

**SEMINOLE COUNTY GOVERNMENT
AGENDA MEMORANDUM
US 17-92 COMMUNITY REDEVELOPMENT AGENCY**

SUBJECT: Authorization of CRA funds for Fern Park Multi Modal Sector Plan and Development Framework

DEPARTMENT: Economic Development **DIVISION:** US 17/92 CRA

AUTHORIZED BY: William McDermott **CONTACT:** Kevin Fall **EXT.** 7133

Agenda Date <u>10/14/03</u>	Regular <input checked="" type="checkbox"/>	Consent <input type="checkbox"/>	Work Session <input type="checkbox"/>	Briefing <input type="checkbox"/>
	Public Hearing - 1:30 <input type="checkbox"/>		Public Hearing - 7:00 <input type="checkbox"/>	

MOTION/RECOMMENDATION:

Request CRA authorization to appropriate \$175,000 from the US 17-92 Redevelopment Trust Fund for the CRA share of the Fern Park Multi Modal Sector Plan and Development Framework as recommended by the US 17-92 Redevelopment Planning Agency and authorize Chairman to execute a professional services contract with the consultant, Glatting Jackson Kercher Anglin Lopez Rinehart Inc.

BACKGROUND:

The US 17-92 Redevelopment Planning Agency, at its August 22, 2003 meeting, recommended forwarding a proposal to the US 17-92 Community Redevelopment Agency, in the amount of \$175,000 for the CRA share of the Fern Park Multi Modal Sector Plan and Development Framework (see attached Scope of Services). This is a joint project with the Seminole County Planning and Development Department.

The Planning and Development Department is seeking professional assistance to research and prepare a pilot multimode transportation sector plan for this redeveloping area of the County.

The 17-92 CRA is seeking professional assistance to provide a market and economic analysis, storm water assessment, utilities assessment, development framework planning, and site redevelopment plans for the Fern Park area within the US 17-92 CRA.

Upon completion, the sector plan and development framework will illustrate a design vision for the Fern Park area which will:

- Identify area resources (public institutions, parks and open space, neighborhoods)
- Identify areas where new development and specific uses could occur
- Identify catalytic development sites (sites likely to be aggregated for redevelopment)
- Identify connections and transitions to adjacent neighborhoods

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DFS: _____
Other: _____
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CM: <u>[Signature]</u>
File No: <u>RED02</u>

Site redevelopment plans will be created to highlight priority (re)development opportunities and provide strategies that illustrate the development steps necessary to achieve incremental redevelopment of the overall vision for the Fern Park area.

Conceptual design reports will be developed for storm water and utilities systems that will include recommendations for the Fern Park area.

The scope and timing of this project is intended to provide additional transportation design opportunities to be evaluated for incorporation into the Urban Reconstruct Project scheduled to begin the design phase in early 2003.

The project will be administered by an internal project team consisting of representatives from the County's Public Works Engineering and Storm water Divisions, the Planning and Development Department, the Environmental Services Department, the Economic Development Department and the Deputy County Manager.

The total cost of the work order is \$225,000 and will be co-funded by the County (\$50,000) and the 17-92 CRA (\$175,000). Funding is available in the adopted FY03/04 budget of the CRA and in the adopted FY03/04 budget of the Planning and Development Department.

Attachment: Scope of Services - Fern Park Multi Modal Sector Plan and Development Framework

**ATTACHMENT A
SCOPE OF SERVICES**

PART 1 – BASIC SERVICES

Project Coordination:

In addition to the specific services detailed below, Glatting Jackson shall coordinate our work with the County's representative, monitor the project schedule as it relates to the scope of contained herein, and provide timely invoicing and reporting of project progress.

PHASE 1 – PROJECT FOCUS

This first phase of the study defines the project understanding by working closely with a project Management Committee, a project Steering Committee and by conducting stakeholder interviews. During this initial phase of the study, Glatting Jackson will employ the following techniques to gather information and build a common understanding of the project's focus.

1.1 Formation of a Project Management Committee and Steering Committee – Glatting Jackson along with the County will identify a project Management Committee and project Steering Committee. The Management Committee will be comprised of CRA and County Staff, while the Steering Committee will be made up of local residents, property owners, and business owners from within the corridor. Both groups will be actively involved in the planning process and will serve to provide review and direction to the Project Team on the development of the study. The County will be responsible for identification and formation of both groups.

1.1 Kick-off & Advisory Workshop - Glatting Jackson will organize a joint kick-off and advisory workshop with the project Management Committee and project Steering Committee. County will make physical arrangements for the workshop and invite all attendees. Glatting Jackson will seek direction and input regarding the study's focus, specific areas of concern and key stakeholders to be interviewed. The goals and objectives of the project will be defined from this workshop.

1.2 Stakeholder Interviews- Glatting Jackson will facilitate a series of presentations/interviews with important stakeholders in the area. Several stakeholder groups are likely to include: neighborhood organizations, church groups, local businesses, property owners, educational institutions, chambers of commerce, County officials, FDOT and representatives of the private development community. These presentations should be brief (30 minutes), informal and highly focused on specific stakeholder issues regarding the Fern Park Area. This process is intended to provide

one-on-one or small group meetings with the stakeholders. Glatting Jackson will report the results of these interviews to the project Management Committee and project Steering Committee and will employ the results of the interviews to complement the data collection efforts and clarify specific issues and concerns within the area.

Phase 1 - Product: The Glatting Jackson Team will produce a memorandum and PowerPoint presentation summarizing Phase 1 activities.

- Project Goals and Objectives - Glatting Jackson shall document the projects goals and objectives, outline the results of the stakeholder interviews, identifying key issues that surfaced to be incorporated into the project's planning process.

PHASE 2 – PROJECT ANALYSIS AND EVALUATION

The Glatting Jackson Team will review and assess the consistency, appropriateness and applicability of existing plans, zoning, overlay criteria, land use, market opportunities, access and connectivity. The review and assessment will be generally broken into five areas: physical characteristics, circulation, market analysis, storm water, and utilities.

2.1 Physical Context Evaluation - A detailed physical analysis will supplement the data collection efforts. This context analysis will provide a specific understanding of elements that define the physical characteristics of the area.

- *Project Aerial* - Glatting Jackson will prepare 1" = 200 feet scale verified black and white aerial. The aerial will depict section line ties, existing right of way, and subdivision and property lines based on the latest deed of record. This photography will be used to assist in presenting information specific to the needs of the project and for discussion purposes.
- *Base Mapping* – Utilizing existing Seminole County GIS data, and the project aerial photography, the Glatting Jackson will prepare a project base map. This base map will be the palette in which all design decisions are reflected.
- *Parcel Information* – Utilizing existing data, Glatting Jackson will analyze and map property parcel information. This will include parcel ownership, building patterns, land use and entitlements, number, type and location of driveways, street network and circulation patterns. This process will include identification of redevelopment constraints from current zoning, future land use designations, and redevelopment triggers.

- *Physical Inventory* – Utilizing existing data, Glatting Jackson will analyze and map existing and future land uses, ecological features, historical/cultural features, vacant or underutilized land, public space/parks, neighborhoods, building and development patterns, etc.
- *Land Use History* – Utilizing existing Seminole County and local resources, Glatting Jackson will develop a description of the land use and development history of the Fern Park Area in order to place past trends in the context of future opportunities.
- *Documentation (Community x-rays)* - Critical to the understanding of the area and the relationship of all the issues outlined is to document these issues diagrammatically. Glatting Jackson will create a series of urban context diagrams that illustrate the various issues graphically to highlight their importance. These diagrams may include development history, architectural figure ground, districts, neighborhoods, parks and open space, transportation/access, building massing and scale, development opportunities, etc.

2.2 Multi-Modal Transportation Assessment - A transportation assessment will include an existing-conditions analysis based on available existing circulation patterns, operational conditions, existing policies/standards and programmed modifications. This analysis will establish the relationship of the transportation system to the surroundings; identify necessary additions or enhancements for better circulation or connectivity, and an assessment of the proposed land use modifications on the current and proposed transportation system.

- *Traffic circulation / operation* – Existing transportation network and traffic volumes in the area will be reviewed as well as planned future improvements.
- *Transit circulation* – Bus routing and stop information, service frequencies, on-board survey results and boarding counts, and any future transit initiatives.
- *Pedestrian and bicycle circulation* – Pedestrian and bicycle related land use inventory (schools, parks, business activity), physical features (bike facilities, sidewalk inventories).

2.3 Market and Economic Analysis Robert Charles Lesser & Co. working as a sub consultant to Glatting Jackson will prepare a market and economic analysis for the Fern Park Study Area. In summary this task will include:

Participate in the initial kick-off meeting and advisory workshop with representatives of the County and other interested parties to identify key issues and establish a framework for study that is consistent among all participants.

- Review previous planning efforts and documents to understand the context under which current planning approaches are based. Analyze these plans relative to their applicability to this current research effort.
- From a real estate development, redevelopment, and marketing perspective, RCL&CO will assess the strengths, weaknesses, opportunities and threats to future development in the Fern Park study area.
- Assess the current commercial and economic environment of both the Orlando Metropolitan Statistical Area and Seminole County, including amount and types of commercial and industrial development, rents achieved, tenant's profiles attracted, market performance and trends, and other key issues.
- Participate in interviews with key stakeholders (property owners, neighborhood groups, FDOT) to further understand issues, concerns, goals and other information vital to creating an economic strategy for the corridor.
- Prepare an economic and demographic assessment of the corridor and its surrounding competitive market area(s). Analyze historic, current and projected (as available) employment growth, growth by job type, and population and household growth. Additionally, analyze households by age and income. Relate these economic and demographic trends to the corridor and the potential for new development and/or redevelopment opportunities.
- Obtain and analyze market data regarding the current health of the local market. Data obtained and analyzed should include office (occupancies, absorptions, tenant profiles, rents), retail (size of the market, occupancies, tenant profiles, rents), rental apartments (rents, tenant profiles, occupancies), industrial (occupancies, absorptions, tenant profiles, rents) and for-sale attached product (home sales by price, new and existing). Relate to the opportunities for new development and/or redevelopment in the study area.
- Taking the research and analysis to a deeper level, identify and survey area office, retail, rental apartment properties, industrial, and for-sale attached properties to understand the conditions of the local market.

- Survey area office and/or industrial properties by type of property, location, age, total square feet, occupied square feet, achieved rental rates, tenant types attracted, floor plate sizes and parking ratios provided.
- Survey area retail centers for type of center, location, age, amount of space, occupied space, types of tenants in the center, achieved rental rates, parking ratios and market audiences.
- Survey area rental apartment properties for location, type of product, number of units, current occupancy, unit sizes and achieved rental rates, amenities provided, market audiences attracted, and parking provided.
- Finally, survey actively-selling area for-sale attached properties for unit types, location, total units, units sold, price ranges offered, best selling unit types, and market audiences attracted.

2.4 Stormwater Assessment: TEI, working as a sub-consultant to Glattig Jackson will assess the storm water requirements and the current configuration and parcel dimensions of various properties within the Fern Park area impacting redevelopment opportunities. This storm water assessment will: 1) present alternative stormwater management facilities that maximize parcel use and 2) evaluate the feasibility of developing regional stormwater management facilities serving multiple parcels along the corridor.

2.5 Utility Assessment – TEI, working as a sub-consultant to Glattig Jackson will assess current potable water, waste water collection and reclaimed water service, or the lack thereof, impacting redevelopment opportunities with the Fern Park Area. This utility evaluation will present recommended water and sewer infrastructure service expansion to the Fern Park Area to facilitate redevelopment opportunities.

Phase 2 - Product: The Glattig Jackson Team will produce a memorandum and PowerPoint presentation summarizing Phase 2 activities.

- Project Issues and Opportunities - Glattig Jackson shall produce an Issues and Opportunities memorandum and PowerPoint presentation with supporting graphics that outline the physical context, transportation assessment, market and economic assessment, storm water and utility assessment, and redevelopment opportunities. This presentation will conclude by identifying an initial set of issues and opportunities to be explored in detail at the design charrette Phase 3.
- Initial Market, Economic and Demographic Assessment
- Initial Storm Water Assessment
- Initial Utility Assessment

PHASE 3 – Multi-Modal Sector Plan and Development - Design Charrette

The third phase of the Fern Park Multi-Modal Sector Plan, Development Framework and Implementation Strategy will be planned as an intensive four-day design charrette. The charrette, open to the public, will be focused around three (3) major public events: the charrette kick-off and design session, a design open-house throughout the four-day session, and a closing presentation of the charrette's results.

The public will be encouraged to attend the beginning and ending sessions of the charrette for general coverage. Individuals interested in specific issues will be encouraged to attend the design open-house throughout the four-day charrette. The County will be responsible for making physical arrangements for the charrette as well as inviting attendees.

Phase 3 - Product: A draft Multimodal Sector Plan and Development Framework will be produced during the charrette formatted into a PowerPoint presentation with all associated graphics. Specific products from the charrette are anticipated to include:

- Illustrative Development Framework Plan
- Key Site Redevelopment Plans for "catalyst sites" and candidate "Pilot Implementation Project" (3-4 maximum)
- Phasing diagrams illustrating redevelopment of the district over time
- Proposed Transportation, Transit, Streetscape Improvements
- Conceptual Storm Water Concepts
- Conceptual Utility Concepts
- Illustrative Design Sketches (both eye-level and aerial renderings)
- Initial Action/Implementation Plan
- Recommended Funding Alternatives (by phase)

PHASE 4 – Plan Refinement and Finalization

4.1 Draft Plan: Glatting Jackson will synthesize the public input and comments from the charrette into a draft plan report with graphics and diagrams to illustrate the overall planning and design concepts. The draft Multimodal Sector Plan and Development Framework will be submitted to Seminole County for review by CRA staff and the Project Management Committee. The County will provide Glatting Jackson with a consolidated set of written review comments from CRA staff and the Project Management Committee. The Draft Plan will include:

- *Sector Plan and Development Framework* – The Sector Plan and Development Framework will illustrate a design vision for the Fern Park Area. This overall vision will identify area resources (public institutions, parks and open space, neighborhoods), where new development and specific uses could occur, catalytic development sites (parcels that are likely to be aggregated), and connections and transitions to adjacent neighborhoods, tying them together into a single strategic plan.
 - Create statistical demand analyses for land-uses to be recommended for development and/or redevelopment in the corridor, identifying demand potential in the area and along the corridor over the next 5 to 10 years. Demands should incorporate the SWOT analysis, supply and demand conditions researched in this engagement.
 - Provide recommendations for development and redevelopment in the corridor, including:
 - Types of land uses and general mix of uses;
 - Supportable units/square feet of space in the corridor;
 - Positioning of land uses relative to other districts in metro Orlando;
 - Provide recommended locations for each of the land uses (and/or location criteria), including locations for key, mixed-use projects and potential "pulse points" of concentrated activity;
 - Identify incentives that could be used to encourage development and redevelopment of the corridor, or that encourage existing uses to enhance their appearance.
- *Site Redevelopment Plans (3-4 maximum)* – The Site Redevelopment Plans highlight priority development opportunities to illustrate the building massing, height, parking, and transition areas of potential redevelopment. Issues to be addressed include what buildings should/will stay, what parcels are prime for redevelopment, and access/cross access opportunities.
 - *Incremental Redevelopment Strategies* – For each development site a phasing/incremental development strategy will be developed that illustrates the development steps necessary to achieve incremental redevelopment of the overall vision.
 - *Design Guidelines and Zoning Modifications* - If necessary as determined by the CRA, a set of design standards and zoning modifications will be developed that structure redevelopment consistent with the overall goals of the district plan. These standards will include the public realm (streets and public space) and private development (buildings and site design).

Issues to be outlined include building type and orientation, site design, and mixture of use.

- *Pilot Implementation Project* - The Glatting Jackson Team will prepare a detailed redevelopment site plan for one (1) redevelopment site. The purpose of the pilot implementation project is to test the proposed land use/regulatory changes necessary to the plan and potential redevelopment incentives. In addition, a successful project will result in a catalyst for the plan and the Fern Park corridor redevelopment.
 - *Identification of Pilot Implementation Project Site* - Glatting Jackson will assist the County in selecting an appropriate pilot implementation project site. Appropriate pilot implementation project sites are those that are relatively typical for the parcel sizes and economic conditions found in the corridor, and those that have cooperative owners. The County will coordinate with the landowner of the project site to assure cooperation with the Glatting Jackson Team.
 - *Data Collection and Regulatory Framework* - In coordination with the County and the landowner, the Consultant will assemble pertinent parcel information, including parcel boundaries, access, topography, environmental conditions, and structure size and condition, if applicable. The County will confirm the parcel's regulatory framework, including its zoning and future land use designations and resulting redevelopment constraints.
 - *Financial Analysis of Alternative Plans* - The objective of this task is to estimate economic and/or fiscal benefits that might be realized through development of opportunities or by potential land use plans. The product of this task would be a concise working paper summarizing financial issues, assumptions, and conclusions to be included in the overall project implementation plan.
 - Identify and quantify likely sources of public revenue that might be derived, by project or land use.
 - Estimate "cost-benefit" relationships for various options, considering probable levels of public investments needed, if any, to achieve longer-term vision.
 - Estimate fiscal benefits and costs associated with various options.
- *Transportation Infrastructure Recommendations* - In addition to the private redevelopment issues, specific Transportation Infrastructure concepts will be developed for the Fern Park Area. These street design concepts will illustrate proposed ultimate street cross section, intersection/pedestrian-crossing enhancements, bicycle facilities, transit facilities, and sidewalk/streetscape design options.

- *Transportation Concurrency – (Special Area Plan)* - In addition to the private redevelopment issues, specific street design concepts will be developed for the US 17/92 corridor.
 - At the parcel analysis level, Glatting Jackson will list adequate facility requirements and specify prototypical impact fee credits for the private construction of those adequate facilities.
 - Glatting Jackson will formulate additional or alternative level of service standards that address accessibility for vehicular traffic, pedestrians, cyclists, transit and other modes.
 - Glatting Jackson will outline a work product for Seminole County to designate an Area of Special Concern, to adopt additional or alternative level of service standards and level of service measurement techniques, as well outline the procedures to amend appropriate land development regulations, including the concurrency ordinance.

- *Conceptual Stormwater Drainage Design* - Building on the Initial Stormwater Assessment developed in Phase 2, TEI will develop several alternatives for regional storm water management facilities to provide treatment and flood attenuation of storm water runoff from the parcels within the redevelopment area. The volume of runoff will be based on an estimated future impervious and pervious area usage of the parcels. TEI will evaluate methods of conveyance from the parcel(s) to the storm water management facility and the parcel owner's requirements for connection to the facility. TEI will analyze the benefits and impacts associated with each Concept as well as the No-Build Concept. The analyses to be performed for each Concept will include:
 - *Cost Analysis* - TEI will develop engineering design, right of way/easement acquisition and construction cost estimates for each alternative. Estimates of acquisition cost will be provided by the County based on areas developed by the TEI. Right of way cost estimates will include combined values for right of way administration, land cost, and damages. TEI will coordinate with the County's Legal Department and FDOT's Right of Way Department in developing the right of way costs.
 - *Conceptual Drainage Analysis* - TEI will be responsible for locating and assessing suitable sites for storm water management. TEI will perform preliminary design calculations to determine the size of the facility using available topographic survey data, contour maps and geotechnical data. The design of the facility will be based on St. Johns River Water Management District and Seminole County water quality and flood attenuation requirements for the future land use of the parcels within the redevelopment area. If any of the parcels will drain into the Florida Department Transportation (FDOT) US 17-92 right of way prior to

discharging to a potential storm water facility, the system may have to be designed in accordance with the FDOT critical duration requirements.

The analysis will include a discussion of existing and proposed drainage conditions within the redevelopment area. Each potential storm water management facility site will be analyzed with respect to right of way impact, wetland impact, contamination potential, floodplain impact, impact to downstream or upstream water bodies, visual impact, maintenance and access, and cost. TEI will also outline FDOT and Water Management District permitting requirements for each facility.

TEI will prepare a drainage map on a 1"=200' scale aerial map for each storm water management facility alternative within the redevelopment area. A detail will be provided for each storm water management facility. Each detail will show the preliminary configuration of the facility, typical cross section of the facility and estimated right of way requirements.

- *Community Impact Analysis* - TEI will estimate the number of residences, businesses, neighborhoods, and community facilities impacted by each alternative. The right-of-way cost estimate will reflect the cost of these impacts while this measure will reflect the number of each impacted.
- *Conceptual Utility Design* –Building on the Initial Stormwater Assessment developed in Phase 2, TEI will document improvements necessary to provide/improve this area's water service, and wastewater service facilities as well as looking into the possibility of providing reclaimed water service in the future consistent with Seminole County's overall redevelopment objectives. TEI will analyze the benefits and impacts associated with each Concept as well as the No-Build Concept. The analyses to be performed for each Concept are described below:
 - *Cost Analysis* - TEI will develop conceptual engineering design, right of way/easement acquisition and construction cost estimates for each alternative. Estimates of acquisition cost will be provided by the County based on areas developed by TEI. Right of way cost estimates will include combined values for right of way administration, land cost, and damages. The TEI will coordinate with the County's Legal Department and FDOT's Right of Way Department in developing the right of way costs.
- *Community Impact Analysis* - TEI will estimate the number of residences, businesses, neighborhoods, and community facilities impacted by each alternative. The right-of-way cost estimate will reflect the cost of these impacts while this measure will reflect the number of each impacted.

- *Action/Implementation Plan* – As part of the refinement of the design concepts, the Glatting Jackson team will prepare an implementation strategy that will include a time schedule and estimated cost for improvements, potential funding sources as well as fiscal impacts on the CRA.

4.2 Final Plan: Glatting Jackson will finalize the Multimodal Sector Plan and Development Framework based on written review comments from County staff and the Project Advisory Committee.

- *Public Presentation* – Glatting Jackson will prepare a final presentation to be presented to the Project Management Committee, the Steering Committee and/or Community Redevelopment Board, or other appropriate parties, to conclude the project.

Phase 4 - Product: The Final Multimodal Sector Plan and Development Framework will include:

- *Preliminary/Draft Report* - Glatting Jackson shall prepare and submit three (3) black and white copies of a Preliminary/Draft Report outlining the findings of the evaluation, specifically outlining purpose, public input, and the results of Phases 3 and 4. The reports shall include conceptual designs and supporting information, analyses, and models.
- *Final Report* - Following review and comment on the Preliminary/Draft Report, Glatting Jackson will produce a final revised report and provide the Final Multimodal Sector Plan and Development Framework Report: (1) printed and bound report and digital pdf file.
- *Project Summary Board:* 30"x40" board summarizing all key graphics and project recommendations, (1) printed and mounted board and digital pdf file
- *Project CD* – In addition to the printed copy of the report a project CD will be produced that includes: a digital (pdf) file of the final report and digital copies of all PowerPoint presentations prepared throughout the project.
- *Project Working Files CD* – Including all graphics and text files in their working application format (Illustrator, Photoshop, MS Word, etc.).
- *Market Analysis* – The market analysis will be provided as a separately bound report including (1) printed and bound copy and a digital file.

- *Conceptual Design Report – Stormwater Improvement Recommendations for the Fern Park Redevelopment Area* - The Conceptual Design Report - Stormwater will clearly explain how the Project Team came to consensus in developing conceptual stormwater improvements. It will document any public involvement activities, alternatives development and analysis efforts. The Conceptual Design Report - Stormwater will be provided as a separately bound report including (1) printed and bound copy and a digital file.
- *Conceptual Design Report – Utility Recommendations for the Fern Park Redevelopment Area* The Conceptual Design Report - Utilities will clearly explain how the Project Team came to consensus in developing conceptual utility improvements. It will document any public involvement activities, alternatives development and analysis efforts. Conceptual Design Report - Utilities will be provided as a separately bound report including (1) printed and bound copy and a digital file.
- *Final Public Presentation* – Glatting Jackson will prepare a final public presentation of the final plan to be presented to the Focus Groups and public in a final community event.
- *Public Hearing* – Glatting Jackson will prepare and present a final presentation at one (1) public hearing for the Board of County Commissioners and/or CRA.