

ADDENDUM NUMBER 1

April 15, 2014

RFQ# GRM/14-001: Community Redevelopment Plan Review Services

TO: All prospective bidders and others concerned. The following additional information is hereby made part of the Request for Quotation listed above.

Question and Answer:

1. **Question:** I am interested in your current RFQ on the review of your draft CRA (Community Redevelopment Area) plan. Is a copy of the plan available for review? An examination of the plan, as drafted, will be important in gauging the level of work effort required and correspondingly the bid price.

Answer: Yes. However, it is not a final draft. A final draft is expected to be available by May 1, 2014. The current draft is attached, see "Attachment A." Please note: the current draft has missing information, such as, maps, pictures, and illustrations. The final draft provided to the selected consultant will be a complete document.

2. **Question:** In the Terms & Conditions, it states "please indicate your ability to accept Visa," is this a requirement of the solicitation?

Answer: No, VISA payment will not need to be utilized for this RFQ; the awarded Firm will be paid using electronic fund transfer (EFT) only.

3. **Question:** We see the City has two CRA Plans. Can we assume you are only paying for the review of one Plan in order to spend your money judiciously, and that the review for statutory compliance will be transferable?

Answer: With the exception of the geographic boundaries, and the location of improvements and costs, the Plans are almost identical. Therefore, the review for statutory compliance will be transferable.

4. **Question:** You are asking for a planning consultant, so can we assume you will be satisfied with an experienced CRA professional / planner's perspective of the review of legal requirements, and not a licensed attorney's?

Answer: A licensed attorney is not required. However, the CRA professional/planner must demonstrate this specific experience, and outcome.

5. **Question:** Are you expecting an opinion of the Plan's statutory compliance from an independent attorney provided by the selected Consultant? Or, will the selected Consultant collaborate with your City Attorney?

Answer: The City is not specifying statutory compliance review by an independent attorney. If the CRA professional/planner enlists the guidance of an independent attorney, or has in the past been assisted by an independent attorney, this is certainly satisfactory. The City Attorney has indicated he is not an expert in CRA statute. The successful respondent is expected to answer questions the City Attorney will have upon completion of draft findings.

6. **Question:** The RFQ states, “The City will provide the Consultant an electronic copy of the redevelopment plan and related documents.” Will the documents include:
- A.** A legal description of the CRA? Can the Consultant rely on the accuracy of this document?
 - B.** A list of the parcels (i.e. tax roll data base, with identified source and date) within the CRA boundaries used for the market analysis / revenue forecast in the Plan? Can the Consultant rely on the accuracy of this data base?
 - C.** A copy of the Findings of Necessity?
 - D.** A list of milestones achieved to date relative to statutory compliance?
 - E.** Copies of resolutions and/or ordinances, and their adoption dates, relevant to the statutory process?
 - F.** Copies of newspaper advertisements and/or notices of public meetings relevant to the statutory process?
 - G.** A summary of implementation of adopted actions relevant to the statutory process (e.g. creation of the Community Redevelopment Agency following the adoption of the resolution, appointment of a board of commissioners of the Community Redevelopment Agency following the adoption of the ordinance)?

Answer: **A.** Yes. **B.** The City will provide what is available from the Marion County Property Appraiser. **C.** Yes. **D.** Yes. **E.** Yes. **F.** Yes. **G.** Yes.

7. **Question:** Considering the nature of the scope of work and the stipulation in the RFQ that “the Consultant is not expected to travel to Ocala,” will the City waive the typical vendor insurance requirements?

Answer: Yes, the City will waive automotive liability, general liability and workers' compensation requirements. However, Errors and Omissions Coverage is required. The responding Consultant will provide proof of Errors and Omissions Insurance, which covers the company and their agents with limits of at least \$1,000,000. This insurance must be written by an insurer who possesses an A.M. Best rating of at least an “A”.

8. **Question:** Is the Scope of Work to review and redline one (1) of the Redevelopment Plans or two (2)? The language is inconsistent between the Background and Scope of Work.

Answer: The Scope of Work involves the review of one Redevelopment Plan. The second Plan is identical to the other with the exception of boundaries, location of improvements, and costs. Should the respondent believe a review of both Plans is necessary, provide this rationale.

9. **Question:** Review of Attorney General Opinion and Case Law relevant to what specifically; can you elaborate? Typically the review is related to compliance with State Statutes unless there is a specific issue of concern to research.

Answer: The review of Attorney General Opinion and case law concerns compliance with Florida statute.

10. **Question:** The Scope of Work states services shall not exceed \$10,000; is that for one (1) plan?

Answer: This is for one (1) Plan.

Addition to Scope:

Meeting and Communication Plan:

The Intended Awardee will be required to submit a "Meeting and Communication Plan" to the City of Ocala Project Manager. Teleconferences are the preferred meeting method. Review of the draft findings with City staff and the Assistant City Attorney will need to be included in this plan. The review may result in additional fact-finding by the firm before presenting the final draft for review.

Attachments:

Attachment A: Draft CRA Plan

City of Ocala
Corrin Fitsemons,
Lead Buyer

Attachment A

East and West Ocala Redevelopment Plans (Draft)

Introduction

Great Gateways, Viable Corridors, Thriving Community

The City of Ocala is in the midst of an ambitious effort to redevelop its gateways and corridors into desirable centers of economic activity. Gateways and corridors are primary access points into communities, and form a coherent geographical unit that offer the greatest opportunities for attracting private investment, stimulating commerce, and producing tangible and social benefits to business, visitors and nearby neighborhoods.

The East and West Ocala Redevelopment Plans examine gateways and corridors beyond a definition of particular locations on a map. The Plans' approach to gateways and corridors looks at function and opportunity. The city's community destinations lie some distance from its highway oriented gateways. Ocala's corridors serve a broad gateway purpose, drawing people into the community.

Ocala's gateways announce that you have entered the city. As the first thing that people see when entering Ocala, these gateways create a lasting impression of the community. These gateways should be lighted, well landscaped and designed with quality so they present an enduring positive image.

The primary gateway point for Ocala that continues through the heart of the city and Downtown occurs at the SR 40 and Interstate 75 interchange. Other interchange gateway locations occur at SR 200 and US 27. The interchanges create a focal point for a gateway, and the roadway system establishes these points as the primary entrances to Ocala. Other gateway locations located away from interchanges occur at key road junctures including Croskey Center at SR 40 and Martin Luther King Boulevard, entry into Downtown from the west at SR 40 and Pine Street, entry into Downtown from the east at SR 40 and 8th Avenue, and the entry into Ocala at NE 20th Street and Pine Avenue, to name a few.

Around the country, planning and economic development professionals have been working together to redevelop corridors that work for their communities. Even though Ocala's corridors are the primary neighborhood facilities for transportation, commercial services, and public services, SR 40, SR 200, US 27, Pine Street and Martin Luther King Boulevard have declined in activity and vibrancy. In the 1960s, retail demand began to shift to the outer edges of city and to the suburbs as new suburban residential areas emerged. Commercial streets, once a continuum of related uses, became locations of deteriorating buildings, empty storefronts, code enforcement violations and

marginal businesses. This lack of quality goods and services generated undesirable pedestrian conditions and amenities, untended streetscapes and sidewalks, and other conditions of urban blight.

Despite deteriorating economic use, SR 40, SR 200, US 27, Pine Street and Martin Luther King Boulevard continue to serve as gateway corridors which provide visitors with primary access to Ocala and also function as the major internal transportation arteries for city and area residents. These gateways and corridors create the most significant initial image of the community for visitors and potential business investors. These features have the potential to encourage quality private investment and enhance community appearance, or, alternatively, detract from these important purposes.

The formation of the East and West Ocala Redevelopment Plans was challenging. A large part of the challenge of improving the city's gateways and corridors involved resolving the conflicting functions and objectives on these roadways and are noted here.

- The primary corridors in Ocala involve state and federal highways. The primary objective of these roads is to move traffic safely and efficiently.
- The corridors are commercial districts comprised of strip plazas, small neighborhood eating establishments, convenience stores, and locally-owned small business. These businesses seek visibility and convenient access to neighborhood residents and passing motorists.
- The gateways and corridors at interchanges serve the interchange-oriented traveler with fuel, car repair, lodging and fast food.
- By necessity, these corridors support pedestrian activity where nearby neighborhood residents often without private transportation walk to commercial and public services.
- These roadways are important parts of the community image. The appearance of infrastructure, structures, and vacant land along these roads shape the impression of Ocala formed by visitors, non area residents, and potential investors.

Orchestrating the redevelopment of East and West Ocala's gateways and corridors requires at least three complementary strategies: restructuring the pattern of land use and the type of development lining the corridors, incorporating the redesign and enhancement of the right-of-way, and supporting the redevelopment of catalytic locations to stimulate new investment. The first of these complementary strategies will be implemented by Ocala Vision 2035, amended Comprehensive Plan, and new form-based code. The second and third complementary strategies while also a part of these

urban planning tools will be implemented by the East and West Ocala Redevelopment Plans.

The redevelopment plans for West and East Ocala address these strategies in the sections which follow.

West Ocala Community Redevelopment Area

On May 6, 2013, the Ocala City Council adopted Resolution XX approving the West Ocala Finding of Necessity which demonstrated blighting conditions in accordance with Florida Statute 163.330-163.450.

The West Ocala Community Redevelopment Agency (CRA) Plan (the Plan) provides the framework for the redevelopment of a specific area of Ocala. The West Ocala CRA is bounded by Interstate 75 on the west, Pine Avenue on the northeast, SW College Road on the south and Northwest 29th Place to the north. This area is comprised of long segments of SR 40, SR 200, US 27, Pine Avenue and Martin Luther King Avenue, the plan's primary corridors. Neighborhoods closest to the urban core, located between Martin Luther King Avenue to the west, Pine Avenue to the east, and north/south of SR 40 are also included.

As illustrated in the Existing Land Use Map, the CRA consists primarily of residential, industrial, and undeveloped lots along SR 40, a mixture of commercial, office, and undeveloped parcels along Pine Avenue and 10th Street, and a majority of commercially developed lots along SW College Road (SR 200). Uses along US 27, 27th Avenue, and Martin Luther King, Jr. Blvd are comprised of many small single family residential parcels, large industrial parcels, large undeveloped lots, with several institutional uses and places of worship scattered throughout. The commercial development can be characterized by strip shopping centers, gas and automobile service stations, and fast food restaurants.

The commercial strip corridors in West Ocala function as gateways connecting visitors, citizens, and area residents from the interchanges and outer neighborhoods to downtown and other in-town locations. They often serve as the only connection between the interstate and neighborhoods to offices, schools, institutions and retail outlets. In the last 50 years, West Ocala's commercial strip corridors have aged and lost their attractiveness as development locations. These locations are experiencing disinvestment, resulting in vacant, abandoned and underutilized property, such as abandoned gas stations, dilapidated motor courts and obsolete retail strip centers. Despite disinvestment, these corridors remain key parts of the regional transportation network and are often well positioned for reuse and development because of the high volumes of traffic.

In accordance with FS 163.360 (1), the City Council approved the West Ocala Finding of Necessity (FON) demonstrating the existence of a substantial number of deteriorated

or deteriorating structures. In addition, the FON demonstrated economic disuse by illustrating a decrease in aggregate assessed property values over the last five years, faulty lot layout unsuitable to meet today's contemporary development standards, unsanitary or unsafe conditions, and deterioration of site or other structural improvements.

Stakeholder Input and Preparation of Plan Concepts

Stakeholder input played a critical guiding role in the creation of this plan. Input was sought through a Community Redevelopment Area Advisory Committee (CRA AC), a series of public workshops and internal committee meetings. The CRA Advisory Committee began its planning process in 2011 by participating in redevelopment learning activities, touring proposed CRA areas, noting conditions and assisting with the development of the Findings of Necessity (FON). A list of CRA Advisory Committee members is contained in Appendix X.

Equipped with information and data accumulated since 2011, the West Ocala CRA Advisory Committee attended three public workshops to establish plan goals, objectives and strategies. What follows is a summary of the public participation process and recommendations derived from it.

The workshops and main accomplishments of each were as follows:

Workshop #1 CRA Planning for West and East Ocala Advisory Committees

- Reviewed key findings and recommendations of the Finding of Necessity Reports
- Covered content and requirements of CRA Redevelopment Plans
- Introduced and discussed goals, objectives and strategies to address corridor conditions revealed in FONs
- Group discussion of corridor conditions, goals and objectives

Workshop #2 Presentation of Concepts and Strategies

- Recap, discussion and selection of priority goals and objectives
- Presentation, discussion and selection of catalytic corridor sites
- Group discussion and selection of redevelopment strategies at catalytic corridor sites
- Introduction and discussion of conceptual renderings of improvements at catalytic sites

Workshop #3

- Presentation of Corridor Redevelopment Strategies and Conceptual Renderings
- Public Comments Incorporated into Plan

Plan Organization

This plan is divided into the following chapters:

Chapter 1: West Ocala CRA Corridor Goals, Objectives and Strategies

Redevelopment goals, objectives, and strategies are based on the key findings of the FON, Ocala 2035 Vision, West Ocala Vision and Community Plan, and stakeholder input.

Chapter 2: West Ocala Corridor Redevelopment Recommendations

Redevelopment recommendations are based on goals, objectives and strategies obtained during the public participation process. Recommendations for the entire corridor are presented first, then the Chapter drills down to specific catalytic sites, presenting recommendations for each one.

Chapter 3: West Ocala Corridor Master Plan

The corridor master plan is intended to be the blueprint for guiding redevelopment strategies funded by both the private and public sector. The master plan depicts the Ocala Vision 2035 land use, West Ocala Community Development Plan related to corridors, and conceptual public improvement revitalization recommendations as developed by the community.

Chapter 4: Implementation Plan

Implementing the recommendations contained in the other sections of the plan involves a series of policies and programs. This section outlines important considerations for the redevelopment of the area.

Chapter 5: Cost of Improvements

This chapter contains an estimate of total public costs for the implementation of the recommendations.

Chapter 6: Funding the Plan

This chapter provides an identification of potential sources of funding for the plan recommendations, including tax increment financing. A projection of tax increment financing is also given.

Appendices

Located at the end of this document are the statutory requirements of the plan that are not addressed, and specifically referenced in other sections of the plan.

Chapter 1: West Ocala CRA Goals, Objectives and Strategies

The overarching purpose of the West Ocala Redevelopment Plan (the Plan) is to reverse conditions of blight and economic decline as demonstrated by the West Ocala Finding of Necessity. Closely tied to The Ocala Vision 2035, City Comprehensive Plan Amendments, Form-Based Development Code and the West Ocala Community Plan, the Plan's goals and objectives begin the transformation to the more urban, amenity-driven, people-centered town center focus. The preferred locations for these centers are at gateways, key corridor segments and primary crossroads with high volumes of traffic and pedestrian activity.

Where the Ocala Vision 2035 and subsequent Comprehensive Plan Amendments address corridor revitalization by restructuring the pattern of land use, positioning of buildings, uses occupying structures, location of parking facilities and height and intensity of development lining the corridor, the Plan takes the next step. The Plan identifies goals, objectives and strategies to transform blighted corridors characterized by economic decline into places new property owners, existing property owners and private developers will once again choose to invest.

The redevelopment workshops created a forum for community members to take a "hands-on" role in the physical design and identification of goals and objectives.

The city and advisory committee members had a vision of SR 40 leading into West Ocala as a great street and welcoming gateway with development opportunities, shops and offices mixed together to create a vibrant backbone. The vision, goals and objectives would also apply to the Plan's other corridors.

The goals, objectives and strategies identified by the community to achieve revitalization are given below:

Goal 1: Coordinate public and private resources to increase private capital investment on commercial corridors

Objective 1: Provide incentives to attract private development including but not limited to expedited permitting, fee payments/waivers and property assembly assistance

Objective 2: Identify and promote catalytic sites with the greatest potential for contemporary redevelopment projects by the private sector

Objective 3: Attract supportable private development which derives maximum benefit from corridor locations

Objective 4: Expand the city's business revitalization grant program to include site improvements, signage, and building interior improvements

Objective 5: Encourage the location of a Competitive Intelligence Center (Library) in a key corridor West Ocala location

Goal 2: Restore value and prominence to gateways, corridor segments and crossroads by enhancing their physical appearance and visually differentiating their special character

Objective 1: Design and construct streetscape improvements to include pedestrian crossings, pedestrian-scale lighting, and other amenities at key crossroads

Objective 2: Design and construct streetscape improvements and other visual amenities at key gateway locations, including interchanges and entrances to neighborhoods

Objective 3: Improve Ocala's multimodal corridors through design and construction of well-organized cross sections

Objective 4: Create a Corridor Overlay District for the implementation of commercial sign standards, lighting, building design, finishes, and street furniture

Goal 3: Improve vacant, dilapidated and nuisance properties which are barriers to corridor redevelopment and negatively impact the value of neighborhoods

Objective 1: Create and update a comprehensive inventory of vacant, dilapidated and nuisance properties to understand the scope and scale of the issues

Objective 2: Establish a specialized CRA Corridor Redevelopment Plan property maintenance code for implementation in the Corridor Overlay District

Objective 3: Educate the public of the positive economic impact of maintaining properties lining the corridors

Objective 4: Establish programs to remediate dilapidated and nuisance properties for reuse and resale opportunities

Although the Plan, Ocala Vision 2035, Comprehensive Plan Amendments and West Ocala Community Plan do not emphasize property acquisition as a goal, all plans recognize the inflexibility of typical aging corridor property configurations having very long blocks with shallow parcels that are economically inefficient to redevelop. In order to reverse economic decline and restore economic vitality, the Plan assumes the need property assembly assistance and incorporates it into several objectives.

Chapter 2: West Ocala CRA Corridor Redevelopment Plan Recommended Strategies

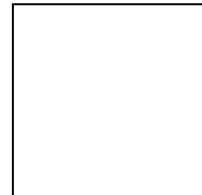
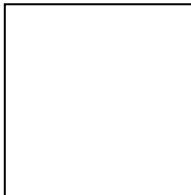
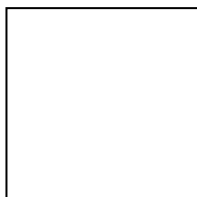
Goal 1: Coordinate public and private resources to increase private capital investment on commercial corridors

Incentives that could be made available to increase private investment in the CRA consist of a combination of fee waivers or payments, reimbursements for certain up front expenses, grants up to the tax increment to help defray development costs, or the support of operating income for a project until break-even lease-up is achieved. A waiver or modification of certain site requirements to accommodate limited property configurations and shallow parcel size may also be considered.

The specific strategies which support Goal 1 and its five objectives are:

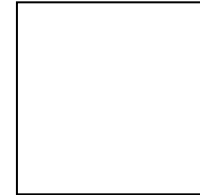
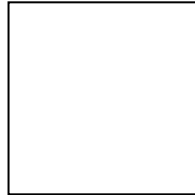
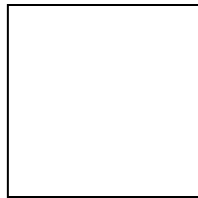
- Expedited review process for development or redevelopment project within the CRA
- Waiver, payment or subsidized City permit fees, impact fees, utility connection fees
- Provision of grants for property improvements which add value in the CRA and increase the potential for property redevelopment including business revitalization grants, removal of unsightly structures, new signs, and energy-related improvements

Provide graphic of successful façade grant, demolition project, and new sign here.



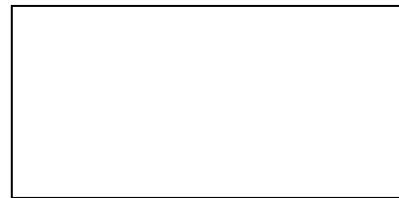
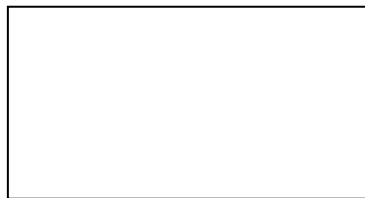
- Provision of grants up to the tax increment to assist with up front development costs, property assembly, or support operating income until break-even leasing is achieved for qualifying development

Provide graphic of Ansaphone Project and parking lot that city acquired for Ansaphone, and Qualcomm here



- Provision of grants to eliminate need, relocate, or reduce size of on-site drainage where possible

Provide graphic of SR 40 DRA, and what it could look like if changed.



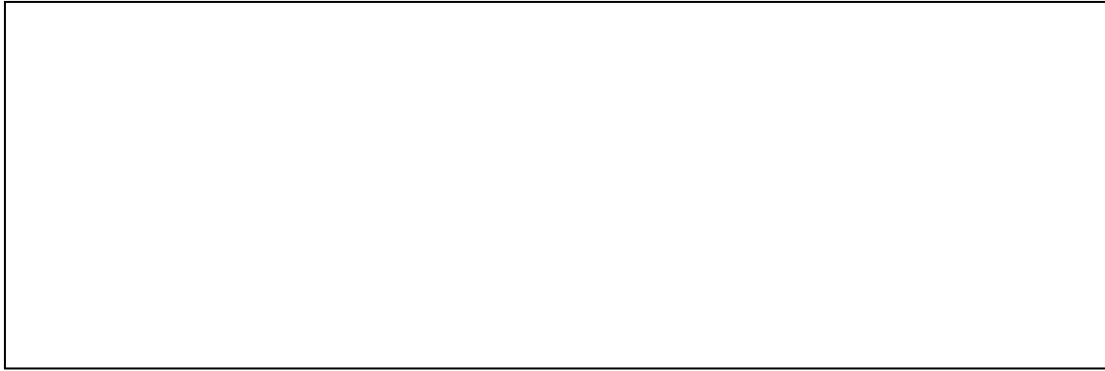
- Promote redevelopment of corridor sites comprised of a cohesive grouping of parcels that appear to have a spatial relationship as identified in West Ocala Community Plan and CRA Plan process

Provide a graphic (aerial plus overlay) here of parcels in West Ocala (SR 40 or US 27)



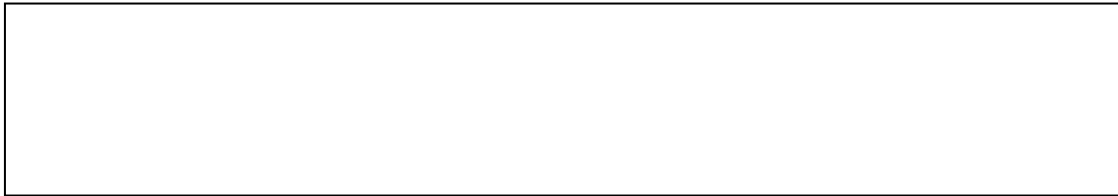
- Promote redevelopment of corridor sites which reinforce connections between development and quality of life, leverages new growth to improve the community, and reconnects neighborhoods with the city

Provide graphic of all West Ocala catalytic sites here along with West Ocala Community Plan



- Implement a business revitalization grant program to businesses at corridor redevelopment sites in CRA

Provide graphic of Big Apple here



- Assist in the development of a plan to establish a Competitive Intelligence Center (State-of-the-Art Library) in West Ocala

Provide Graphic of the library next to Croskey Center (conceptual)




Goal 2: Restore value and prominence to gateways, corridor segments and crossroads by enhancing their physical appearance and visually differentiating their special character

The specific strategies which support Goal 2 and its four objectives are given below:

- Streetscape Improvements and Key Gateway Features

Insert West Ocala gateway and crossroads improvements here (3)

I-75 and SR 40
SR 40 and MLK Blvd
SR 40 and Pine Avenue



- Improve Multimodal Corridors Lacking Aesthetics through Design of Cross-Sections

Insert West Ocala cross sections depicting multi modal use from VHB (3)

WO 1: SR-40/East of I-75 to 27th Avenue to reflect expansive right of way and pedestrian path



WO 2: SR-40.Croskey Common and Big Apple (27th Avenue to base of bridge)



WO3: SR-40 (Bridge over Railroad)



- Implement Corridor Overlay District and architectural review by ordinance for establishment of sign and building design standards, for existing and new development to improve the image, character and value of Ocala's commercial corridors
- Provide for commercially feasible compliance period of new sign and design standards

Illustrations of recommended and not recommended design standards follow:

Materials

Recommended



Not Recommended



Color and Finish

Recommended

Not Recommended

Awnings and Canopies

Recommended

Not Recommended

Lighting

Recommended

Not Recommended

Security Roll Downs and Grills

Recommended

Not Recommended

Utilities, Service Areas and Mechanicals

Recommended

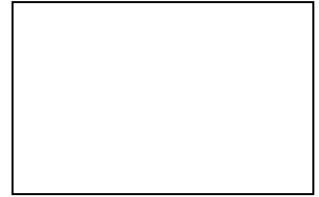
Not Recommended

Vacant Structures

Recommended

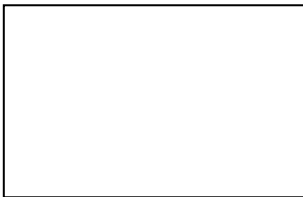


Not Recommended

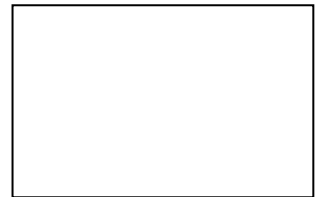


Surface Parking

Recommended

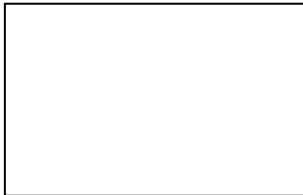


Not Recommended



Signage and Communication Elements

Recommended



Not Recommended



Landscape Design

Recommended

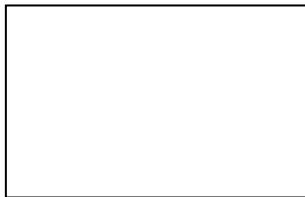


Not Recommended

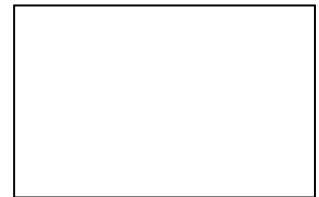


Streetscape, Open Space, Furniture

Recommended

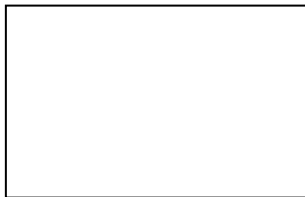


Not Recommended



Recyclables and Refuse Collection Areas

Recommended



Not Recommended



Roofs

Recommended



Not Recommended

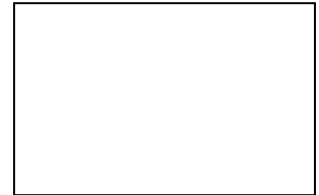


Windows and Doors

Recommended



Not Recommended



Goal 3: Improve vacant, dilapidated and nuisance properties which are barriers to corridor redevelopment and negatively impact the value of neighborhoods

The specific strategies which support Goal 3 and its objectives are:

- Establish new commercial property maintenance standards for existing properties to foster pride, care and investor confidence patterned after Section 94. Affirmative Maintenance Requirements of the City Code;
- Amend existing provisions of Section 34. Environment, specifically the definition of weeds, unsightly matter, and nuisances of the City Code to foster pride, care and investor confidence.

Illustrations of recommended and not recommended maintenance standards follow:

Recommended



Not Recommended



Maintenance of vacant lots along corridors

Recommended

☐

Not Recommended

☐

Removal or remediation of empty and deteriorated swimming pools along commercial corridors

Recommended

☐

Not Recommended

☐

Require commercial property owners to remove litter from property line to front edge of pedestrian right of way

Recommended

☐

Not Recommended

☐

- Impose maximum fines for violations of commercial property maintenance standards along corridors
- Establish a pilot land bank program to inventory, accept and maintain nuisance properties located on commercial corridors for blight removal, remediation and redevelopment purposes

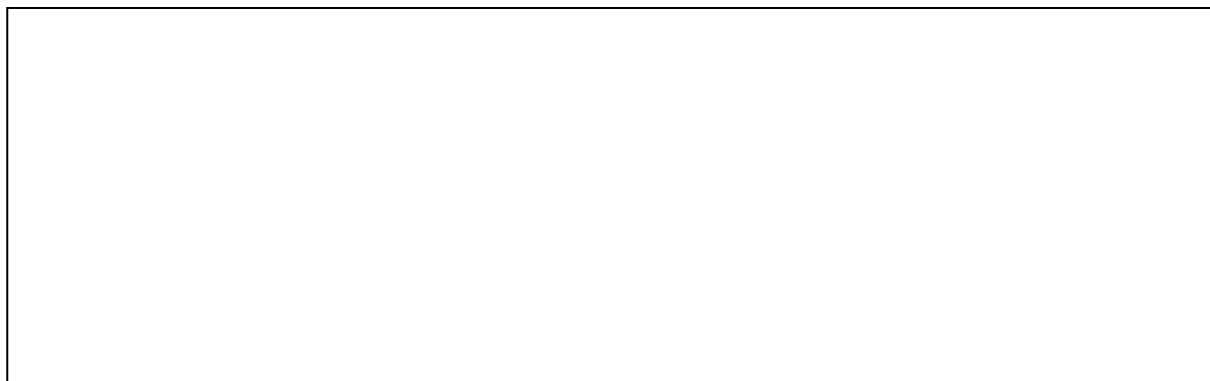
- Develop a pilot funding strategy to carry out land bank program objectives

Chapter 3: Corridor Master Plan

The corridor master plan is intended to serve as a blueprint for future redevelopment in West Ocala. The Ocala Vision 2035, West Ocala Community Plan and, finally, the West Ocala CRA Plan together identify the need and strategies to generate significant new public and private investment to reverse overall trends of disinvestment in recent decades.

Based on citizen committees, project consultants and evaluation by staff, future investment in the corridor should be geared more towards higher intensity, mixed use, pedestrian-friendly development than currently exists. The corridor master plan reflects each planning effort's careful attention to both sides of the corridor's right of way line. The land use pattern and the thoroughfare design were planned together and reinforce each other.

Illustrated by a location map, the master plan shows the desired features at automobile oriented interstate gateways, a change from auto-oriented to multimodal transportation through the corridor while approaching activity centers, and redesigned intersections to reflect the unique character of the neighborhood where they are located. The map further illustrates the redevelopment potential of abutting properties and streetscape enhancements to enhance the driver's approach and image of the corridor.



Chapter 4: Implementation Plan

This chapter provides the strategic direction that should be followed to incrementally emerge into a form that better captures market value and projects a positive community

identity. Implementing this strategy will require the participation and support of city officials, planners and engineers, stakeholders, and residents. It will require a reorientation in thinking about the corridors and some of the practices involved in planning and designing it. And, it will require the adoption of new policy tools and programs that can effectively instigate the necessary restructuring.

The degree to which revitalization is possible in the short term varies, not only between corridors but often between segments of a single corridor. Depending on the condition of various segments along any given corridor, some segments may need a gradual transition, whereas others may be ready for dramatic near-term change. Inventorying the conditions in place and checking them against demand and investors' intentions should be considered. This will provide a basis for shaping expectations and priorities.

Ideally, the timing of public realm investments in capital improvements within the public right-of-way should coincide with the installation of private improvements on the other side of the right-of-way. However, under the direction of redevelopment focused municipalities, this may not be the case. The corridor planning team, public works, transportation planning organization, and recreation and parks will collaborate to define the design and investment plan which all parties will adhere to as improvements are made.

The collaboration of multiple agencies also helps make projects eligible for funds from transportation, community development, and environmental agencies.

The Role of Local Government in Plan Implementation

Local government is uniquely equipped to leverage policy, planning, and investment tools in support of corridor revitalization. As noted throughout this Plan, local government historically convenes stakeholders to participate in corridor redevelopment since interaction, support and consistency of decision-making is needed throughout what is typically a lengthy implementation period.

The public right-of-way is owned and controlled by the public sector. Many of the corridor rights-of-way in the Plan are owned by the state's Department of Transportation which will coordinate redesign with the city. The Transportation Planning Organization (TPO) is an entity who can aid or impede implementation of the corridor plan.

Implementation Tools: Ocala Vision 2035, Form Based Code, West Ocala Community Plan, and West Ocala CRA Plan

As noted in Chapter 1, new policies including those outlined in the Ocala Vision 2035, Form Based Development Code, and the West Ocala Community Plan promote the essential changes envisioned for the corridors. Instead of being organized by land use categories, Ocala's corridors will be organized by center and segment type. The new policies will address form and placement of buildings and the relationships between them for each type of center and segment. The development code is being prepared in

concert with specifications for improvements to the public realm, including both existing and new public rights-of-way.

The West Ocala CRA Plan provides a bridge between the goal-oriented language of Ocala Vision 2035 and West Ocala Community Plan, and the details of the Form Based Development Code. The Plan depicts a map of the corridors, established boundaries of the corridor's centers or segments, and establishes a visual standard of desired places. The Plan also identifies the strategies to achieve these new desired places.

Implementation Recommendations

1) Coordinate Goals, Objectives and Strategies with All City Departments, Florida Department of Transportation and TPO

Planning and engineering entities at the city, state and TPO should refer to the implementation strategy and associated gateway improvements when reviewing individual development proposals within Ocala. Each proposed project should comply with the design recommendations, reinforce the desired character of the corridor, and contribute to creating a cohesive, memorable, and economically viable place. Developers should work with City staff and refer to the Plan prior to generating design concepts, in order to better understand how their property fits into the context of the corridor and gateway plan and expectations for public/private amenities.

2) Place Projects in the Capital Improvements Plans

The City should refer to the recommendations in the Plan to coordinate, design, and budget for capital improvements and to define public/private partnerships to finance and maintain gateway improvements, where possible. The City should refer to the designs for the individual segments and places as a basis from which to develop more detailed plans.

3) Define a Maintenance Strategy for Each Project

Since it is desirable to achieve the highest levels of safety, security and comfort along gateway corridors, budget and long term maintenance are important considerations when making investments. Typically, urban places must protect its improvements against pollution, heat, wear and tear, unintentional damage, and vandalism. Materials, furnishings, and plantings used in streetscape projects should be selected for their durability as well as ease of maintenance, servicing, and replacement.

Each improvement should be created that defines a funding source, such as a special maintenance assessment district or city operating budget for maintenance. The entity responsible for maintenance should be identified.

4) Task CRA Advisory Committee to Assist in the Creation of the Corridor Overlay District Facilitated by a Professional Consultant

Members should include property owners, business owners, youth, and young adults and led by an experienced chairperson who follows a meeting structure that fairly lets everyone have their say. The Committee will, of course, include those most affected first, then those who are generally interested. Next, committee memberships will be filled with any missing areas of expertise. The Committee will explore contemporary group processes to identify problems and design solutions efficiently and effectively.

5) Utilize the City's Website and Marketing Program to Inform and Promote the Goals and Objectives of the Plan

Communicating effectively in today's cluttered media marketplace will require the City to hone in on creative information and marketing campaign that positions the goals and objectives of the plan into a strong singular message. The good news is the research and strategies of the West Ocala CRA Plan will be in place upon approval by City Council. The logos and brands to position West Ocala's opportunities to different audiences already exist to create the strong singular message on line, and in print.

Implementation Plan Matrix Inserted Here

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Chapter Five: Projected Cost of Redevelopment

Redevelopment of the West Ocala Corridors will require a substantial capital investment by the CRA. As of 2014, the costs of the strategies and improvements are estimated to be \$ XX, XXX, XXX. A multiplier of X percent has been applied to estimate the cost of the improvements in each year of future implementation.

Financing the plan will be achieved by tax increment financing, grants, developer contributions, and partnerships. The partnering agencies are anticipated to be the Florida Department of Transportation, TPO, state and federal agencies. However, tax increment financing will be the primary financing mechanism reflected in this plan.

The estimated cost of development will be reviewed and adjusted on a regular basis.

As required by Section 163.362 (10), Florida Statutes, the Plan must include a schedule for completing improvements financed by tax increment revenues which is a 30 year period.

Chapter Six: Funding the Plan

Tax Increment Financing

The primary source of revenue by the CRA will be the Tax Increment Redevelopment Fund. The Plan estimates for each tax year beginning in 2014, ad valorem taxes generated by the assessed real property value over the base year within the designated boundaries of the CRA are deposited into the redevelopment fund. This methodology is specified in Section 163.387 Florida Statutes. Only those purposes as defined in Section 163.370(1) c Florida Statutes may be funded by the tax increment.

The tax increment revenue estimate is provided in the following table. The financing plan following the tax increment revenue estimate details CRA Project Fund Availability by goal. Estimated availability of tax increment will determine ability to issue bonds, and make debt service payments.

While the CRA will seek state and federal grant programs and utilize redevelopment funds as a grant match, the financing plan assumes funding project costs with 100 percent tax increment funds. An annual budget and implementation plan will include updated information based upon current financial data, and grant fund availability. A five year capital plan will be established and updated annually.

Additional Project Funding Sources

To Be Completed