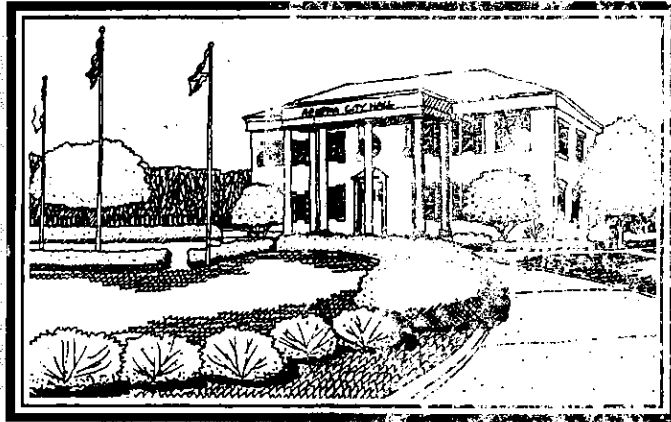


Community Redevelopment Plan



The City of Apopka

June, 1993

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Table of Contents

I. Introduction	1
A. Overview.....	1
B. The Redevelopment Process.....	2
II. Existing Conditions	3
A. Background.....	3
B. The Community Redevelopment District.....	4
C. Land Uses.....	4
Lot Size.....	6
Vacant Lots.....	6
Building Stock.....	6
Ownership.....	7
Future Trends And Policies.....	8
D. Physical Features.....	8
E. Circulation.....	8
Inadequate Roadways.....	8
Gateways.....	10
Roadway Pavement.....	10
Pedestrian Access.....	11
Future Roads.....	11
F. Infrastructure.....	11
Stormwater Drainage.....	11
Sewer And Water.....	12
Power.....	12
G. Urban Design Summary.....	12
H. Market Observations.....	14
Business Mix.....	14
Constraints.....	15
Opportunities.....	15

Table of Contents

(Continued)

III. The Redevelopment Plan	17
A. The Plan Concept.....	18
Goal	
To Unify Apopka's Physical Form.....	20
Gateway Program.....	22
Streetscape.....	23
Goal	
To Create Unified Leadership And Direction.....	31
Objective	
To establish a consensus group for the City.....	31
Objective	
To Attract And Accommodate New Growth/Business	32
Objective	
Establish A Pleasant Pedestrian Environment (Sidewalks, Handicap Access, Safe Lighting And Benches).....	34
Goal	
To Create A New Sense Of Vitality.....	34
Objective	
Beautification.....	34
Objective	
To Advocate Provisions For Adequate Housing In Good Condition And With Complete Facilities.....	35
B. Funding Plan	36
C. Funding Alternatives	38
Community Redevelopment Trust Fund	38
Tax Increment Financing (T.I.F.)	38
Revenue Bonds	39
Private And Corporate Donations.....	40
Grants	40

Table of Contents

(Continued)

	Special Assessment Districts	41
	Small Business Administration.....	41
D.	Projected TIF Revenues 1992-2007.....	41
E.	Time Certain For Completing Planned Projects.....	46
F.	Management Of The CRA Programs And Projects.....	46
	The Community Redevelopment Agency (CRA)	46
	The Main Street Program.	48
G.	Enterprise Zone	49
H.	Small Cities CDBG Program.....	49
I.	Eminent Domain	49
J.	Conformance To The Comprehensive Plan.....	49
K.	Neighborhood Impact Statement For Low To Moderate Income Housing.....	50
L.	Severability	51

List of Exhibits

Exhibit A	CRA Boundary
Exhibit B	Level of Service Analysis
Exhibit C	Urban Design Analysis
Exhibit D	Urban Design Plan
Exhibit E	Streetscape Plan
Exhibit F	Streetscape Sections
Exhibit G	Revitalization Sketches
Exhibit H	Parking Block Concept
Exhibit I	Period Style Examples

List of Tables

Table 1	Funding Plan Through 2007
Table 2	.5% Apopka T.I.F. Projections
Table 3	1% Apopka T.I.F. Projections
Table 4	2% Apopka T.I.F. Projections
Table 5	Time Certain/Funded Projects and Programs

I. INTRODUCTION

A. OVERVIEW

The purpose of the Redevelopment Plan for Apopka is to document a strategy for the Community Redevelopment Agency (CRA) to facilitate a comprehensive and coordinated revitalization of the designated CRA area. The Redevelopment Plan follows the adoption of the *Finding of Necessity* or "Blight Study", the key first step which identifies the redevelopment needs of a community. The *Finding of Necessity* is scheduled for adoption by the Apopka City Council on June 16, 1993.

The *Finding of Necessity*, in accordance with the Florida Statutes 163.340, Part III, documented that the following conditions were found to exist:

Inadequate roadways or public transportation.

The deterioration of site or other improvements.

Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

Faulty lot layout in relation to size, adequacy, accessibility or usefulness.

The Redevelopment Plan addresses these identified needs by providing a coordinated strategy of improvements. In many ways it is a comprehensive vision for what the CRA District can become. The goals/objectives, as well as the projects proposed herein are the result of significant participation by those interested in the future of Apopka and is prepared as a flexible, realistic and suitable plan which responds to the needs and unique character of the City of Apopka.

Prepared in a manner consistent with the ten requirements of Chapter 163.362 of the Florida Statutes, the Redevelopment Plan will address:

-
1. A legal description of the CRA District boundary and reasons for its establishment.
 2. Identification of the amount of open space to be provided and street layout; limitations on the types, size, height, number and proposed use of buildings; number of dwelling units; property where the intended use is as public parks, recreation areas, streets, public utilities and public improvements.
 3. A neighborhood impact statement for low to moderate income housing.
 4. Identification of publicly funded capital projects to be undertaken within the Community Redevelopment Area.
 5. Description of safeguards for carrying out the Redevelopment Plan.
 6. Retention of controls, restrictions or covenants for land leased or sold for private use to effectuate the purposes of the Redevelopment Plan.
 7. Assurances for replacement housing for persons permanently displaced from housing facilities within the CRA District.
 8. An element of residential use in the redevelopment area.
 9. Probable costs of the redevelopment.
 10. A "time certain" for completing all redevelopment financed by increment revenues.

B. THE REDEVELOPMENT PROCESS

There is general agreement that Apopka is at a "crossroads," recognizing that redevelopment is crucial to arresting further deterioration and allowing the City to reach its

full potential. Further, there is realization that these improvements will require a “partnership” of the public and private sectors of the City in order to achieve success.

A key factor in this success will be to foster improvements and redevelopment that will encourage private investment to begin to reverse the trends of deterioration. This cooperation and investment is necessary to reach the desired goal:

“To create a community which is economically viable and provides a good living environment in which to work, shop and play.”

The City Council of Apopka has recognized the importance of beginning the redevelopment process, and assumed the responsibility of identifying a strategy for success. Their primary purpose was to establish a redevelopment program suitable to their unique situation.

In March of 1993, the City of Apopka initiated the second step by selecting a consultant, Glenn Acomb Associates, Inc., to establish a Community Redevelopment Agency (CRA) as funding source for redevelopment.

As a third step, the preparation of the Redevelopment Plan as a part of CRA establishment will address both short and long-term transformations, built around a strong concept of what Apopka can become. The short-term perspective will begin with the creation of this Redevelopment Plan and CRA.

II. EXISTING CONDITIONS

A. BACKGROUND

Apopka has enjoyed a key location as a “nearby” community northwest of Orlando. Apopka’s commercial core began along Main Street and later expanded along the north-south streets such as Park, Central and Forest Avenues. The construction of U.S. Highway 441 as a major east-west link from Orlando to Lake and Marion Counties further strengthened Apopka’s position and contributed to a strong downtown core.

In the past 25 years, however, many downtown businesses have relocated from the downtown core to outlying areas and shopping centers along U.S. 441 and State Road 436, creating vacancies and fostering commercial decentralization. At present, this vacancy problem in retail and office space continues in the older portions of downtown giving it an economically depressed appearance and thus impeding growth.

Many of downtown Apopka's historic structures have been lost and buildings that remain have been altered with a subsequent loss in the historic character once unique to Apopka. This creates a building form in Apopka that is primarily single-story, detached buildings, often with adjacent vacant spaces between them. The result is a dispersed, disjointed appearance and detracts from the positive appearance and vitality of the City. The goal of the Redevelopment Plan is to prepare a strategy of redevelopment that will restore vitality and livability to Apopka and return along the road to success.

B. THE COMMUNITY REDEVELOPMENT DISTRICT

Contained within the CRA District are 1,001 parcels of land in an area of approximately 633 acres (see Exhibit A, and refer to the legal description located in the Appendix). A majority of these properties are contained within Apopka's commercial core. This area has long needed assistance in reversing the apparent deterioration and characteristic disinvestment, particularly in the older sections of the community.

C. LAND USES

The City of Apopka is comprised of 10,200 acres: 23.22% residential, 3% commercial 13% industrial, recreational, office and institutional, 8.4% conservation, 2.72% agriculture, 45.43% vacant and 4.27% right-of-way¹. The main transportation routes are U.S. Highway 441 and S.R. 436. The commercial core of downtown Apopka is located along Main Street (U.S. 441) and Park Avenue and is a mix of retail, office, financial

¹ Apopka Comprehensive Plan, 1991, Page 2-7



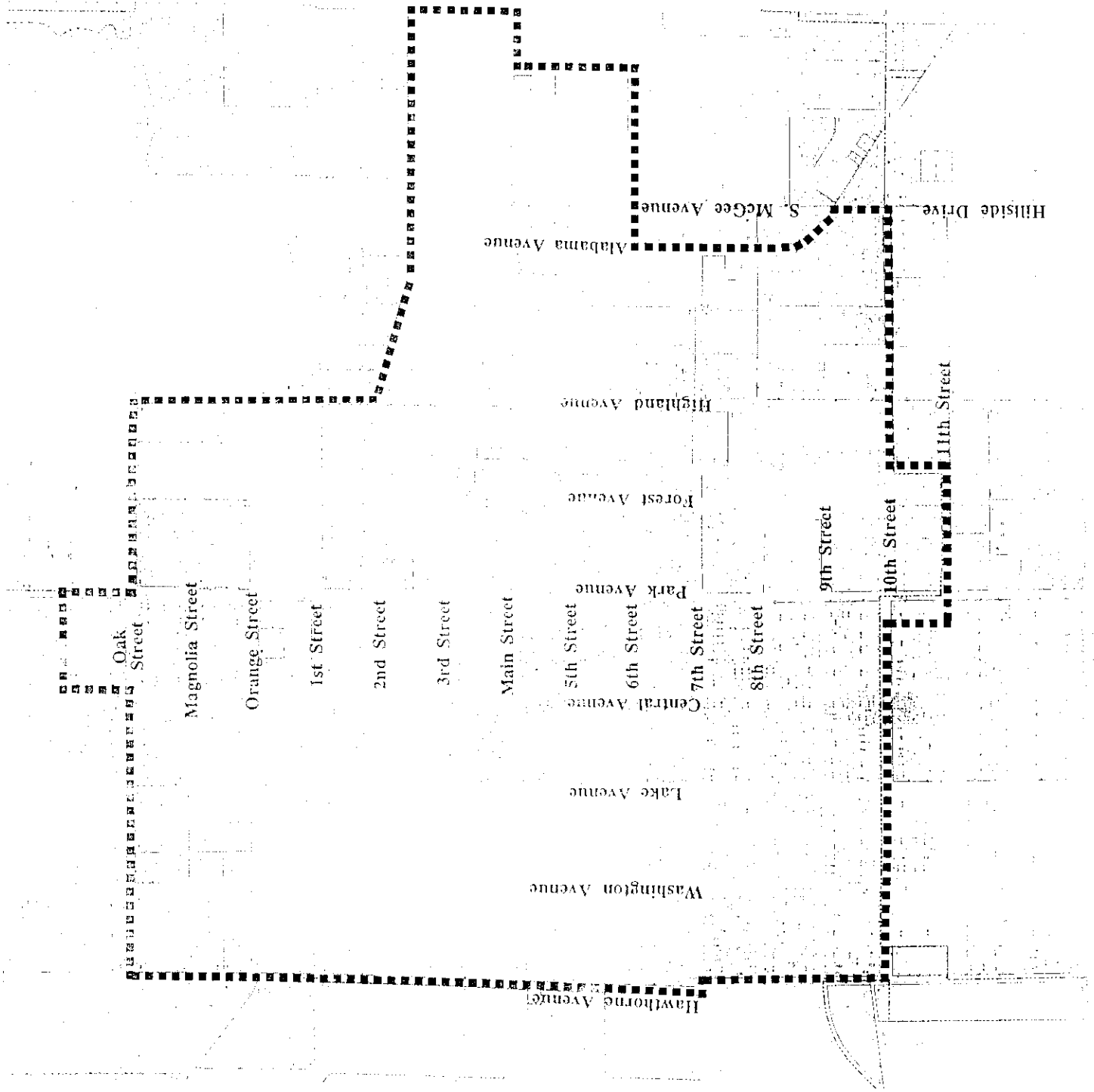
Exhibit A
CRA
BOUNDARY

APOPKA CRA

May 26, 1993

GLENN AGUIB
ASSOCIATES

Legend
CRA Boundary



institutions, churches and residential exists. There are also four City Parks totaling approximately 319.54 acres of land. Residential neighborhoods have developed progressively around the commercial core, and beyond. Three residential neighborhoods are contained within the CRA: an intact older neighborhood in the northwest, a neighborhood in the southeast, and one in the southwest.

Lot Size

A majority of the lots within the CRA district are typically small in size. Many of these lots have been assembled, but remain inadequate for today's commercial development needs for parking and building space. These properties present obstacles to redevelopment due to their small size and assemblage hurdles. Replatting would be required to create adequate sized parcels for development.

Vacant Lots

Ten (10%) percent of the properties in the CRA are underutilized, being either vacant or with no substantial improvements made to them. There is also a negative visual impact, due to poor maintenance and deterioration, causing the area to appear dated, economically weak and discouraging to redevelopment.

Building Stock

Apopka's commercial building stock appears to be of adequate supply to serve the current business needs in the downtown, however, most of these structures are older, which creates problems in redevelopment. The contemporary needs of commercial and office establishments has changed, requiring more or different configurations of work space and updated electrical and mechanical systems.

Many historic commercial structures have been demolished, causing an interruption to the historic fabric and context of the downtown core. Buildings that are drastically or inappropriately altered have lost their integrity and character, reflecting past failed

revitalization efforts. Along with unimproved buildings, they reflect a community image of a stagnant business environment unable to compete with more modern facilities.

Apopka's housing stock contains approximately 14% that was built prior to 1960. While older housing provides lower priced ownership and rental housing, it also causes some concerns. A structural housing evaluation done by the City in 1989¹ reveals that over 11% of Apopka's housing is slightly substandard, significantly substandard or dilapidated. These conditions substantially limit the utilization of these dwellings in providing adequate housing.

Apopka's Comprehensive Plan addresses the adequacy of the housing stock in the City in relation to current and future demands through the year 2011. This information is not specific to the CRA. However, it can be assumed that the same analyses can be applied to the CRA since most of the City's more moderate and older housing is contained within this area.

Conclusions of Apopka's Comprehensive Plan indicate the need for more single and multi-family units within the 1991 to 2011 period. It also outlines the need for providing more affordable housing and reducing substandard and dilapidated housing.

Ownership

Twenty-five (25%) percent of parcel ownership within the CRA District is by out-of-town individuals. A high percentage of this ownership contributes to deterioration of the CRA District since these properties are often poorly maintained and not characterized by the same pride of ownership standard as other properties. Out-of-town ownership is a further problem being difficult to acquire or transfer, and therefore harder to assemble for redevelopment.

¹ Apopka Comprehensive Plan, 1991, Page 3 - 30

Future Trends and Policies

Apopka's Comprehensive Plan, adopted in 1991, encourages compact and contiguous land use policies and the infilling of vacant lots to control the cost of development to the public. This is planned to maximize the effectiveness of public facilities and services. The Comprehensive Plan promotes redevelopment and renewal of blighted areas within the corporate limits, while protecting historic resources within its jurisdiction.

One of the most significant changes for Apopka's future is planned expressway improvements. The Western Beltway and the extension of Maitland Boulevard (see Exhibit B), also called the U.S. 441 Bypass, will bring outstanding opportunities to Apopka. These roadways will serve as a bypass for much of the through traffic and truck traffic that creates congestion and causes an uncomfortable pedestrian environment along U.S. 441. Main Street can be re-established as the focus of the Community, encouraging business and special activities once again.

D. PHYSICAL FEATURES

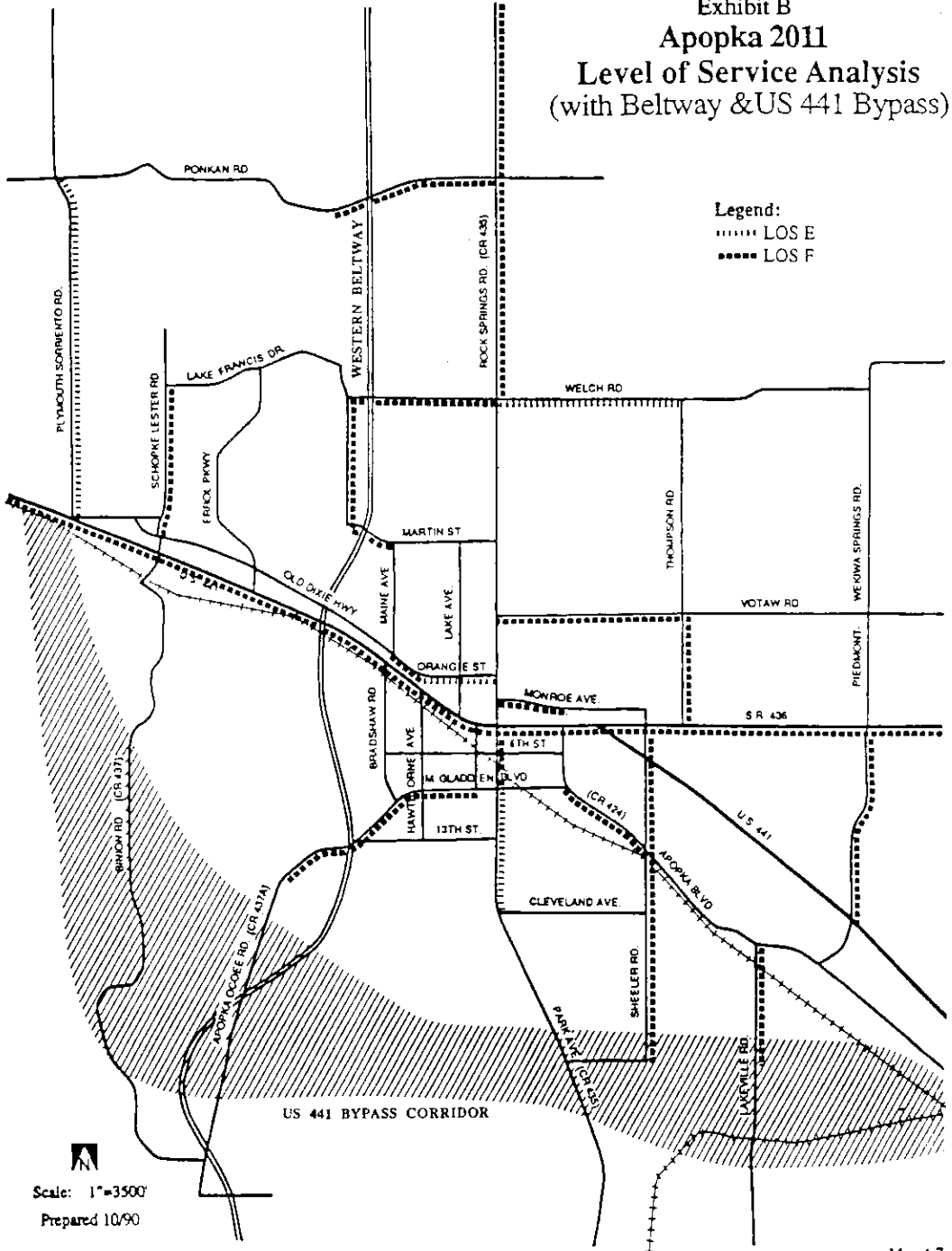
Apopka is blessed with features which make it a desirable community in which to live. It has a particular "home town" characteristic created by the qualities of friendliness, focus on family life and a pleasant living environment. A special asset is the prevalence of lakes, the Wekiva River and recreational facilities surrounding Apopka.

E. CIRCULATION

Inadequate Roadways

Apopka's recent Comprehensive Plan clearly and thoroughly documents conditions, identifying needs that describe deficiencies in traffic flow. These deficiencies exist particularly in operational conditions of a roadway or level of service. They occur primarily on major arterials and major collectors with regard to speed and travel time, traffic interruptions, the maneuverability of a facility, safety, driver comfort, convenience and operating costs.

Exhibit B Apopka 2011 Level of Service Analysis (with Beltway & US 441 Bypass)



The congested traffic flow along major arterials through Apopka, and especially U.S. 441, causes an extreme hardship on the City. Citizens in the Community are prevented from ease of travel to health care facilities and for their daily needs. The business district, characterized as unsafe for pedestrians, experiences serious difficulties in business retention and recruitment. These factors all serve as obstacles to the positive economic development of the area.

Gateways

The "gateways" into Apopka offer opportunities to create unique entrances into the City (see Exhibit C). The gateways from the east and west along U.S. 441 provide interest as one approaches Apopka's downtown core. The City Park provides an opportunity to enhance the gateway entrance of Apopka from the north along Park Avenue.

Important gateways for intra-county traffic exist along U.S. Highway 441 from the west at Hawthorne Road, and from the south on Park Avenue at 10th Street. These gateways provide an opportunity to establish a sense of entrance into Apopka's commercial core, and become the visual impression of Apopka to passers-by.

Roadway Pavement

Roadway pavement is in need of improvement in portions of the Apopka CRA District. In the commercial core, extensive pavement cracking and evidence of surface deterioration is present. In some cases roadways are unpaved or are not completed.

Although problems exist with major arterials and collectors, other streets in the downtown and outlying commercial areas appear to be of reasonable capacity to easily accommodate the traffic flow at this time. However, many of the streets in the adjacent residential areas are utilized to ease traffic elsewhere and may become a problem at a future time.

Pedestrian Access

Pedestrian access throughout the CRA District is hampered by lack of or deteriorated sidewalk condition. These deficiencies are recognized in Apopka's Comprehensive Plan.¹ These sidewalk deficiencies cause an interruption to the convenience and safety of pedestrian use and ease of movement. In the areas where the sidewalk is significantly deteriorated, safety issues compound difficulties in ease of use. These conditions negatively contribute to an area's feeling that a city is "friendly" to the user.

Some improvements to U.S. 441 are projected to be addressed as a part of a study recently begun by Barton-Aschman Associates, Inc. Anticipated improvements are synchronized traffic signals, consolidated/reduced curb cuts, longer signal cycles, improvements to turning lanes and the removal of on-street parking.

Future Roads

The planned expressway improvements, including the U.S. 441 bypass, are the only future road projects known at this time that will significantly affect the CRA District. The bypass project will greatly impact the flow of traffic into and through the downtown core along Main Street. These changes will need to be monitored carefully as they occur and appropriate measures taken for adapting to the ensuing changes.

F. INFRASTRUCTURE

Stormwater Drainage

The stormwater drainage system in the CRA is adequate to meet Apopka's existing and future needs. Several projects are planned which will make improvements to the system and further roadway improvements as well.

¹ Apopka Comprehensive Plan, 1991, Page 4 - 25

Sewer and Water

There do not appear to be any sewer and water problems in Apopka related to sanitary sewer collection, transmission and treatment systems, including effluent and sludge disposal. Water and sewer capacity is adequate for CRA development according to Apopka's Community Development Department.

Power

As in many downtowns, overhead utility lines are present throughout, highly visible, and significantly contribute to visual clutter. In Apopka, this is evident in most areas of the commercial core such as along U.S. 441 and Park Avenue.

G. URBAN DESIGN SUMMARY

Apopka is blessed with unique natural qualities, a pleasant living environment and a relatively intact commercial core. Its potential, however, has been hindered largely due to the growth away from the core and high volumes of traffic and congestion through the heart of the City. This has created problems in traffic flow, appearance and desirability as a business district.

The Urban Design Analysis (see Exhibit C) depicts a general analysis of the primary land uses and visual character of Apopka's CRA. It represents a Downtown Core (of the historic businesses) at a crossroads of two major thoroughfares, that has experienced growth along its "main" street, U.S. Highway 441. As so often occurs in most cities, around this core develops a transition area of mixed uses (offices, commercial, residential or industrial), and a specialized use area--a vehicular Commercial Corridor along U.S. Highway 441.

The Apopka CRA boundaries were established to encompass the commercial district of the City as well as adjacent residential and transitional use areas. The primary thoroughfares contained in the CRA are U. S. Highway 441 (Main Street), Park Avenue, Central Avenue, 5th and 3rd Streets. Park Avenue serves as a gateway into the downtown from



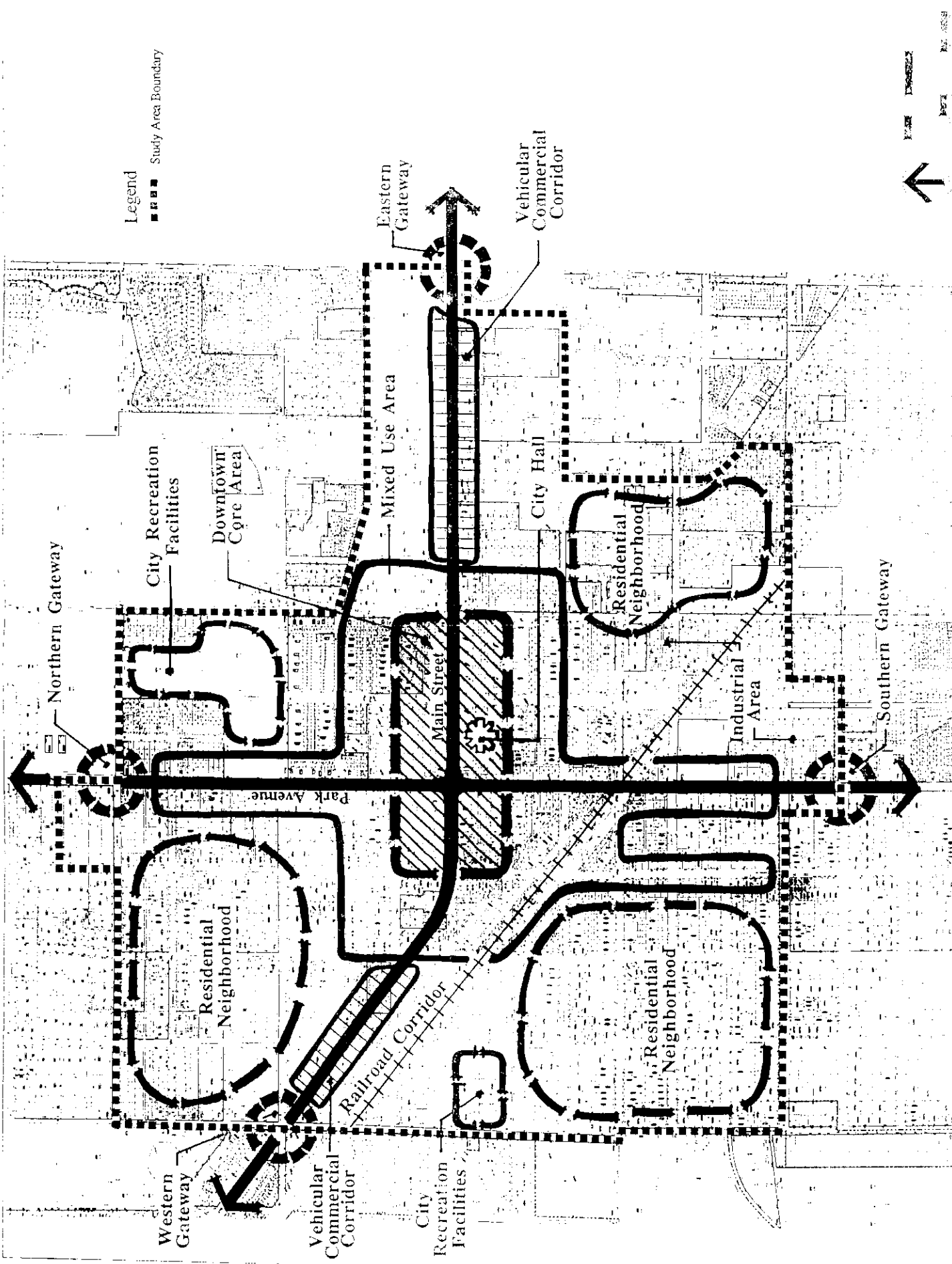
Exhibit C
URBAN
DESIGN
ANALYSIS

APOPKA CRA

May 21, 1993

GLEN ACOMB
ASSOCIATES

Legend
■ ■ ■ ■ Study Area Boundary



the north and provides the opportunity of a gateway from the north to create a positive impression. Other City gateways, located along U.S. 441, also serve to unify the CRA and focus attention on the downtown.

The heart of Apopka recognized by most residents is that of the City Hall site. In addition, the presence of the related retail buildings, police and fire stations, important churches and banks, create significant focus areas for the downtown. Recreational facilities also serve as a downtown focus for activities and events. The City Park, the site of festivals, is currently the activity center for the community.

H. MARKET OBSERVATIONS

The major focus of a CRA is in economic restructuring for redevelopment and market "repositioning" of the business core. Over a period of time, commercial development has occurred around Apopka that has affected a decline in the downtown core. Particularly along State Road 436, a strong corridor of shopping centers and strip centers have developed creating strong competition for Apopka.

To be successful, Apopka must recognize the position it has in location as well as understand the nature of competition in order to reorient its position and successfully compete.

Business Mix

There is a lack of business mix in the commercial core which cannot sustain the variety of goods and services needed by residents. This has driven business away from the downtown in favor of State Road 436 and to nearby shopping centers.

The critical challenge for Apopka is for traditional businesses to serve the community needs in the downtown (i.e. drug store, specialty shops, theater, offices and restaurants). Specialty shops have a strong possibility of re-capturing some of the regional market, if either the strength of individual stores is significant enough or a market "niche" is filled by the City.

Constraints

The apparent constraints to economic redevelopment in Apopka are due to a weakened market position particularly in competition with Orlando and Altamonte Springs. Apopka, especially its downtown, has lost market share to the strip commercial developments along U.S. 441 and Semoran Boulevard (S.R. 436).

Opportunities

Apopka must recapture its market share and pursue a different portion of the market by finding its "niche" within the local and regional context. In responding to this need, Apopka can take the following steps which focus on re-establishing its commercial center-downtown:

1. Develop a clear understanding of the Apopka market potential in order to pro-actively influence change in the business climate.
2. Form a consensus organization that unifies and accomplishes promotion and revitalization through community service efforts.
3. Revitalize the appearance of shops and the downtown as an attractive place to be and thus, an attractive location for business.
4. Encourage events and activities to be held downtown, drawing people to the Commercial Core for entertainment and shopping.

The buildings that exist in Apopka's CRA can provide adequate space for additional business and office space for future growth. Their utilization and improvement will initiate further economic redevelopment. The vacant lots, though difficult to assemble in larger parcels, can provide adequate development opportunities that will strengthen the commercial core. A business recruitment program will assist in providing information to businesses enabling them to compete successfully in today's market.

Apopka is experiencing rapid growth at this time. As Central Florida continues to experience population increases, it is likely that this rate of growth will continue to occur if the City "positions" itself well in the market area. Residential and recreation attributes make Apopka a desirable place to live. Careful planning will insure its place in the Orlando Metropolitan Area while maintaining its desirable "hometown" atmosphere.

III. THE REDEVELOPMENT PLAN

The Redevelopment Plan is more than a collection of projects and programs that address a community's needs. It represents a strategic *vision* of a unified Apopka where residents can live, work and recreate in a community of strong identity, business vitality and sense of pride.

In order to prepare a Redevelopment Plan that meets the needs of Apopka, input from City residents was sought to identify issues and solutions. Early in the process of preparing the Finding of Necessity and again in the preparation of the Redevelopment Plan, key leaders and interested residents of Apopka were asked the following questions:

What inherent qualities in Apopka are important to preserve or enhance?

What type of city do you wish to become? What is your vision for the downtown core?

How do you feel this vision should be created?

What assets can be utilized to achieve that vision?

From those responses and conversations, the following objectives were identified to guide the direction of the Redevelopment Plan.

- Improve the overall appearance and image of Apopka.
- Encourage retention of Apopka's historic and "home town" character.
- Encourage new development in the downtown to reflect a "period" style.
- Implement Streetscape Improvements to enhance the City's appearance.
- Establish a consensus group to assist with Apopka's redevelopment.
- Re-establish the downtown as the center of the community through destination uses and special events.
- Establish a pleasant pedestrian environment (available sidewalks, handicap access, street trees, lighting and benches).
- Position Apopka to accommodate future development.

From this input, the following goals were identified:

- *To unify Apopka's physical form, accommodating changes in the transportation network*
- *To create unified leadership and direction*
- *To create a new sense of vitality and advocacy*

To achieve these goals, Apopka's Redevelopment Plan is prepared to focus its strategy on "projects" (construction-related) and "programs" (community service activities or policy related) for the commercial core of the City as a first priority and extending outward to encompass the entire CRA as a second priority. Specific projects will be identified to be undertaken within the first three years of the redevelopment program since it is during this important period that dramatic and visible change will affect public attitudes. Other programs will continue throughout the life of redevelopment for the CRA District.

A. THE PLAN CONCEPT

This Redevelopment Plan is prepared as a 15-year strategic plan with the primary objective of unifying Apopka's dispersed Commercial Core. It is based on an analysis of existing conditions, opportunities for improvement, policies of the local government, and sound urban design principles. The Apopka CRA is to be established for 30 years as allowed under Florida Statutes. The projects and programs of this Redevelopment Plan are identified on a 15-year schedule with a review recommended in 5 - 8 years. At that time these projects and programs can be expanded and others added on an as-needed basis.

The Urban Design Plan for Apopka (see Exhibit D) represents a framework of redevelopment for the CRA district. It identifies the following criteria:

- Focus the highest intensity uses in the core of downtown
- Provide for a zone around the downtown core that allows for a mix of uses and expansion of the core.

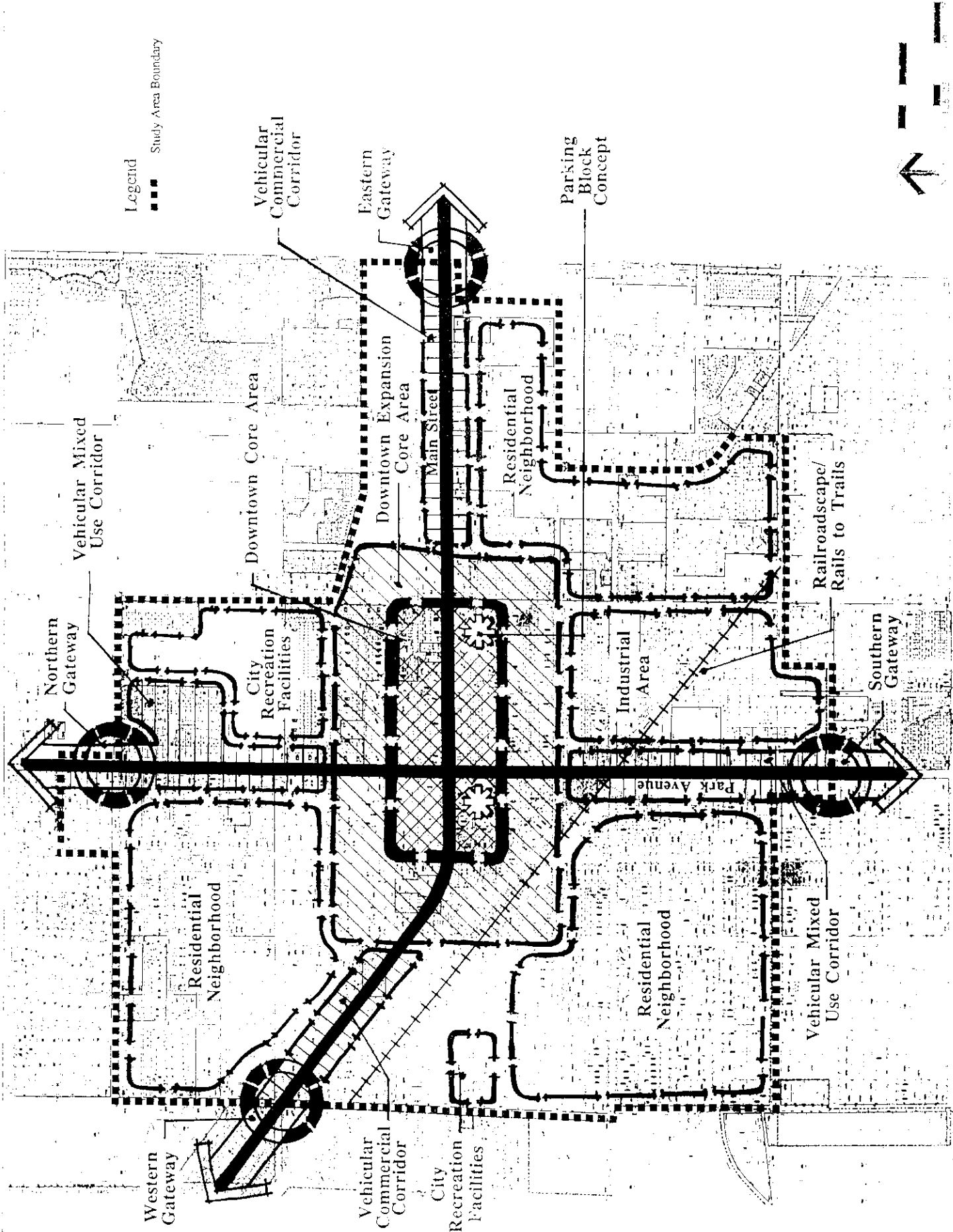


Exhibit D
URBAN
DESIGN
PLAN

APOPKA CRA

May 28, 1999

CLAY ALCOCK
ASSOCIATES



- Recognize that special use areas such as vehicular corridors along U.S. 441 and Park Avenue will continue to exist.

- Identify and assist in improving neighborhoods that are a part of the CRA.
- Allow for phased implementation of the Plan.
- Provide for plan flexibility.
- Be consistent with Apopka's Comprehensive Plan.

GOAL: TO UNIFY APOPKA'S PHYSICAL FORM

Objective: To unify Apopka by creating a consistent quality and "home town" appearance.

ACTION ITEMS:

Design Guidelines: Design Guidelines will identify standards for the improvement of non-residential property within the CRA District and are an important tool in describing the desired quality of improvement and appearance. The Guidelines are important to be professionally prepared with regard for the historic architecture, nature of commercial building architecture, and provision for a complementary relationship with the design of public gathering areas and streetscape design. Design Guidelines are most successful when reasonably but consistently enforced--especially in smaller communities such as Apopka. A key feature is to integrate the guidelines into the City Codes for enforcement. Architectural styles of facades, building massing, color, materials, ornamentation, canopies, sidewalk, lighting, streetscape elements and sign design should be addressed.

Design Review Process: A Design Review Committee should be established to review proposed renovations and new construction, according to prescribed standards set forth by the Design Guidelines. The Committee can be established as the Design Review Committee of a Main Street Program or through a City Advisory Committee.

Historic Awareness. It is important to foster an awareness of the historic qualities and heritage of Apopka and its features. The Historic Properties Survey was prepared in 1992 identifying numerous historically significant properties. Every effort should be made to carry out the recommendations made as a result of this study.

The Apopka Historical Society, which provided assistance with the 1992 Survey, should be encouraged and supported to significantly further an appreciation of the Community's heritage. Information made available through brochures, media publicity or special events can greatly assist in awareness and education. An historic marker program can help to identify historic properties and encourage their protection.

Information can be made available during Apopka's special events which highlights the community's architectural heritage. A public display of the historic buildings in photographs, for example is particularly effective. Drawings and photographs documenting renovations to historic buildings can also generate much interest and enthusiasm for preservation.

Incentive Grants for Facade Improvements. Incentive grants for facade renovations can offer up to 50% reimbursement for approved building improvements. This can be coordinated through an Apopka Main Street Organization or a downtown advocacy organization. Considered by application, proposed building improvements would be reviewed by the Design Review Committee for adherence to Design Guidelines. Grants can be issued on a priority or first-come-first-serve basis. A brochure should be developed to describe the purpose of the program and the criteria that applicants must meet.

Maintenance Standards. The City should establish ordinances related to minimum maintenance standards of buildings and property. The City's existing Code Enforcement Board could have the authority to review and report properties which do not comply with City ordinances and regulations regarding maintenance. Enforcement should be in a consistent and equitable manner. There also has been discussions of developing a Minimum Maintenance Ordinance. This is recommended to be accomplished after the incentive program has given property owners a chance to comply.

Revolving Loans . A Low-Interest Revolving Loan (revolving loan pool) can be established through the City, Community Block Grants or corporate donations. Funds would be loaned to property owners who meet the defined criteria on a priority basis. The money is typically lent at a very low interest rate, i.e. 2% - 3%, for a short period of time. The interest and principle is paid back into the fund for future loan applicants.

Gateway Program

Gateways provide a scenic memory as an entrance into a community. The continuation of the theme already established will greatly improve the sense of entry through other parts of the City. Apopka's notoriety as the "Indoor Foliage Capital of the World" should be enhanced in streetscape and landscape improvements to be a noticeable appearance of landscape "pride" throughout the City.

Awards Program. A system of awards and recognition should be presented to businesses or property owners that improve their buildings or clean vacant land. This can be promoted as a monthly award and highlighted through an annual gala party. Publicity in the newspaper as well as at the event rewards those individuals that have contributed and becomes a catalyst in encouraging others to participate. The improvement of neighborhoods and their properties should be a key component of this Program due to their key role in the CRA District.

Area-wide Parking Study. As discussed in Apopka's Comprehensive Plan ¹, an area-wide parking study should be undertaken to analyze on-and-off street parking. Existing conditions would be analyzed with recommendations for improvement. Current parking facilities may only need to be organized, for example, while projected parking needs would become part of a planned program for acquisition and improvement.

¹ Apopka Comprehensive Plan, 1991, Page 2 - 4

Streetscape

Streetscape Master Plan. One of the most effective means for unifying and improving the appearance of a downtown is the use of streetscape improvements. The changes can often be dramatic, sending a message to the community that redevelopment of Apopka has begun and will be successful. A Streetscape Master Plan should be prepared as the "blueprint" to guide a downtown's appearance of public rights-of-way and street appearance through street tree planting and related street "furniture" improvements throughout the CRA District. A key feature would be the burial of overhead utilities and use of period street lights. A hierarchy of levels of streetscape (with plantings, paving and furniture) improvements would identify focal points, primary and secondary designations, in a descending order of cost and intensity. (Exhibits E, F and G illustrate the potential designations and concepts).

The U.S. 441 Streetscape designation shown in Exhibit E is the "focal" Streetscape and could occur in several phases. The first phase occurring on Main Street between Highland and Central Avenues would include burial of utilities, pavers, period street lighting and benches.

A second phase could continue the 441 streetscape from downtown to the Eastern Gateway near Townsend's Plantation. Burial of overhead utilities, special street trees, pavers, benches, banners and period street lighting may be extended from Phase One.

Phase three would continue these same elements along the western corridor of Main Street from Central to Hawthorne. This would complete the U.S. 441 Streetscape and provide a strong, unified appearance to the City's main corridor.

The Primary Streetscape designation is the typical level of design for the major streets of the downtown core. These would include Park and Central Avenues, 3rd and 5th Streets. Phase one would be the area on Park from 5th to 3rd. Phase two would extend the plan north on Park to Orange Street to tie the City park and historic residential areas to the downtown core. Phase three would extend the plan past Main Street (441) along Park to enhance this commercial corridor. Phase four would include 3rd to 5th streets on Central

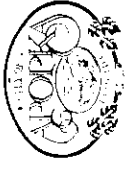


Exhibit E
STREETSCAPE
PLAN

APOPKA CRA

May 28, 1993

CHEN AGAMB
ASSOCIATES

- Legend
- State Route 441 Streetscape
 - Primary Streetscape
 - Secondary Streetscape
 - ⊢ Railroad
 - ▬ Study Area Boundary

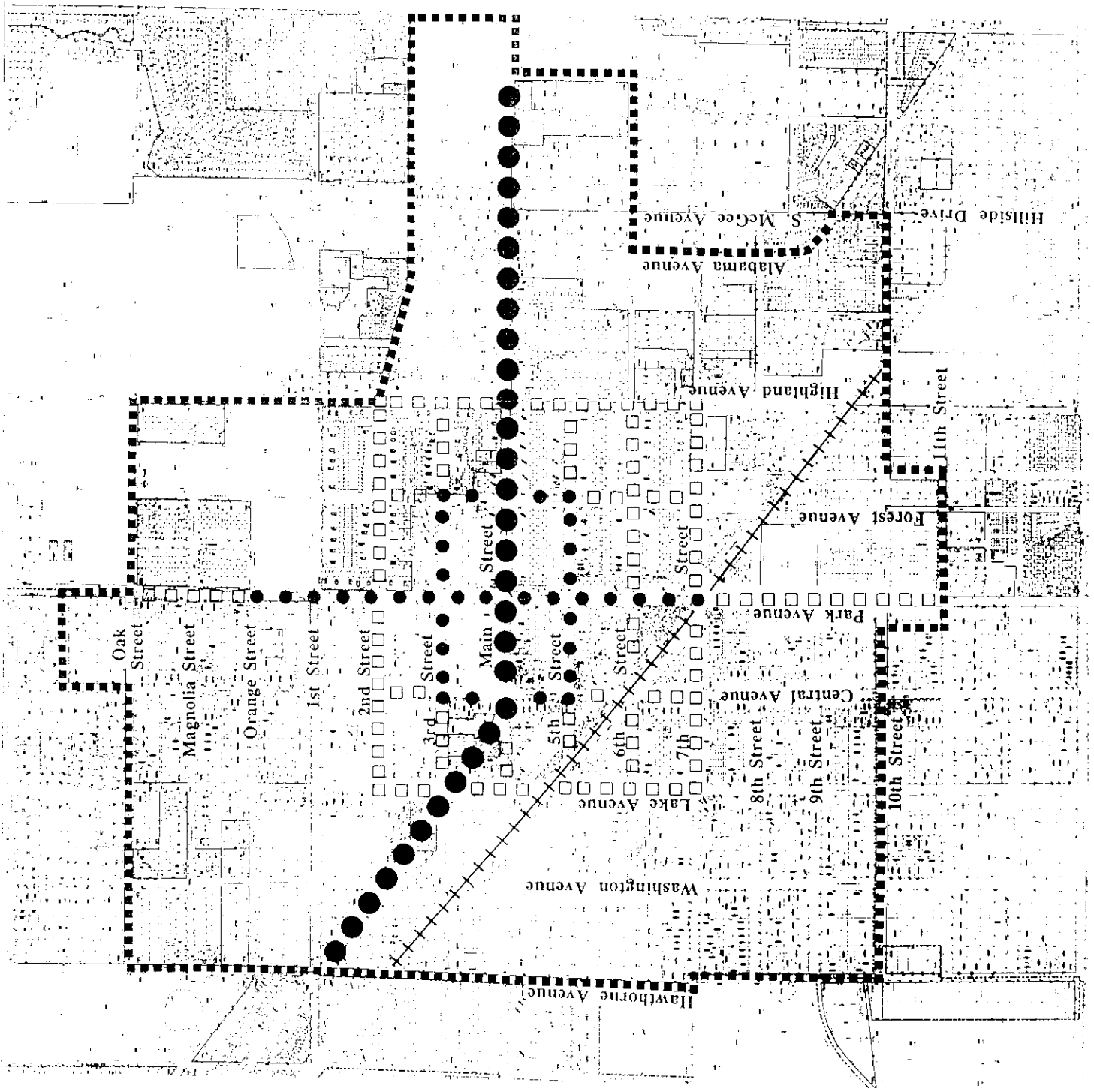
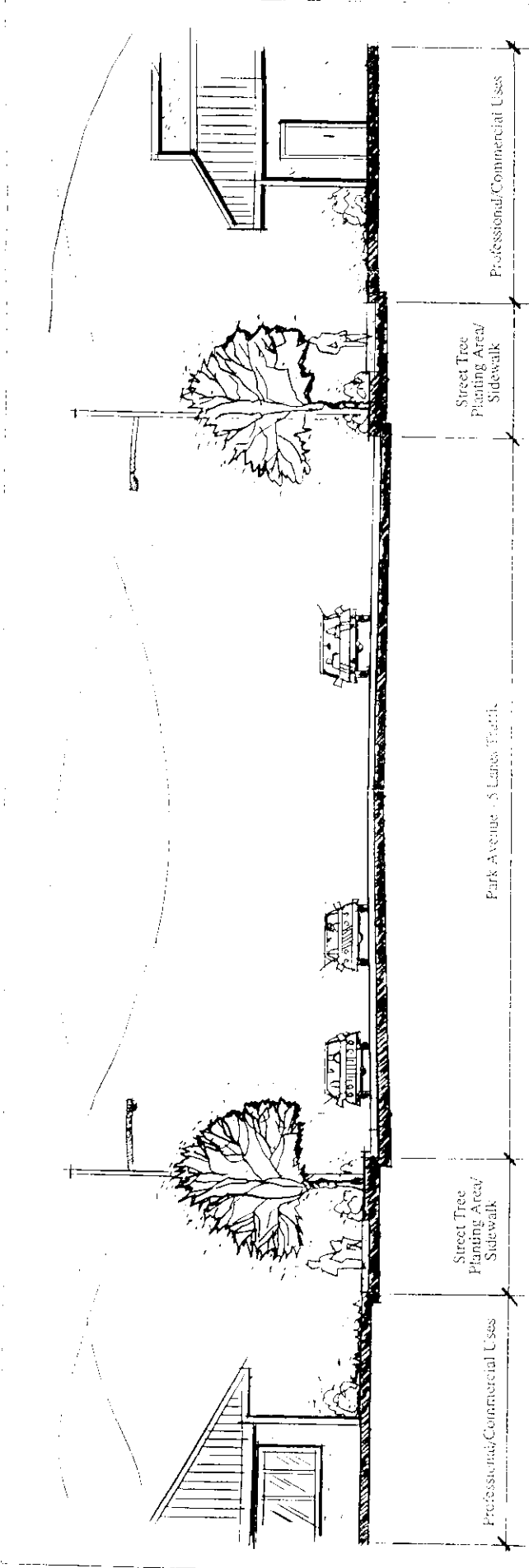
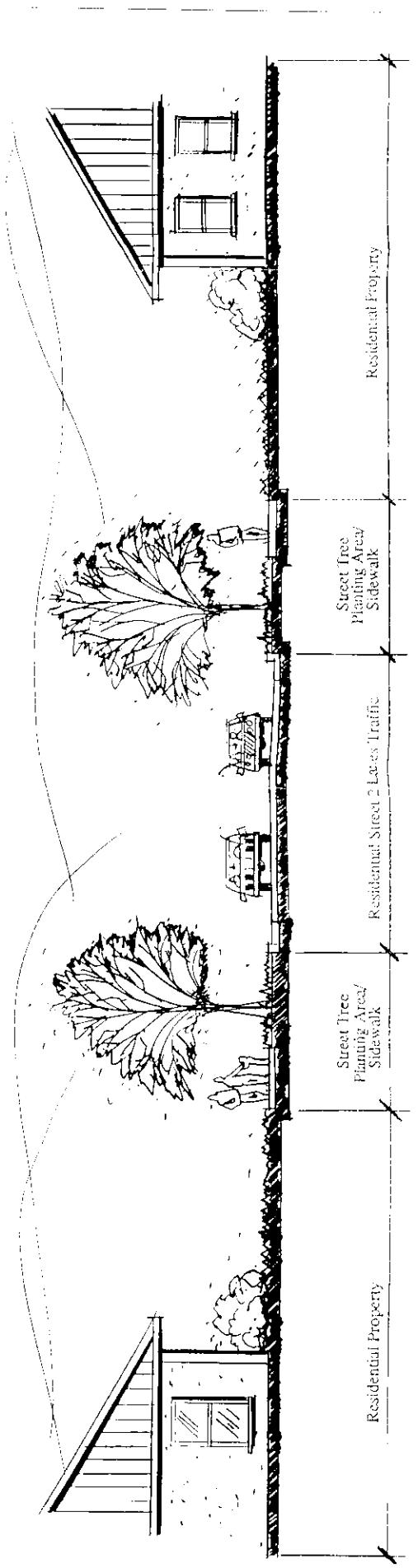




Exhibit F
SKETCHES



PARK AVENUE STREETSCAPE



TYPICAL RESIDENTIAL STREETSCAPE

APOPKA CRA
COMMUNITY DEVELOPMENT

Mo. 26, 1993

ELVA ACAMB
ASSOCIATES

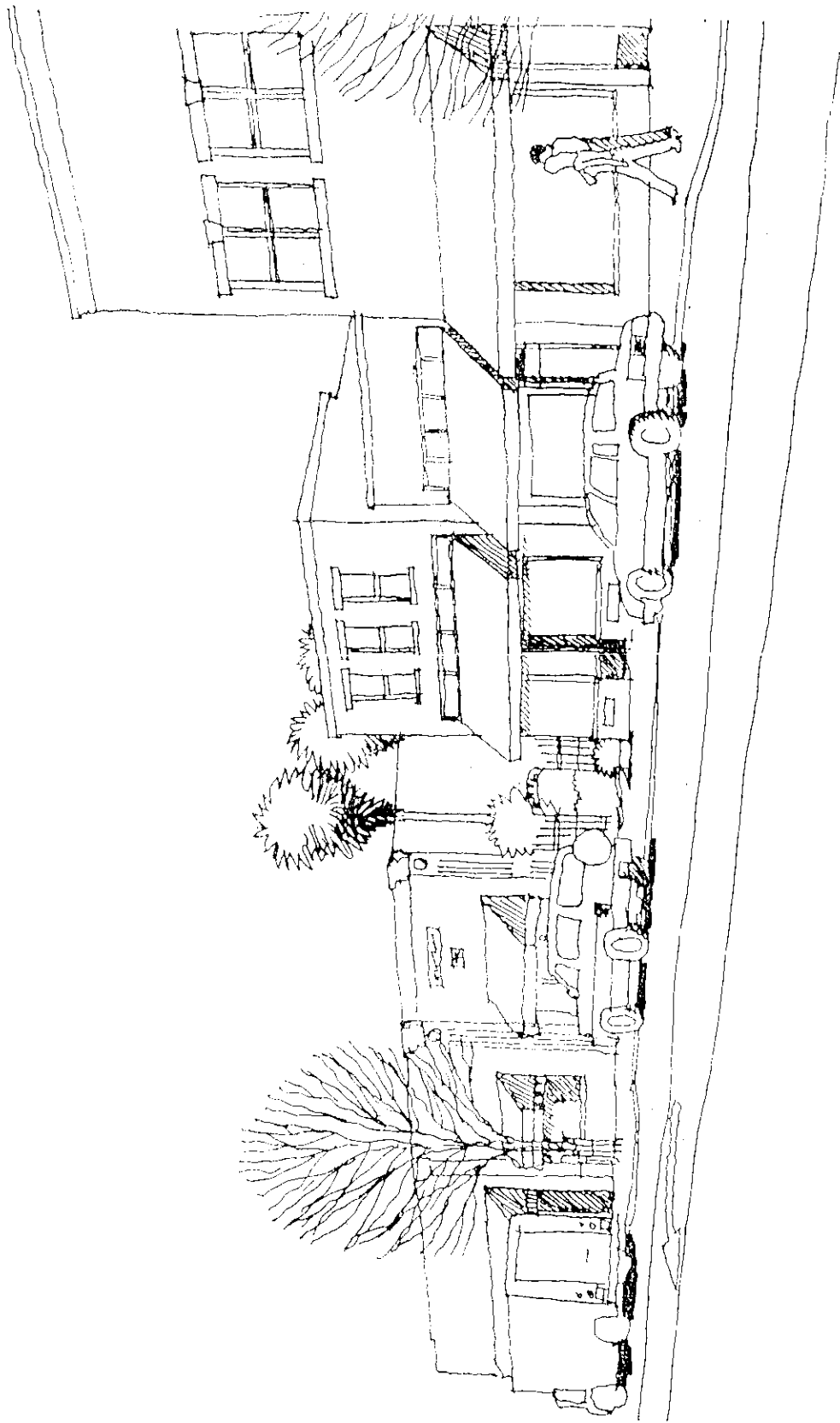


Exhibit G
REVITALIZATION
SKETCH

APOPKA CRA
City of Apopka, Florida

May 24, 1993
for Mr. B. Hunter

GLENN ACIMB
ASSOCIATES
LANDSCAPE ARCHITECTURE
& URBAN PLANNING
INCORPORATED
223 S.W. 47th Ave.
Ocala, Florida 32676



and Forest Avenues to complete the downtown core Primary Streetscape. Irrigation is strongly recommended. Period lighting is suggested for the Primary Streetscape as well as street trees and the use of brick pavers. The Primary Streetscape Plan could be extended to other streetscapes if adequate funds are available.

The Secondary Streetscape designation is characterized by street trees, more widely spaced than the Primary Streetscape, and the provision of concrete sidewalks. These streetscapes would occur on Lake Avenue from 7th to 2nd Streets; on Central, south of 5th and north of 3rd; on Park south of 7th and north of Orange; on Forest from 7th to 5th and from 3rd to 2nd; on Highland from 7th to 2nd Streets; on 2nd, 6th and 7th Streets from Lake to Highland; on 3rd Street between Lake Avenue and Central and between Forest and Highland; on Main Street west of Central; on 5th Street between Lake & Central and between Forest and Highland. See Exhibit E.

All other areas would receive a tree planting program, occurring throughout the remainder of the commercial and residential areas of the CRA District (and beyond). These streetscapes would utilize the planting of trees where right-of-way space allows and could be accomplished through a "Tree Planting Program". Irrigation of trees would be accomplished through hand watering by property owners in an "Adopt-a-Tree program". Funds will be available through the City to obtain trees for planting, since Apopka has been designated a "Tree City". It is suggested that the City manage the implementation of this program so that consistency and uniformity are achieved.

Parking Block Concept In an effort to provide convenient and attractive parking for the commercial core, the Parking Block Concept was developed. The Concept can be utilized as a prototype or model for the improvement and organization of parking away from U.S. Highway 441 and to the rear of commercial buildings.

Exhibit H is an example of this Parking Block Concept developed for use behind commercial storefronts fronting 441 and continuing to 5th Street between Park and Central. Improvement would include organizing the parking, landscaping, pavers and pedestrian scale lighting. Other design features include the provision of landscaped alleys as pedestrian connections to U.S. Highway 441.



Exhibit H
PARKING
BLOCK
CONCEPT

AOPKA CRA

May 28, 1993

GLENN ACOMB
ASSOCIATES

Park Avenue

Main Street

Existing Building

Existing Building

Existing Tenant Parking

Alley

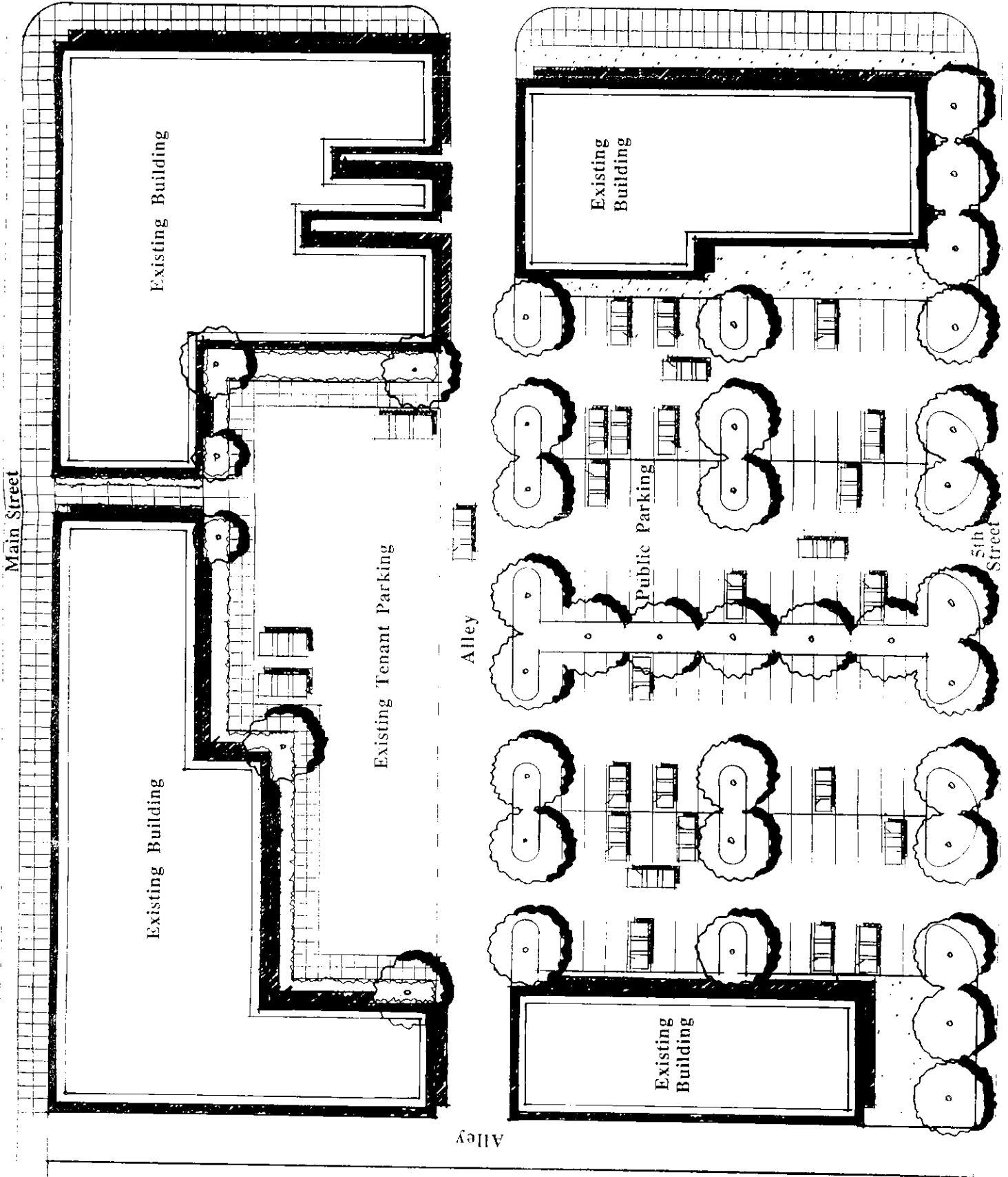
Alley

Existing Building

Public Parking

Existing Building

5th Street



The concept suggests the repetition of the model in an additional block south of U.S. Highway 441 between Highland and Forest. A modified version of the model could be used for the blocks on the north side of U.S. Highway 441 between Highland and Central Avenues.

Railroadscape and Rails-to-Trails. Much of Apopka's railroad right-of-way is abandoned and has great potential in the conversion of this corridor to a bicycle path as a part of the Orange County's "Rails to Trails" program. For this reason it is suggested that the City of Apopka strongly consider participation in "Rails-to-Trails" as an opportunity to improve this asset. In addition to right-of-way landscape improvements, every effort should be made to enhance properties adjacent to the corridor. This program will also compliment the CRA efforts in conjunction with the South Apopka Project.

Future Land Use Planning. The City's Future Land Use Plan could be amended to reflect the downtown as a separate commercial area. Downtown commercial areas typically have their own identity, problems and concerns such as lot size, parking, setbacks, etc., which need to be addressed separately from other highway commercial areas.

Entrance Gateway. Due to the prominence and degree of use of U.S. 441 and Park Avenue the opportunity exists at these locations to make a positive statement about the City. This streetscape should be undertaken along U.S. 441 not only due to its importance but because of the possibility of grant funding through the Florida Department of Transportation (FDOT) Highway Beautification Grants.

Gateway Identification. Gateways at key entrance points into Apopka allow visitors and residents to experience a sense of place and arrival. To define these Gateways, it is suggested that a standard sign design of a "period" style (See Exhibit I) be developed for uniform use. Standard features include use of wood, lighting, a downtown logo and related landscaping.

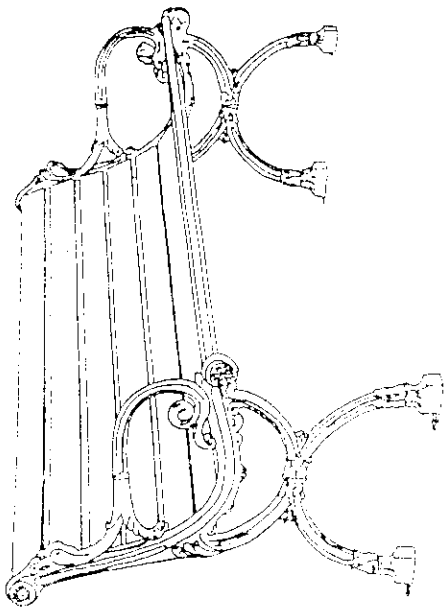


Exhibit 1
PERIOD
STYLE
EXAMPLES

APOPKA CRA

May 28, 1993

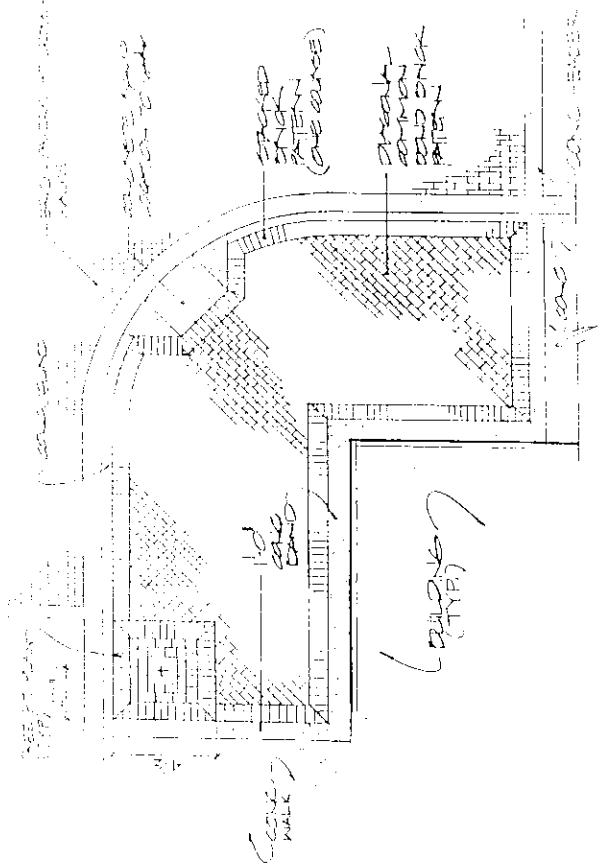
CLAY ACUMBI
ASSOCIATES



Typical Period Bench



Typical Period Light Fixture



Typical Corner Brick Pavement

Proposed locations for Gateway features (signs) are as follows:

1. *Northern Gateway:* Park Avenue at Oak Street.
2. *Western Gateway:* Along U.S. 441, on the South side of the road at Hawthorne.
3. *Southeastern Gateway:* The existing gateway is appropriate and its design serves as the design model.
4. *Southern Gateway:* Along Park Avenue on the Northeast side of the road, at 7th Street.
5. *Downtown Gateway:* On the North side of the intersection of U.S. 441 and Forest Avenue to indicate the location of Apopka's downtown.

GOAL: TO CREATE UNIFIED LEADERSHIP AND DIRECTION

Action Items:

Objective: To establish a consensus group for the City

Downtown Organization. In order for a redevelopment program to experience success, the community must be involved in the process. The CRA board is responsible for carrying out the Redevelopment Plan, but can only be successful with assistance and support from Apopka residents and merchants.

A downtown organization should be formed to represent the interests of Apopka. This organization would serve as an advocacy group in recruiting, retaining and promoting businesses in Apopka. It should be organized to complement the work of the Chamber of Commerce and other Apopka organizations.

Main Street Designation. Apopka should consider application to the Florida Main Street Program in 1994. If pursued, several organizational mechanisms should be put into place which illustrate strong support for the program. Establishment of the CRA, the first mechanism, will provide funding for redevelopment and make successful application to the program more likely.

CRA Board. The CRA Board manages the implementation of the Redevelopment Plan, assisted by organizations and individuals. However, since limited funds will be available from Tax Increment in the early years, many communities rely on the assistance of local organizations and service groups to assist in the implementation process.

CRA Manager. It is vital that the Redevelopment Plan be implemented on a timely basis. This cannot be accomplished solely on a volunteer basis, but requires the attention of a dedicated professional. Until adequate trust funds are available to hire a full-time CRA Manager, it is advisable to merge the responsibilities of the CRA Director with those of the City's Department of Community Development. Since many of the projects and programs in the first few years of the CRA focus on the downtown and therefore overlap with Community Development responsibilities, they can be carried out by one person.

Joint Area Plan. A Joint Area Plan, prepared in concert with Orange County is recommended to insure alignment of goals and objectives. Development that occurs in the City of Apopka and adjacent Orange County, directly impacts the CRA as the core of the City. The Apopka Comprehensive Plan supports such an alliance.

Objective: To attract and accommodate new growth/business

Consumer Survey. A Consumer Survey is recommended to identify use, user and impression information about the downtown. The Consumer Survey would include questions related to types of businesses which are considered to be important and identify activities, events and businesses which would draw users to the downtown. Examples of user surveys can be obtained from other communities, the Florida Redevelopment Association or through the Florida Main Street Program.

Market Analysis. Once local surveys have been completed to allow an understanding of user opinions, a region-wide Market Analysis should be undertaken to determine potential markets and businesses. Those which can be realistically supported will be identified through an analysis of income, disposable income and existing saturation of specific business types.

Business Recruitment Program. If downtown Apopka is to thrive, it must be re-established as a center for activities and events as well as for the purchase of goods and services. Downtown must become a destination of choice and a place where one can enjoy spending time.

At present, there is a modest number of professional office and retail businesses in downtown Apopka. Efforts should be made in the redevelopment process to encourage the use of properties for professional office space and retail establishments. In addition, a building survey identifying building square footage and available space (first and second floor) should be undertaken and utilized in recruitment efforts.

Expansion of Special Events. At this time, Apopka has an Art and Foliage Festival each spring. Other special events such as car shows and street parties can attract further visitors to Apopka. These events should take place in the City Park to draw attention to the downtown. Efforts should be made to coordinate downtown activities with other area activities and events to capitalize on this potential ability to draw visitors. Special events create an atmosphere of "fun", allowing people to enjoy being downtown and more likely to return. The City might consider outdoor music concerts on the City Hall site, for example, as a way of attracting pedestrian use of downtown. Other special events that draw people downtown should be encouraged.

The City's "Good Neighbor Day" occurring annually, could be expanded to occur 3-4 times per year. This would enable more project visibility and encourage community involvement in addition to the obvious benefits.

Cooperative Advertising. Downtown Apopka businesses would benefit from a Cooperative Advertising program that promotes the area's special shopping characteristics.

This type of advertising assists in unifying the district with a common purpose and in attracting shoppers. Promotional advertising and events will assist with this process and be incorporated into the advertising program. This would best be accomplished through the goals and objectives of an organization such as the Main Street program.

Objective: Establish a Pleasant Pedestrian Environment (Sidewalks, Handicap Access, Safe Lighting and Benches).

The commercial core of Downtown Apopka is the "heart" of the community. The enhancement of this area and economic strengthening of the business community will re-establish the downtown as the heart of the community. Establishing a pleasant pedestrian environment ensures that users of the downtown feel comfortable and secure.

Safe Neighborhood Improvement Districts. In 1988 the Florida State Legislature empowered municipalities to form "Safe Neighborhood Improvement Districts" as a way to arrest deterioration of business and residential neighborhoods. Focused on safety and crime prevention through environmental design, this legislation acknowledges the relationship of design, crime prevention programs and beautification. Grants are available through the Department of Community Affairs.

GOAL: TO CREATE A NEW SENSE OF VITALITY

Objective: Beautification

There are many projects that can be carried out on a smaller scale, that greatly enhance and beautify the City. It is important that a master plan for projects and improvements be made so that each separate smaller project contributes to the beautification goals. These projects also serve to involve the community in the redevelopment effort.

Example projects to consider are:

- *The acquisition of beautification plots.* Leftover spaces (or vacant lots) that are not large enough to accommodate a building or other development should be improved.

Their improvement, temporary or permanent, assists in beautifying as well as instilling pride in the Community.

- *Adopt-a-Scene.* A program for individual adoption of a portion of the streetscape or other improvement allows early improvements to the appearance of the Downtown while funds from the tax increment are accruing.
- *Adopt-a-Bench.* Bench locations throughout the CRA District will be identified as a part of the streetscape improvements. These benches can be donated by individuals or businesses as a part of the redevelopment effort.
- *Sidewalk Improvements.* Sidewalk improvements will be established in the Streetscape Master Plan. New sidewalks and handicap access ramps at intersections should be incorporated as a part of making the downtown "pedestrian-friendly."
- *Period Style Lighting.* Adequate lighting is an important improvement to promote the feeling of security and encourage night use of the downtown. Period light fixtures (see Exhibit I) should be utilized as a part of streetscape improvements throughout the downtown.
- *Bicycle Paths.* Beyond the initial years of the redevelopment program, the addition of bicycle pathways to serve the CRA District can be easily accomplished. In addition, incorporation with the Rails to Trails program would be an excellent beginning to accomplish this goal.

Objective: To advocate provisions for adequate housing in good condition and with complete facilities.

Habitat for Humanity. Orange County is providing strong leadership in support of the Habitat for Humanity Program to insure quality housing. It is suggested that Apopka become involved in this program.

Housing Partnership Although Housing Partnership is a private, not-for-profit organization, the City can assist in an advocate role in their efforts. Since this program is responsible for the Hawthorne Manor Project, it has already been effective in Apopka.

South Apopka Project. The CRA should strive to support the programs of the successful Orange County “South Apopka Project” within residential areas of the City and the CRA.

Affordable Housing Ordinance. To ensure the provision of affordable housing for all Apopka residents an Affordable Housing Ordinance should be adopted by the City Council. Examples of such ordinances can be obtained from the Florida Redevelopment Association or other cities utilizing the ordinance.

Joint City and County Housing Authority. Apopka’s Comprehensive Plan recommends the establishment of a joint City and County Housing Authority to serve as a Resource Center for information to be made available for residents relative to housing availability, subsidy housing programs, etc.

Orange County Affordable Housing Task Force. In 1988 the Orange County Affordable Housing Task Force completed a list of recommendations for the County and cities within the County. We suggest re-evaluation and regulation of the review process, land use and zoning regulations and the development review process with regard to affordable housing.

B. FUNDING PLAN

Table 1, “Funding Plan,” proposes approximate costs of programs and projects as presented in the City of Apopka’s Redevelopment Plan. Since the proposed programs are subject to City funds, private sector funds and in-kind services, Table 1 budget amounts (in 1993 dollars) should be used as guidelines only.

TABLE I
FUNDING PLAN THROUGH 2007

PROGRAM/PROJECT	Total Cost	Potential From Grants	Donations Or In-Kind	Net Cost To Fund
441 Streetscape/Phase I Streetscape Master Plan	1,000,000	250,000	50,000	700,000
441 Streetscape/Phase II & III	500,000	250,000	50,000	200,000
Park Avenue Streetscape I - III	600,000	0	30,000	570,000
Other Primary Streetscapes	390,000	0	40,000	350,000
Secondary Streetscapes	375,000	0	75,000	300,000
Tree Planting Program	300,000	100,000	25,000	175,000
Gateways	100,000	20,000	10,000	70,000
Period Lighting	500,000	0	40,000	460,000
Sidewalk Improvements	50,000	25,000	0	25,000
Market Analysis	25,000	0	0	25,000
Design Guidelines	25,000	0	0	25,000
Incentive Grants & Loan Pool	50,000	10,000	10,000	30,000
Other Programs (Main St., etc.)	35,000	0	5,000	30,000
Contingencies and Consulting fees not included in above	100,000	0	20,000	80,000
Parking Study	25,000	0	5,000	20,000
Parking Lot Prototype	500,000	0	50,000	450,000
TOTAL <i>(Cost in 1993 Dollars)</i>	4,485,000	655,000	390,000	3,440,000