct visitors and residents within the Redevelopment Area.
3.4 URBAN DESIGN AND INFRASTRUCTURE INITIATIVES

The aesthetic or design framework of an urban area is a composite of its various visual and planning elements. Each of these elements may have a different visual character or use when perceived separately. When viewed together, these discrete elements can determine the overall visual character or "image" of an urban area. The individual elements that help to define the character of an urban area may include major roadways, streetscape, public rights-of-way, buildings, landmarks, signage, open space, recreational areas, conservation areas and the edges of separate distinct areas.

The Finding of Necessity Report documented that certain commercial properties is functionally obsolescent in the Redevelopment Area. The current proliferation of private signage and lack of uniform landscaping creates a visual blight that detracts from the area's aesthetic environment.

In general the urban design initiatives presented in this Plan will abide by the overall goals, objectives and policies, including type, size, density, massing and building height, as outlined in the City of Ocoee's Comprehensive Plan and Land Development Code. The following emphasizes urban design and infrastructure strategies that can greatly enhance the aesthetic and infrastructure conditions within the Ocoee Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Ocoee and the CRA.

3.4.1 Urban Design and Infrastructure Programs

3.4.1.1 Evaluation of the Concept Diagram and Urban Design Framework. The Ocoee State Road 50 Activity Center Special Development Plan briefly addresses the urban design framework within most of the Redevelopment Area. The framework initiated by the Special Development Plan, shall be evaluated to ensure that it correctly captures the desired enhancements for gateways, roadways, streetscape, parking, building and site components, location of open space and recreational areas, land uses and zoning. The Redevelopment Plan Concept Diagram, developed as part of this project shown on page 20, is another planning tool that establishes the foundation for all planned improvements within the Ocoee Redevelopment Area. The Concept Diagram will be further evaluated and developed into a base Master Plan that will guide the redevelopment of the Redevelopment Area as it relates to both function and aesthetics. The City of Ocoee's Land Development Code shall also address the redevelopment area's urban design framework.

3.4.1.2 Design Standards. The City shall encourage improved appearance and design of public and private projects as a means of encouraging more investment throughout the Ocoee Redevelopment Area. The City shall prepare a document that presents the development regulations and design standards in a simple design manual format for public use. The design manual shall address streetscape, architectural, site, landscape, signage, public art and open space to provide visual continuity and a positive environment throughout the Redevelopment Area. Design standards establish a harmonious design vocabulary throughout an area for both new and existing facilities. The City's Comprehensive Plan discusses development intensities, densities, maximum height, and buffers. This shall be considered when developing design standards for the Ocoee Redevelopment Area. The City's land development code shall be tested to insure that they do the following.
• Create an environment that is attractive and safe for pedestrians, bicyclists, motorists and public transit.
• Balance aesthetic values with function and economic realities.

3.4.1.3 **Beautification Programs.** Beautification programs such as Adopt-A-Median or Adopt-A-Right-of-Way can assist in the implementation and maintenance of landscaped areas within the Redevelopment Area. City sponsored beautification will be provided through the implementation of streetscape and gateway improvements. The beautification program will also include the preservation and enhancement of existing open spaces, lakes and natural features within the Redevelopment area.

3.4.1.4 **Incentives for Site and Structure Improvements.** The City through the CRA initiative will encourage private properties to improve their sites and structures. The City can provide non-monetary incentives such as code waivers and special exemptions to private parties to upgrade and maintain their properties. The CRA can also provide assistance in identifying and pursuing CDB Grants (Community Development Block Grants) and other funding sources to assist private property improvements.

3.4.2 Urban Design and Infrastructure Capital Improvements

3.4.2.1 **Streetscape Improvements.** Incorporate streetscape strategic planning in all projects to improve access, pedestrian and bicycle facilities and overall beautification for SR 50 and other major roads within the Redevelopment Area. Streetscape planning shall provide a typical section for each roadway using consistent design guidelines throughout the Redevelopment Area. Any roadway and streetscape planning must include a phasing/prioritization plan to construct the recommended improvements. Streetscape improvements may include improvements on SR 50, Blackwood Avenue, Maine Street, Professional Parkway, Bluford Avenue, Old Winter Garden Road, Maguire Road, Story Road and Marshall Farms Road.

3.4.2.2 **Gateway, Signage and Wayfinding System.** Promote the location of important destinations in the Redevelopment Area through a signage and wayfinding system. Important nodes such as the Maguire Road and SR 50, Clarke Road and SR 50 and Marshall Farms Road and SR 50 shall have gateway features to create a sense of place for the Redevelopment Area and the City. Such a visual system, besides giving the Ocoee Redevelopment Area an identity, is particularly important in its relationship as both a local and regional destination.

3.4.2.3 **Stormwater and Utilities Improvements.** All new development shall be required to provide adequate on-site stormwater and utility upgrades for the required development. The City shall develop a citywide Stormwater Management Plan that will include the Ocoee Redevelopment Area to address stormwater issues. Specific projects will be reviewed as part of an annual work program that will be undertaken by the City of Ocoee and the CRA.
3.5 OPEN SPACE AND RECREATION INITIATIVES

The opportunity exists for the Ocoee Redevelopment Area to provide prime recreation programs and facilities within the general community, specifically along Lake Bennet. Open space areas shall be present throughout the redevelopment area on both private and public lands. The design and placement of open space will provide the opportunity to intertwine pedestrian facilities throughout the corridor creating an environment that is walkable. Each of these initiatives will be amplified in an annual work program undertaken by the City of Ocoee and the CRA.

3.5.1 Open Space And Recreation Program Initiatives

3.5.1.1 Recreational Programs and Special Events. The CRA shall support holding recreational programs and special events within the Ocoee Redevelopment Area to promote Ocoee as a destination in addition to meeting local commercial needs. Possible sites where such events may be programmed include Lake Bennet and the proposed “Ocoee Town Center”.

3.5.1.2 Programs and Activities Supporting Commercial Activity. Ocoee was founded as an agricultural village and many of its residents want to preserve and protect this “small town” image. The CRA shall evaluate measures to support the economic stability of the commercial and traditional agricultural activities.

3.5.2 Open Space and Recreation Capital Improvements

The following open space and recreational improvements have been derived through the design charrette conducted as part of this project, discussions with community leaders and from past studies performed for and by the City of Ocoee for the Redevelopment Area.

3.5.2.1 Lake Bennet Promenade/Boardwalk. The City of Ocoee has undertaken numerous planning initiatives to improve the functionality, aesthetics and long-term prosperity of the City. During the design charrette conducted as part of this project, the development of a lakefront promenade/boardwalk along the north shore of Lake Bennet was suggested. This will result in a public easement along the water’s edge for a continuous boardwalk creating a positive economic impact and parking demand created by this project. The completion of the boardwalk area will enhance the provision of access to the waterfront, provide recreation opportunities and serve as an economic stimulator, besides providing Ocoee with a visible and top-quality public space.

3.5.2.4 Other Open Space and Recreation Improvements. Open space can be provided and enhanced through the establishment of landscape promenade along the SR 50 corridor. The CRA shall support the implementation of the proposed trail passing along portions of Maine Street and conservation areas in the northeastern part of the Redevelopment Area. Other improvements include a possible Visitor’s Center at the proposed “Ocoee Town Center”.

Ocoee Community Redevelopment Plan Draft
April, 2006
3.6  FUNDING, FINANCING, MANAGEMENT AND PROMOTION INITIATIVES

The following programs and activities address the funding, financing, management and promotion of the Ocoee Redevelopment Area. Detailed funding, financing, and management strategies will be provided in the annual work program that will describe the timing and components of the activities or improvements to be supported by the City and CRA.

3.6.1 Identification and Securing Equitable Funding and Financing Mechanisms

Identify and secure all feasible sources of funding to support the redevelopment initiatives described in this Plan. Such mechanisms can include, but are not limited to, tax increment revenues, ad valorem revenue, non-ad valorem assessment revenue, taxable or non-taxable bonds, other public instruments, grants and public/private partnerships.

3.6.2 Property Assembly Program

The intent of the property assembly program is to provide suitable sites for the “Ocoee Town Center” and associated commercial development by aggregating specially targeted or adjacent lots with multiple owners to create a single owner. Parcel aggregation is an expensive proposition, especially in the case of prime commercial property. Nonetheless, the City of Ocoee and CRA must develop an acquisition approach. Decisions to aggregate must substantially support the vision, objectives and initiatives as indicated in this Plan and public money allocated for aggregation shall be returned at resale when feasible. Because of the high cost of land acquisition and limited tax increment financing capabilities, the City shall have a multi-faceted approach to acquiring properties for redevelopment. When feasible, encourage acquisition and subsequent redevelopment by the private market; second, explore land acquisition by either the CRA or the City for the Redevelopment Area properties. Other programs include:

- Identify and inventory all relevant substandard properties.
- Document and analyze over all parking demands and infrastructure constraints throughout the Redevelopment Area.
- Document site criteria for modern mixed-use developments by business type to facilitate the understanding of contemporary developer site and parking requirements.
- Map and index all commercial properties in the Redevelopment Area to provide detailed information on parcel boundaries, sizes, and ownership.
- The City shall facilitate aggregation and redevelopment of “problem” or constrained parcels or groups of parcels.
- The CRA and City shall assist in the purchase, sale, negotiation and coordination of land assembly.
- To assure the City’s and CRA’s success, public resources must be dedicated to fund the mapping and indexing of all properties in the Redevelopment Area; funding to research or otherwise obtain contemporary site development requirements; provision of City resources and staff time to negotiate acquisitions and public/private partnerships with potential developers; and, funding to finance land acquisitions by either the City or the CRA (some of which will be recovered or rolled over as properties are resold).
3.6.3 Branding and Promotion

Create a logo, identity package and website that can be used to identify the Ocoee Redevelopment Area on literature, banners, gateways and promotional campaigns.

3.6.4 Comprehensive Plan, Land Use and Zoning Changes

As redevelopment initiatives are implemented, the CRA shall evaluate the impact of such initiatives on the City’s comprehensive plan, existing/future land use and zoning. To begin, the CRA shall initiate changes to the zoning code and future land use map to address mixed and multi-uses. Mixed and multi-uses are addressed in the Comprehensive Plan in the Future Land Use Element in Section XIII Objective 1, Policy 1.4 – The City shall allow mixed and multi-uses in the Special Overlay Areas (SOA’s) which include the Downtown Redevelopment Area, Interchange Impact Area, and Activity Centers, and shall use strict design criteria to provide an attractive appearance and to offset negative impacts, sprawling development patterns and the proliferation of strip commercial development. The City’s Future Land Use Map shows the entire Redevelopment Area within the Activity Center designation.

3.6.5 Programs that Encourage Public-Private Partnerships

The CRA shall develop programs and identify opportunities for public-private partnerships in the redevelopment of the Ocoee Redevelopment Area. The establishment and maintenance of partnerships will serve not only to leverage the tax increment and other revenue sources but also stimulate community interest and support. Partnerships may take several forms from financial partnering to technical support to the promotion of the area. Each partnership opportunity shall be evaluated on a case-by-case basis for its overall value and impacts.

3.6.6 Programs that Maintain a Safe and Clean Environment

Crime was identified as a blight factor within the Redevelopment Area. The CRA shall consider programs that enhance the safety or perception of safety within the Redevelopment Area. The following are a few recommended programs.

3.6.6.1 Community Policing. The Florida Community Redevelopment Act encourages “community policing innovation”. This is defined as policing techniques or strategies designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of law enforcement in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, foot patrol, storefront police stations or intensified motorized patrol. The intent of these programs will be to improve the actual and perceived security, building safety and appearance of the Redevelopment Area. The following principles, based upon the experience of other communities, shall be established to guide these programs, they include: addressing environmental problems which cause or encourage criminal activity; involve local citizens in the campaign against crime; make the police force approachable and trusted and foster an image of the community as a safe place to live, work and do business. To realize the full intent of the community-policing, the following initiatives shall be undertaken.
Law enforcement officers will circulate throughout the Redevelopment Area on a regular basis to meet visitors, residents and business owners, listen to their security concerns and ask for their ideas to solve crime problems. Whenever possible, officers shall attend community meetings and special events.

Periodically analyze the crime “blotter” to assess the numbers and types of law enforcement responses within the Redevelopment Area. This analysis can be used to identify problems and trends.

Create a special patrol or “beat” for the Redevelopment Area to provide a stronger law enforcement presence, additional door checks, bicycle patrols and like alternatives.

Develop innovative techniques to address special needs of visitors.

Develop and implement Crime Prevention Through Environmental Design (CPTED) standards to correct any security problems related to site improvements such as lighting and vegetation. These standards can be printed and distributed throughout the Redevelopment Area. The CPTED standards can be developed as part of the design guidelines for the Redevelopment Area.

### 3.6.6.2 Code Enforcement

In addition to community policing, the City shall evaluate the potential of more aggressive code enforcement activities both within, and near, the Redevelopment Area. This will be undertaken to assist in elimination of substandard zoning, building, landscaping and signs. It is important to assure the surrounding and adjacent properties are treated in the same manner. The following are implementation strategies for code enforcement activities.

- The City can evaluate existing and proposed codes for the Redevelopment Area and develop a more focused code enforcement program in order to respond to the specific needs of this area.
- To accomplish these strategies the City will need to develop and refine a code enforcement program and use code enforcement staff as required. The City in developing and enhancing the code enforcement program within the Redevelopment Area may use redevelopment funds.

### 3.6.7 Maintenance of Redevelopment Area Database

Creating and maintaining a public database will encourage businesses to remain, relocate or start-up within the Redevelopment Area. The creation and maintenance of such a database will consist of compiling and regularly updating a database of available land and commercial building space to provide prospective recruits with detailed location information. The database shall include the address and parcel identification number, total square footage, proposed projects, available square footage and price for each available housing, retail, office and industrial property in the Redevelopment Area. It shall also include information on property contacts and a brief property description. The database shall also include prospective tenants, owners and developers as a complement to the available space database described. This database can help identify potential recruits who fit the profiles shown in the market analysis and the spaces shown in the available database. Among the information to be compiled will be the sites, location and price range criteria of potential recruits.
4.0 Financial Analysis and Planning

Among the most powerful tools associated with Part III Section 163, Florida Statutes, is the availability of tax increment financing to support a wide range of redevelopment initiatives. While tax increment is the single source of revenue enabled through the legislation, it is anticipated in most cases that a variety of revenue sources will be strategically assembled to meet the overall redevelopment objectives of this plan. When used in conjunction with these other means of funding or financing, tax increment, in effect, leverages the dollars that might otherwise be available.

This section of the plan provides some perspective on the tax increment that could accrue to the City of Ocoee’s benefit under assumed conditions. This money will become available to support or further the program framework generally described in this Plan. This section also describes the funding and financing arrangements that are the most prudent means to support redevelopment activities. As noted in Section 3.6, the financial analysis necessarily requires greater detail, specific to the program or components contained in the annual work program. As the annual work program is prepared, financial analysis and funding strategies will be prepared to reconcile to each activity.

4.1 TAX INCREMENT REVENUE FORECASTS

Estimates of prospective tax increment revenue that might be generated in the Ocoee Redevelopment Area, assuming this redevelopment plan is implemented as anticipated, were completed by the City’s economic advisor, RERC. The stream of prospective revenue is dependent on several factors, including the pace of development which occurs in the Ocoee Redevelopment Area, the content of that development, its assessed and taxable value, the millage levied against the taxable base and the rate of appreciation in the existing tax base and the level of public intervention. Together, these many variables suggest a wide range of outcomes, all possible depending on the specific conditions imputed into the analysis. RERC illustrated these many possibilities by producing alternative estimates and projections that incorporate high, medium and low assumptions. The alternative sets reflect a range of parameters in which sound financial planning shall occur.

The analysis is based on Orange County Property Appraiser tax roll data for 2005. The data indicates a taxable value for all properties within the Ocoee Redevelopment Area of approximately $148,555,316. It is assumed, for the purposes of this Plan, that the base year will reflect this sum as the base year valuation. Given the probability of some variability in the data set, the actual base is likely to differ from this sum. Any differences, however, that might occur through inclusion or exclusion will be relatively immaterial in the context of total valuation.

Specific increases in the tax base are shown in terms of expected development and its value. This expected development is based exclusively on past patterns of activity within the area as well as the anticipated development within the Redevelopment Area, as expressed in interviews held between RERC and City of Ocoee Planning Staff. Beyond these specific projects, the analysis is largely trend based and could be considered conservative.
RERC reviewed the improvements that have been developed within the Ocoee Redevelopment Area since 1999 to estimate some trends that might reasonably be incorporated in this mix of future development. A review of the tax roll data revealed that new development within the area has been fairly limited in the past five years. The appreciation in taxable value has mainly originated from the increase taxable assessments of the commercial property within the area. Generally, the high scenario assumes that most, if not all, development that is now being discussed with City officials and their representatives will be built in the next five to six years, in part because of expectation about the area’s newly envisioned set of public improvements. Further, in the high scenario, it is assumed that the Ocoee Redevelopment Area could achieve improvements and appreciation that are similar to the highest values associated with development since 1999. The medium scenario reflects a lower number of development projects in the redevelopment area in the long term (past 2010), compared to the high scenario. The low scenario represents the lowest development activity, as reported in the last five years of development within the Ocoee Redevelopment Area.

Even with input from the City staff, any development occurring beyond 2010 shall be considered largely conjectural in all of the scenarios because the basis for such growth is speculative at this point. Given the nature of economic cycles and future uncertainties, the near term analysis shall be considered materially more reliable than the term extending past the year 2010. The Legislation allows this revenue stream to accrue to the benefit of the Ocoee Redevelopment Area for 40 years. At this point, it is uncertain what the future will hold beyond that shown in the short term. This analysis, while useful for planning, shall be repeated periodically to account for major changes, additions and deletions as they occur. Over the next several years, an analysis that extends the tax increment evaluation to a full 40-year period will be more valid. In any case, the probability of achieving the pace of development identified herein is highly dependent on the City achieving its redevelopment goals. While the high scenario might be achieved, the low scenario is consistent with an absence of planned intervention.

The creation and use of mass appraisal data maintained by the Orange County Property Appraiser is for ad valorem taxation purposes. Such database reflects a modern and professionally maintained public asset. The cooperation and assistance of the Orange County Property Appraiser’s office is appreciated. However, the use of such data for other purposes, such as economic forecasting, does present certain problems. Among the primary difficulties of the analysis is the manner in which Orange County maintains its historical tax record information.

For perspective on the growth in the Ocoee Redevelopment Area’s potential valuations, as mentioned earlier and as required by Part III Section 163, Florida Statutes, RERC reviewed tax roll data from the last 5 years, ending in 2003. That review revealed that taxable additions and appreciation to the Redevelopment Area ranged from $300,000 to $8,500,000 on an annual basis. These figures were used as a general guide to project reasonable growth figures for development beyond 2010.
In most cases, development will occur in vacant parcels or where various buildings have already been cleared from a site. While in a specific situation the ratables associated with these parcels could have the effect of a diminution, the impact will most likely be immaterial relative to the total assumed values of approximately $14,482,000. Further, any additions reflected on the tax rolls are based on structural values only, not underlying land. The City's (4.5789) and the County's (5.1639) current operating millage rates (i.e. those for FY 2003) are incorporated in the analysis and these are held constant over the planning horizon.

As for the structure of the revenues that might be accrued, only the taxable value(s) net of the base year taxable value is considered in calculating current or future tax increment revenue. The general procedures used to calculate available revenue are shown in the following equations.

1. Assessed values, including new construction, LESS exemptions or exclusions EQUAL current taxable values.
2. Current taxable value LESS established base year taxable values EQUAL net valuations subject to applicable jurisdictional millages.
3. Net valuations TIMES applicable millages EQUAL tax increment revenue. Pursuant to Section 163.387, Florida Statutes, the maximum revenue available to a community redevelopment trust fund will be 95% of the calculated tax increment.
4. These various calculations are reflected in Tables 1, 2 and 3 in Appendix B.

An examination of each of the three scenarios indicates the value of the Redevelopment Area tax base at the end of 30 years. It ranges from approximately $474,000,000 to $672,000,000 depending on the scenario and yields a total of tax increment of $319,000,000 to $517,000,000. In the year 2013, the area has the potential to generate about $926,000 to $1,300,000 in revenue.

Again, all three scenarios assume development of a few projects in the relatively near-term future. The main difference among the scenarios is the rate at which taxable properties in the Redevelopment Area are added to the tax rolls, as well as the appreciation of taxable properties. The value of these additions and appreciation are primarily based on the pattern of growth and assessment that occurred within the Redevelopment Area from 1999 to 2003. The high scenario reflects the most aggressive year in terms of additions and appreciation in that time period, while the low scenario mirrors the lowest period of growth and appreciation within the redevelopment area.
4.2 CAPITAL IMPROVEMENT PLAN AND OPERATING BUDGET

This section presents the initial work plan based on redevelopment initiatives and capital projects described within this Plan. The identified projects represent capital improvements necessary to realize the objectives contained in this Plan and are meant to be the type of projects to be undertaken within the Ocoee Redevelopment Area. As budgets, funding and financial formulas are refined and finalized the sequence for the implementation of the projects in the capital improvement initial work plan may change. The projects listed all those given a priority that reflects practical and logistical efforts required to achieve the desired results. Specific activities will be detailed in the annual work program prepared by the City of Ocoee and CRA. The recommended budgets for the capital improvement projects include design and construction costs as well as costs for additional studies, data manipulation or research needed to implement each project. The costs generally do not include the costs of land acquisition or right-of-way.

On-going or annual programs have also been identified under redevelopment initiatives in section 3.2 through 3.6 but are not referenced here since they are not capital projects. Additional projects that serve to implement the objectives contained in this Plan are anticipated. The work plan shall be formalized and reviewed annually as part of the City’s and CRA’s capital improvement process.

The Capital Work Plan projects and dollar amounts are primarily based on past studies and the City’s annual Capital Improvement Plan. The projects and numbers listed in the work plan and operating budget have been used for budgetary purposes only and are considered to be relatively conservative. The budget for each project includes the costs of design, associated inventories, construction documents and implementation for each project. While representing and consistent with all analysis and discussions, these projects and their budgets are preliminary.

The following table shows conceptual costs of capital projects proposed within the CRA.
Table 1: Ocoee Community Redevelopment Area Projected Capital Budget

<table>
<thead>
<tr>
<th>NAME OF IMPROVEMENT</th>
<th>RECOMMENDED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sub-total ($)</td>
</tr>
<tr>
<td>A Acquisition Costs</td>
<td></td>
</tr>
<tr>
<td>1. Proposed &quot;Ocoee Town Center&quot;- 4 Corners</td>
<td>48,000,000</td>
</tr>
<tr>
<td>B Roadway Improvements</td>
<td></td>
</tr>
<tr>
<td>1. SR 50</td>
<td>2,370,000</td>
</tr>
<tr>
<td>2. Blackwood Avenue</td>
<td>470,000</td>
</tr>
<tr>
<td>3. Maine Street</td>
<td>2,450,000</td>
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<tr>
<td>4. Professional Parkway</td>
<td>1,560,000</td>
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<tr>
<td>5. Bluford Avenue</td>
<td>1,020,000</td>
</tr>
<tr>
<td>6. Old Winter Garden Road</td>
<td>630,000</td>
</tr>
<tr>
<td>7. Maguire Road</td>
<td>1,080,000</td>
</tr>
<tr>
<td>8. Story Road</td>
<td>2,780,000</td>
</tr>
<tr>
<td>9. Marshall Farms Road</td>
<td>480,000</td>
</tr>
<tr>
<td>10. New Roads/Parkways (Pr. Pkwy. ext. &amp; Hammocks Dr. ext.)</td>
<td>3,120,000</td>
</tr>
<tr>
<td>11. Misc. Secondary Streets (Florida Auto Auction connectors)</td>
<td>4,220,000</td>
</tr>
<tr>
<td>C Multimodal Transportation improvements</td>
<td></td>
</tr>
<tr>
<td>1. Bike paths concurrent with roadway improvements</td>
<td>2,020,000</td>
</tr>
<tr>
<td>2. Proposed trail</td>
<td>840,000</td>
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<tr>
<td>3. Miscellaneous public transit facilities</td>
<td>600,000</td>
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<tr>
<td>D Pedestrian Sidewalks and Crosswalks</td>
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</tr>
<tr>
<td>1. Concurrent with roadway improvements</td>
<td>4,040,000</td>
</tr>
<tr>
<td>E Streetscape Improvements</td>
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<tr>
<td>1. Concurrent with roadway improvements</td>
<td>4,040,000</td>
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<td>F Stormwater and Utilities Improvements</td>
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<tr>
<td>1. Stormwater concurrent with roadway improvements</td>
<td>5,050,000</td>
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<tr>
<td>2. Water/wastewater concurrent with roadway improvements</td>
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<tr>
<td>3. &quot;Town Center&quot; Infrastructure</td>
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<tr>
<td>G Open Space and Recreation Improvements</td>
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</tr>
<tr>
<td>1. Lake Bennet boardwalk/linear park</td>
<td>3,750,000</td>
</tr>
<tr>
<td>2. Lake Bennet public parking</td>
<td>500,000</td>
</tr>
<tr>
<td>3. Visitor Center</td>
<td>250,000</td>
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<tr>
<td>H Gateway/Signage/Wayfinding System</td>
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</tr>
<tr>
<td>1. Area wide</td>
<td>250,000</td>
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<tr>
<td>2. Gateways (3)</td>
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</tr>
<tr>
<td>TOTAL COST OF INITIAL CAPITAL PROJECTS</td>
<td>$95,680,000</td>
</tr>
</tbody>
</table>

Note – Except for (A) Acquisition Costs, capital improvement costs do not include land or right-of-way acquisition costs.
4.3 FUNDING SOURCES

To supplement and leverage the funds available through tax increment revenues, the following sources can provide financial support for the implementation of the Ocoee Community Redevelopment Plan. Their use and application is a function of specific project initiatives.

- The City is an appropriate source of funds for initial redevelopment planning support through its staff and consultants. These costs could be recovered from the CRA.
- Non-ad valorem assessments could be developed and imposed to fund the construction and maintenance of specific public improvements and essential services. Non-ad valorem assessments can facilitate the underlying credit for issuance of bonds or other financial instruments for anticipated capital improvement programs. A substantial portion of the tax increment revenues can be earmarked to offset or buy down such special assessments.
- The Florida Department of Transportation (FDOT) has a number of programs that could contribute funding for redevelopment efforts involving state highways. These include the Highway Beautification Grants Program, The Highway Safety Grants Program, T-21, Local Government Cooperative Assistance Program and the Adopt-a-Highway Program.
- Criteria considered by FDOT for participation and scheduling is availability of matching community funding which the CRA provides. The City shall approach FDOT regarding the impacts of the CRA and the possibility of FDOT as an additional funding source.
- The Florida Department of Community Affairs provides technical and financial assistance through such programs as the Community Development Corporation Support and Assistance Program and Emergency Management Preparedness and Assistance Competitive Grant Program.
- The St. Johns River Water Management District may provide technical assistance in the design of stormwater improvements.
- The Florida Department of Environmental Protection has a number of sources that may be used in the acquisition and development of recreation and open space facilities.
- The Florida Department of Agriculture and Consumer Services' Florida Small Business Administration Tree Planting Program and the Urban and Community Forestry Matching Grant program offer financial support for tree planting and urban forestry programs.
- The Economic Development Administration of the U.S. Department of Commerce provides funding for public works projects that create permanent jobs or construction jobs through the Grants and Loans for Public Works and Development Facilities Program through the Public Works Impact Projects Program.
- The County can assist in funding CDB Grants (Community Development Block Grants) and other funding sources to assist private property improvements.

Many of the sources listed also provide technical support such as expert advice, training or intern staffing for redevelopment initiatives. In addition to these public sources, the CRA shall investigate other state and federal redevelopment programs and funding opportunities involving the private sector to aid in implementing this Plan.
4.4 APPLICATION OF SOURCES

Tax increment revenue by itself will be insufficient to fund or support the range of initiatives identified as project priorities in this Plan. The medium scenario suggests that some $13,000,000 to $20,000,000 in debt may be supported. The high scenario enhances debt capacity to $16,000,000 to $26,000,000. Conservatively, these figures are approximately one quarter to 40 percent of the total tax increment revenue forecasted for the Redevelopment Area. In addition, these are likely conservative because of the highly speculative nature of the analysis, the prospective revenues available point to the need to secure and to apply other sources of money(ies) if all program goals are to be achieved. The most likely scenario is a combination of increment and special assessments targeted to properties and structures most benefited by planned improvements. The use of funds unrelated to tax increment or assessments would be applied to projects or activities for which specific dollars may be available.

Some projects are more suited to the use of tax increment revenue than others. Generally, it is our opinion that these revenues be preserved for their ability to leverage other dollars, that they be applied to truly public facilities or services, that they be used for assemblages, and/or that they comprise a source of incentives for projects deemed most commensurate and supportive of the overall plan. Within these broad categories might be considered the acquisition of substandard or well located parcels that might fulfill some stated purpose, the financial support of parking or like facilities, and the direct support of as yet specified private projects if needed or desired.

We also recommend the use of benefit assessments that will be the source of funding for very specific improvements that benefit discrete activities, areas or properties. Among the improvements that can be funded through assessments are streetscape and parking. The assessment strategy will be married to tax increment to maximize impacts and results.

In general, it shall be noted that tax increment is not a viable source of funding for bond debt. Assessments, on the other hand, because they are assured and are secured by real property provide the needed revenue stream to place taxable and tax exempt debt.
5.0 Neighborhood Impact Assessment

The Ocoee Redevelopment Area is approximately 1,070 acres and currently contains a mix of general land uses such as retail, light industrial, office, institutional and residential. The main commercial corridor is located along SR 50 (West Colonial Drive) and is mainly made up of big box retail (and related infrastructure such as parking and storage facilities), restaurants, hotels and retail shops. The land uses on the north side of SR 50 include office, retail and light industrial. The residential component within the Ocoee Redevelopment Area is located primarily north of the commercial corridor of SR 50 along Marshall Farms Road and along Story Road east of Bluford Avenue. Additionally new residential developments are proposed north of SR 50 and Blackwood Avenue. These residential areas do not have strong ties to the commercial activities along SR 50 but are dependent upon SR 50 for access to the major arterials, as is the case with other residential areas in Ocoee. The apparently dilapidated single-family homes dispersed along Marshall Farms Road are surrounded by non-residential uses including light industrial. These residential parcels currently lie within unincorporated areas. In future, the City of Ocoee has plans to annex these parcels and change the zoning to better utilize this area.

An estimated 46 parcels of the total 627 tax records in the Ocoee Redevelopment Area are ostensibly used for residential purposes. Of these about 33 are reported as single-family units with about 61% of these constructed prior to 1980. Most of the properties exist along Story Road, adjacent to the northern boundary of the Redevelopment Area. About 14 of the single-family units currently claim the homestead exemption. Additionally the Colony Plaza property at the intersection of SR 50 and Maguire Road has a designated use as a condominium and timeshare property. This property has a diverse ownership pattern. Including the land, the buildings, and the individual condominium/timeshare units, the Colony Plaza has 294 tax records. Of the estimated 294 records, there are 230 distinct owners, many of which list Puerto Rico as their home address. Delinquencies, poor title histories, and a battery of physical and legal impediments hamper the ability of this property to function properly.

The residential areas along Story Road and the proposed residential areas north of Blackwood Avenue have infrastructure deficiencies including stormwater, utilities and the general lack of sidewalks. The redevelopment initiatives discussed in Section 3 speak to improving the transportation network, access, urban design, infrastructure, recreational open space on Lake Bennet and improving pedestrian safety throughout the Redevelopment Area including the proposed new residential area.

For the Ocoee Redevelopment Area to revitalize, there needs to be comprehensive efforts to establish a consistent and dynamic land use pattern along the SR 50 corridor, specifically focusing on the vacated properties at the intersection of Maguire Road and SR 50. A mixed-use development pattern including residential uses in this area will significantly improve the commercial environment from both a business and ideal planning standpoint.
The purpose of redevelopment activities is to create an economically sustainable, accessible and attractive mixed-use area that offers visitors and residents a high quality local destination with a safe transportation network, pedestrian connections and public space/recreation facilities in a manner that promotes a positive image for the City of Ocoee. These activities will include new construction and improvements that are intended to be beneficial to area residents, property owners, businesses and visitors within the redevelopment area as well as within the region. To support the provision of affordable housing the City in accordance with the City’s Comprehensive Plan Housing Element; VII Goals, Objectives, and Policies, Objective 2 – “The City shall ensure that affordable housing is provided to all residents by coordinating with the private sector as provided under Objective 1 and protecting existing neighborhoods through the implementation of Codes”. The affordable housing program shall include innovative approaches that address both demand and supply issues. The affordable housing program shall incorporate non-conventional housing options such as dormitory housing or other alternatives designed to meet the basic housing and supportive amenities and service needs of the local low wage work force.

We do not foresee any effect on the school population or the need for additional community services or facilities, not already mentioned elsewhere in this Plan, to support the residential element within the Ocoee Redevelopment Area.

The displacement of permanent residents is not foreseen; however, if the relocation of permanent residents is required as a result of the development or redevelopment activities, the City of Ocoee and CRA will consider providing assistance to minimize hardship to those being displaced. Relocation is further discussed in Section 6 of this Plan.

Existing residential properties may be temporarily impacted during the construction of any improvements. Impacts may include construction detours, noise and dust. Impacts are expected to be minimal while the benefits of redevelopment activities will be of long duration, adding greatly to the quality of life by providing a safe and attractive area that has adequate access, sidewalks, open space, recreation and other needed infrastructure improvements.
6.0 Implementation Plan

6.1 THE REDEVELOPMENT TRUST FUND

Once the delegation of Redevelopment Powers is received from the Orange County, the Ocoee Redevelopment Plan may be adopted by resolution. Upon adoption of this resolution, the City of Ocoee shall establish a Redevelopment Trust Fund through an appropriate ordinance. The trust fund will receive all tax increment money, grants, gifts or profits generated by redevelopment activities in the City of Ocoee CRA.

Such ordinance is adopted after the City Commission has approved the Redevelopment Plan. The annual funding of the redevelopment trust fund will result from additional incremental taxes collected in the Redevelopment Area by Orange County and the City. Such increment will be determined annually in an amount equal to 95 percent of the difference between:

1. The amount of ad valorem taxes levied each year by the County, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and

2. The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for the City and County, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by the City and County prior to the effective date of the ordinance providing for the funding of the trust fund.

6.2 REDEVELOPMENT POWERS

The City of Ocoee Resolution Number ________ created and established the Ocoee Community Redevelopment Agency, pursuant to Section 163.356, Florida Statutes. The Community Redevelopment Agency is authorized to exercise all of the powers conferred by Section 163, Part III, Florida Statutes, which are necessary and convenient to carry out and effectuate the purposes of the Ocoee Community Redevelopment Plan. The Community Redevelopment Agency will appoint an advisory board to assist the Agency in evaluating redevelopment initiatives and carrying out redevelopment activities in the City of Ocoee CRA.
6.3 RELOCATION PROCEDURES

The intent of the Ocoee Community Redevelopment Plan is to create an economically sustainable, accessible and attractive mixed-use area that offers visitors and residents a high quality local destination with a safe transportation network, pedestrian connections and public space/recreation facilities in a manner that promotes a positive image for the City of Ocoee. The redevelopment envisions substantial capital improvements relating to the right-of-way, transportation network, access, infrastructure and open spaces. There is limited permanent residential use within the Redevelopment Area. The displacement of permanent residents is not foreseen; however, if the relocation of permanent residents is required as a result of the development or redevelopment activities, the City and CRA will provide assistance to minimize hardship to those being displaced. Displacement of the Colony Plaza condominium and timeshare property owners may result in the realization of the proposed “Ocoee Town Center” as part of this plan. This however is deemed necessary to mitigate blighting conditions including a battery of physical and legal impediments that hamper the City’s revitalization efforts for the Redevelopment Area.

Displacement is also addressed in the City’s Comprehensive Plan Housing Element; VII Goals, Objectives, and Policies, Objective 8 – “The City shall ensure uniform and equitable treatment for persons displaced by State and local government programs consistent with Section 421.55, Florida Statutes (SRPP Section 3, Policy 3.1.2)”. The City shall assist any person who is required to move from any real property as a direct result of the City’s acquisition of such real property for public purposes, by locating other sites and housing facilities available to them as replacement dwellings. When planning the location of land acquisition for public purposes the City shall assess the degree of displacement that may occur. The City of Ocoee shall not be responsible for relocating City residents who are displaced as the result of county, state, or federal programs or actions.

The CRA shall follow the relocation policies and procedures established by the Federal Department of Housing and Urban Development when Federal dollars are involved.

6.4 DURATION OF THE PLAN

The redevelopment initiatives and work program described in the Ocoee Community Redevelopment Plan funded through tax increment revenues must occur within 40 years after the fiscal year in which this plan is approved or adopted, which is the time certain for completing all redevelopment financed by increment revenues.
6.5 PLAN MODIFICATION

The Ocoee Community Redevelopment Plan may be modified in a manner consistent with Florida Statutes 163.361. If the City of Ocoee Community Redevelopment Agency deems that the Ocoee Community Redevelopment Plan be amended, it shall make a recommendation to the City of Ocoee. The agency recommendation to amend or modify a redevelopment plan may include a change in the boundaries of the redevelopment area to add land to or exclude land from the redevelopment area, or may include the development and implementation of community policing innovations. The City of Ocoee shall hold a public hearing after giving proper public notice.

6.6 SEVERABILITY

If any provision of the Ocoee Community Redevelopment Plan is held to be unconstitutional or otherwise legally infirm, such provisions shall not affect the remaining portions of the Ocoee Community Redevelopment Plan.

6.7 SAFEGUARDS, CONTROLS, RESTRICTIONS OR COVENANTS

All redevelopment activities undertaken in the Ocoee Redevelopment Area must be consistent with this Plan, the City's Comprehensive Plan and applicable land development regulations; all redevelopment plans will undergo review by the City.

Issues concerning restrictions on any property acquired for redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure that all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this Plan and any amendment thereto. Such restrictions or controls would be expected to be in the form of covenants running with any land sold or leased for private use.
6.8  CONSISTENCY WITH OTHER PLANS

The Ocoee Community Redevelopment Plan is consistent with the City of Ocoee's Comprehensive Plan, 2002. Goals and Objectives that are specifically addressed by the Plan include, but are not limited to:

6.8.1  Future Land Use Element

Goal:  To promote, protect and improve the public health, safety, general welfare, and aesthetics through the provision of appropriate land uses

Policy 1.4 The City shall allow mixed and multi uses in the Activity Centers, and shall use strict design criteria to provide an attractive appearance and offset negative impacts, sprawling development patterns and proliferation of strip commercial development.

Policy 1.6 The City shall control strip commercial development through

Policy 1.7 The land development regulations shall promote innovative development in those cases where a public benefit can be realized.

Objective 2 To provide adequate services and facilities to newly developed or redeveloped property

Policy 2.10 The City shall complete a study of all areas where blighted conditions (Including drainage and infrastructure inadequacies) may occur. The results of this study will become support material of a Community Redevelopment grants the City may submit.

Objective 3 The City shall adopt and implements plans and programs for Activity Centers as determined by the City Commission to encourage Planned Unit Developments and mixed and multi-use developments.

Policy 3.4 The City shall develop mixed use zoning provisions within the Land Development Code which shall provide for

Objective 4 The City shall encourage the redevelopment and renewal of blighted areas by offering incentives to developers.

6.8.2  Transportation Element

Goal 1  Develop a transportation system which preserves Ocoee's unique community character and quality of life.

Goal 2  Develop a transportation system which provides residents and businesses adequate level of access and mobility for all modes of transportation which promoted energy efficiency.

Objective 2.1 The City shall provide adequate capacity on Ocoee's arterial and collector roadways

Objective 2.2 The City shall develop corridors to meet the City's future travel needs.

Policy 2.2.1 The City shall provide adequate east-west travel.

Policy 2.2.2 The City shall provide adequate north-south travel
Policy 2.2.3 The City shall continue to adopt access management Ordinances to ensure access management control

Policy 2.4.2 The City shall ensure streetscape improvements that accommodate pedestrian activity and encourage the use of transit.

Policy 2.8.1 The City shall ensure connectivity of the sidewalk network and monitor

Policy 2.8.2 The City shall ensure the connectivity of the bicycle network

Policy 3.1.3 The City shall develop and support and require access management strategies on arterial roadways, including

Policy 3.2.1 The City shall support the existence of facilities, which allow bicycles and pedestrians to travel separately from vehicles.

Policy 3.2.3 The City shall require the presence of two-sided sidewalk coverage on key roads connecting schools and

6.8.3 Housing Element

Goal To provide safe, decent and sanitary housing in suitable neighborhoods

Objective 3 The City shall coordinate with the private sector to ensure the availability of adequate and affordable housing

Policy 3.3 The City shall annually monitor the availability of sues for low and moderate income housing

Objective 7 The City shall promote the identification, preservation and redevelopment of neighborhoods, historically significant houses and other buildings in the City

Objective 9 The City shall continue to ensure that the adopted levels of service are maintained

Policy 10.1 The City shall continue to enforce regulations governing the type of construction, utility provisions, size,

6.8.4 Infrastructure Element

Sanitary Sewer Sub-Element

Objective 1.4 Wastewater facility plans and programs shall be designed to avoid urban sprawl, through the Five-Year Capital Improvements Program. The "infilling of urban areas shall be directed

Policy 1.4.2 Future growth at urban densities or intensities will be encouraged to locate

Policy 1.4.3 The City shall continue to promote the reuse of treated effluent

Policy 2.1.4 The City shall enforce the surface water management criteria for swales, open channels
Drainage Sub-Element
Objective 4 The City will design a storm water management program sufficient to accommodate projected demand through the year 2010, through the following policies.
Policy 4.1 The City shall establish a program for the acquisition of drainage rights-of-way as recommended.
Policy 4.3 The City shall provide adequate drainage services to maintain the adopted level of service standards.

Potable Water Sub Element
Policy 2.1.9 The City shall provide potable water in compliance with or exceeding minimum Environmental Protection Agency.
Policy 2.1.10 The City shall continue to promote the reuse of treated effluent in the City irrigation.

6.8.5 Conservation Element
Policy 1.4 The City shall encourage the use of innovative development forms, such as planned unit developments, multi-use centers, and others to reduce the need to travel. Incentives such as
Objective 2 The City shall protect the quality of all surface water bodies and ground water quality by.
Objective 3 The City shall protect the natural functions of the 100-year floodplains as prescribed by FEMA.
Objective 8 The City shall continue to promote, through the following policies, the protection of natural reservations.

6.8.6 Open Space Element
Policy 2.1 The City shall offer a variety of recreational activities, in connection with park and open space facilities, by
Policy 3.3 The City shall preserve Maine Street, a historic brick street.
Policy 3.4 The City shall establish and maintain a sidewalk network connecting.
Objective 4 The City of Ocoee shall create a network of linear parks.
Policy 4.4 The City shall work to establish five (5) new linear parks of 1) Shoal Creek (a.k.a Maine Street Area), 2) Lake Bennet, 3) Lake Starke, 4) Lake Apopka.
Policy 5.6 The City shall create new ornamental parks at key locations within the City where possible.
Objective 7 Land designated as Conservation or Open Space shall be protected from encroachment, developments.
Policy 7.1 Public access to City parks shall be strategically located.
Policy 7.2 The City shall acquire, protect, and maintain, natural area reservations and conservation easements to.
Policy 7.5 The City shall enhance the recreation potential and aesthetic appeal of lakes, creeks, floodways.
6.8.7 Intergovernmental Coordination Element

Goal: Continue to improve intergovernmental coordination through the implementation of interlocal agreements and other formal and informal agreements

Policy 1.3 The City shall notify Orange County on all annexation rezoning, de-annexation

6.8.8 Capital Improvements Element

Policy 1.2 The following criteria shall be used in evaluating proposed capital improvements: A. Does the improvement eliminate public hazard? B. Does the improvement eliminate existing infrastructure capacity deficiencies?

Policy 1.3 The following criteria shall be used in evaluating the necessity for different projects. A. Projects which eliminate an imminent threat to health or safety of the public

Every effort has been made to prepare the Ocoee Community Redevelopment Plan consistently with the City of Ocoee's Comprehensive Plan 2002, as demonstrated above. Other plans, past studies and reports done by or for the City of Ocoee such as the Ocoee State Road 50 Activity Center Special Development Plan, Access Management and Intersection Operations Study and Capital Improvements Program 2004-2008 have also been extensively reviewed for consistency to this plan.

6.9 CONCLUSION

The Ocoee Community Redevelopment Plan provides a framework for an economically sustainable, accessible and attractive mixed-use area that offers visitors and residents a high quality local destination with a safe transportation network, pedestrian connections and public space/recreation facilities in a manner that promotes a positive image for the City of Ocoee. Many projects have been identified. To realize effective redevelopment community leaders, businesspersons and residents alike must unilaterally support the redevelopment objectives and continue to do so over time and changing administrations.

Realization of the plan is a 40-year, time certain effort and it is anticipated that the CRA will update, or amend the plan on a regular basis to keep the redevelopment plan requirements focused and timely. The City of Ocoee and CRA will undertake an annual work program to focus and prioritize any activities or improvements within the Ocoee Redevelopment Area.
APPENDIX A DEFINITIONS

As used in the Ocoee Community Redevelopment Plan, the following terms shall have the meanings as defined herein unless the context requires otherwise:

(1) "Agency" or "Community Redevelopment Agency" means a public agency created by, or designated pursuant to, section 163.356 or section. 163.357 Florida Statutes.

(2) "Public body" or "taxing authority" means the state or any county, municipality, authority, special district as defined in s. 165.031(5), or other public body of the state, except a school district.

(3) "Governing body" means the council, commission, or other legislative body charged with governing the county or municipality.

(4) "Mayor" means the mayor of a municipality or, for a county, the chair of the board of county commissioners or such other officer as may be constituted by law to act as the executive head of such municipality or county.

(5) "Clerk" means the clerk or other official of the county or municipality who is the custodian of the official records of such county or municipality.

(6) "Federal Government" includes the United States or any agency or instrumentality, corporate or otherwise, of the United States.

(7) "Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:
   (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
   (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
   (c) The existence of conditions that endanger life or property by fire or other causes.

(8) "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:
   (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
   (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
   (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
   (d) Unsanitary or unsafe conditions;
   (e) Deterioration of site or other improvements;
(f) Inadequate and outdated building density patterns;
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
(h) Tax or special assessment delinquency exceeding the fair value of the land;
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
(j) Incidence of crime in the area higher than in the remainder of the county or municipality;
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

However, the term "blighted area" also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area as defined in this subsection.

(9) "Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

(10) "Community redevelopment area" means a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment.

(11) "Community redevelopment plan" means a plan, as it exists from time to time, for a community redevelopment area.

(12) "Related activities" means:
(a) Planning work for the preparation of a general neighborhood redevelopment plan or for the preparation or completion of a community-wide plan or program pursuant to s. 163.365.
(b) The functions related to the acquisition and disposal of real property pursuant to section 163.370(3).
(c) The development of affordable housing for residents of the area.
(d) The development of community policing innovations.

(13) "Real property" means all lands, including improvements and fixtures thereon, and property of any nature appurtenant thereto or used in connection therewith and every estate, interest, right, and use, legal or equitable, therein, including but not limited to terms for years and liens by way of judgment, mortgage, or otherwise.

(14) "Bonds" means any bonds (including refunding bonds), notes, interim certificates, certificates of indebtedness, debentures, or other obligations.

(15) "Obligee" means and includes any bondholder, agents or trustees for any bondholders, or lessor demising to the county or municipality property used in connection with community redevelopment, or any assignee or assignees of such lessor’s interest or any part thereof, and the Federal Government when it is a party to any contract with the county or municipality.

(16) "Person" means any individual, firm, partnership, corporation, company, association, joint stock association, or body politic and includes any trustee, receiver, assignee, or other person acting in a similar representative capacity.

(17) "Area of operation" means, for a county, the area within the boundaries of the county, and for a municipality, the area within the corporate limits of the municipality.

(18) "Housing authority" means a housing authority created by and established pursuant to chapter 421.

(19) "Board" or "commission" means a board, commission, department, division, office, body or other unit of the county or municipality.

(20) "Public officer" means any officer who is in charge of any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

(21) "Debt service millage" means any millage levied pursuant to s. 12, Art. VII of the State Constitution.

(22) "Increment revenue" means the amount calculated pursuant to s. 163.387(1).

(23) "Community policing innovation" means a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.
## APPENDIX B TIF TABLES

Table 1: Development Anticipated in Study Area Over Planning Horizon, By Year Completed

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Source: Orange Co. Property Appraiser; City of Ocoee
Real Estate Research Consultants, Inc.

Ocoee Community Redevelopment Plan Draft
April, 2006
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Source: Orange Co. Property Appraiser; City of Ocoee, Real Estate Research Consultants, Inc.

Ocoee Community Redevelopment Plan Draft
April, 2006
## Table 2B

Estimated Tax Collections Anticipated In Study Area Over Planning Horizon, Medium Scenario
Includes Estimated Rebates to Orange County and the City of Ocoee

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Source: Orange Co. Property Appraiser; City of Ocoee Real Estate Research Consultants, Inc.

Ocoee Community Redevelopment Plan Draft
April, 2006
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<th>Year</th>
<th>Taxable Value of Study Area for Tax Purposes</th>
<th>Subject to Tax Increment Calculations/ Millage</th>
<th>TIF from County Millage to CRA</th>
<th>TIF from City Millage to CRA</th>
<th>Estimated Tax Increment Collections to CRA</th>
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Total: $30,886,201 $31,295,138 $60,457,715 $9,036,659 $8,722,773

Annual Average: $1,029,540 $1,043,171 $2,015,257 $301,222 $290,759

Source: Orange Co. Property Appraiser; City of Ocoee
Real Estate Research Consultants, Inc.

Ocoee Community Redevelopment Plan Draft
April, 2006
APPENDIX C: BLIGHT FINDING RESOLUTION

RESOLUTION NO. ________

A RESOLUTION OF THE CITY OF OCOEE, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; FINDING THE EXISTENCE OF BLIGHT CONDITIONS IN AN AREA OF THE CITY OF OCOEE; MAKING CERTAIN FINDINGS AND DETERMINATIONS; FINDING A NEED FOR CREATING A COMMUNITY REDEVELOPMENT AGENCY; PROVIDING FOR SEVERABILITY; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Act of 1969, as codified in Part III of Chapter 163, Florida Statutes (the "Redevelopment Act"), empowers counties and municipalities to undertake community redevelopment in order to eliminate, remedy or prevent blighted areas; and

WHEREAS, a study has been done of the conditions of that part of the City of Ocoee, known and referred to as the Highway 50 Corridor, as more particularly described on Exhibit "A" hereof (such areas being referred to herein as the "Area"); and

WHEREAS, the results of that study have been presented to the City Commission of the City of Ocoee for its consideration and included in the public record; and

WHEREAS, under Section 163.410, Florida Statutes, in any county which has adopted a home rule charter, the powers conferred by the Redevelopment Act are to exercised exclusively by the governing body of such county unless the governing body of such county, by resolution, specifically delegates the exercise of such powers within the corporate boundaries of a municipality to the governing body of such municipality; and

WHEREAS, after having considered the study's determinations and the facts and evidence of conditions in the Area and having received and considered such other evidence of the conditions in the Area as have been presented to it, the City Commission of the City of Ocoee has determined that certain actions are appropriate and necessary and should be taken to address the conditions now present and expected to be present in the Area.
NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF OCOEE, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The foregoing recitals are true and correct and by this reference are incorporated herein and made a part hereof.

Section 2. Authority. The City Commission of the City of Ocoee has the authority to adopt this Resolution pursuant to Article VII of the Constitution of the State of Florida, Part III of Chapter 163, Florida Statutes and Chapter 166, Florida Statutes.

Section 3. Notice. The City Commission of the City of Ocoee hereby finds that all public notices and notices to taxing authorities were timely and properly published and mailed pursuant to Section 163.346, Florida Statutes (2003).

Section 4. Finding of Conditions. Based upon the evidence, data and facts presented to it, the City Commission does hereby find:

(a) The Area is one in which a substantial number of deteriorated structures exist which are leading to economic distress and the endangerment of life or property;
(b) There exists a predominance of defective or inadequate street layout, roadways, and public transportation facilities within the Area;
(c) Currently, the Area experiences traffic congestion, a lack of supporting utilities and a lack of good transportation network, sidewalks, and other pedestrian-oriented amenities. Such defects constitute a deterioration of the Area, pose an immediate and identifiable threat to pedestrians and constitute an unsafe condition within the Area;
(d) The Area experiences unsanitary conditions in the form of frequent bursts and spills in the main sewer line of the wastewater system;
(e) Deterioration of site and other improvements has occurred, resulting in a predominance of physically unsound buildings and structures within the Area;
(f) The incidence of crime in the Area is higher than in the remainder of the City of Ocoee;
(g) Fire and emergency medical calls to the Area are proportionately higher than in the remainder of the City of Ocoee; and
(h) Diversity of ownership of land within the Area prevents private interests from investing in and reversing the blighted condition of property within the Area.

Section 5. Finding of Necessity. The City Commission of the City of Ocoee does hereby expressly find that the rehabilitation, conservation or redevelopment, or a combination thereof, of the Area is necessary and in the interest of the public health, safety, morals, or welfare of the residents of the City of Ocoee.
Section 6. **Community Redevelopment Area.** Based upon facts presented to it and contained in the public record, the City Commission of the City of Ocoee does hereby find that the Area contains conditions of blight as defined in Section 163.340, Florida Statutes (2003), and that such area constitutes a community redevelopment area as defined in Section 163.340(10), Florida Statutes (2003).

Section 7. **Community Redevelopment Agency.** The City Commission of the City of Ocoee does hereby expressly find that it is necessary, appropriate, proper and timely that a community redevelopment agency be created to carry out community redevelopment as contemplated by the Redevelopment Act to further, cause, promote and encourage rehabilitation, conservation and redevelopment within the Area.

Section 8. **Approval of the County.** The City Commission of the City of Ocoee does hereby direct the City staff to request from Orange County, Florida a resolution delegating to the City of Ocoee the exercise of the powers conferred by the Redevelopment Act within the corporate boundaries of the City of Ocoee, as provided in Section 163.410, Florida Statutes (2003).

Section 9. **Effective Date.** This resolution shall take effect immediately upon its approval.

PASSED AND ADOPTED this ___ day of __________, 2004.

APPROVED:

ATTEST:

CITY OF OCOEE, FLORIDA

Name: ____________________________  S. SCOTT VANDERGRIFT, MAYOR
Title: ____________________________  (SEAL)
FOR USE AND RELIANCE ONLY BY
THE CITY OF OCOEE, FLORIDA;
APPROVED AS TO FORM AND
LEGALITY this __ day of
________________, 2004.

FOLEY & LARDNER LLP

By: __________________________
   CITY ATTORNEY

EXHIBIT “A”
COMMUNITY REDEVELOPMENT
AREA

OCOEE REDEVELOPMENT STUDY AREA

Legend
N
Proposed Community Redevelopment Area Boundary
Parcel Boundary
Unincorporated Orange County
Total area: Approx. 1.070 acres