VINE STREET
COMMUNITY REDEVELOPMENT AGENCY

2026 Redevelopment Plan

July 29, 2026



Prepared for:

VINE STREET
COMMUNITY REDEVELOPMENT AGENCY

Economic Development Department and Vine Street Community Redevelopment Agency
101 Church Street, 5th Floor
Kissimmee, Florida 34741

David Rodriguez
Economic Development Director
david.rodriguez@kissimmee.gov
T 407-518-25307

Samia Singleton
Community Redevelopment Agency Manager
samia.singleton@kissimmee.gov
T 407-518-2587

Benjamin Burnett
Redevelopment Planner
benjamin.burnett@kissimmee.gov
T 407-518-2584

Prepared by:

gai consultants®

COMMUNITY SOLUTIONS GROUP®

GAI Consultants, Inc.
618 E. South Street, Suite 700
Orlando, Florida 32801
T 407.423.8398

Claudia Ray
Senior Project Planner
c.ray@gaiconsultants.com
T 321-445-8040

Laura Smith
Urban Analytics Director
l.smith@gaiconsultants.com
T 321-319-0888

Hannah Hollinger
GIS Analyst
h.hollinger@gaiconsultants.com
T 321-319-02516

Tom Kohler
Senior Director of Urban Analytics
t.kohler@gaiconsultants.com
T 321-319-3133

Natalie Frazier
Urban Analytics Manager
n.frazier@gaiconsultants.com
T 321-445-8024

Paloma Prieto
Designer
p.prieto@gaiconsultants.com
T 321-319-3089

Contents

Acknowledgments iv

Plan Update Process and Adoption vi

00 Plan Summary 1

0.1 Overview 2

0.2 Plan Framework 4

0.3 Sub-Areas Vision 12

01 Introduction 15

1.1 CRA, City, and Region Overview 16

1.2 Plan Purpose and Area Definition 24

02 Background 33

2.1 Existing Land Uses 34

2.2 Future Land Uses, Zoning Regulations, and Overlays 40

2.3 Comfort and Appearance 44

2.4 Access and Connectivity 48

2.5 Parcel Characteristics 54

03 Vision, Guiding Principles, and Forward Moves Background 61

3.1 Vision Statement 62

3.2 Guiding Principles 62

3.3 Forward Moves 63

3.4 Actions 63

04 TIF Projection and CIP Plan 127

4.1 Overview 128

4.2 Major Assumptions 128

4.3 Investment & Redevelopment Opportunity Index 130

4.4 Tax Increment Projections 130

4.5 Capital Improvement Plan 136

05 Implementation and Management Plan 141

5.1 Community Redevelopment Act 142

5.2 CRA Legal Description 143

5.3 CRA Fund, Power, and Procedures 146

5.4 Duration, Modification, and Restrictions 147

5.5 Community Redevelopment Plan Requirements 148

5.6 Comprehensive Plan Consistency 150

5.7 Community Impact Statement 150

06 Appendix: Market Assessment 157

6.1 Analysis of Current Economic Conditions 158

6.2 Inventory Analysis of Commercial and Residential Markets 169

6.3 Market Potential Analysis 184

Acknowledgments

The preparation of the 2026 Vine Street Community Redevelopment Agency (CRA) Plan update reflects the dedication and collaborative efforts of many individuals committed to the continued revitalization and prosperity of the Kissimmee community.

City Commission

We extend our sincere appreciation to the Vine Street CRA Board for their leadership and vision:

- Jackie Espinosa, CRA Board Chairperson
- Angela Eady, CRA Board Vice Chairperson
- Janette Martinez
- Noel Ortiz
- Carlos Alvarez III

City and CRA Leadership

We also acknowledge the contributions of key City leadership and CRA staff whose expertise and support were instrumental in shaping this Plan:

- Mike Steigerwald, City Manager
- Craig Holland, Development Service Director
- David Rodriguez, Economic Development Director
- Samia Singleton, Community Redevelopment Agency Manager
- Benjamin Burnett, Redevelopment Planner

City of Kissimmee Staff

We extend our appreciation to all City staff members who shared their insights and feedback throughout working sessions, focus group meetings, and community outreach events.

- April Fisher | Planning Department
- Ashley Cornelison | Long Range Planner
- David Gomez | Engineering Manager
- Jack Flanary | Community Service Officer
- John Hambley | Planning Department
- Lacey Santone | Police Department Sargent
- Mark Vasquez | Code Enforcement
- Shaun Germolus | Director of Aviation – Kissimmee Airport
- Yolanda Claudio | Business Development Specialist

Working Group Members

Special thanks to the working group members who helped guide the plan process:

- Abigail Wagner | Orlando Economic Partnership
- Andrew Harrell | Osceola Chamber
- Arvind Nandu | Business and Landowner
- Elisha Dyer | Bike Walk Central Florida
- John Newstreet | Osceola Chamber
- Dr. Lancelot Gooden | Valencia College
- Kimberly Murray| Osceola History
- Minette Elias Perez | Business Owner
- Nicholas Gonzalez | Osceola County
- Nikhil Nandu | Business and Landowner
- Omar Botia | Business Owner
- Pedro Turushina | Hispanic Chamber of Metro Orlando
- Suzanna Fernandez | Property Manager
- Taylor Laurent | MetroPlan Orlando

Focus Groups and Community Meetings Participants

We thank all community members who participated in the focus groups and community meetings.

- Aaron Haderle
- Abigail Wagner
- Ava Mongli
- Amanda Cruz
- Amaryllis Rivera
- Angel Coba
- Angela Potraza
- Arnaldo E. Cruz
- Arvin Nandu
- Ashley Guss
- Breana Lambert
- Brian Camacho
- Bryan Montoya
- Carrie Read
- Charles Abbatantuono
- Cheryl Grieb
- Cliff Tamplin
- Christina Morris
- Cynthia Franklin
- David Bilby
- David Chivers
- Diana Marrero Pinto
- Donna Leiba Gough
- Emmanuel Santiago
- Esther Vargas
- Frances Sledge
- Frank Herring
- Freddy Recio
- Gael P Rlou
- Gary Makschua
- Isabel Sanchez
- Ivan Villegas
- Jeff Sizemore
- Jennifer Soto
- JF Slate
- John Ramirez
- Johanna Recio
- Jose I. Bosque
- Juan Lopez
- Jordan Rivera
- Karen Johnson
- Kimberly Flores
- Lacey Santone
- LaVell D. Monger
- Larry Mattery
- Lizbeth Walker
- Lourdes Ocasio Cruz
- Lynda Roth
- Marcelo Cande Rosa
- Maria Virginia Garna
- Maria Landria
- Mari I. Rivera
- Maria Londria
- Maricarmen Leebrador
- Marilyn Cortes Lovato
- Mario Restrepo
- Matt Libby
- Megan Marino
- Melissa Vallejo
- Michael Cruz
- Michael Wagner
- Minette Elias
- Nick Nandu
- Omar Botia
- Patrick Fisher
- Raphael Lebron
- Richard Rodriguez
- Ruben Gollo
- Rubin Anderson
- Ruth Mendez
- Sheila Honeycutt
- Shiv Shahil
- Sonia Caklerm
- Salvador Santana
- Sthefany Morin
- Shiv Shulti
- Sonia Calderón
- Suzanna Fernadez
- Teresa Bloom
- Tiffany Jeffers
- Veronica Malolos
- Vince Dyer

The collective efforts of all participants helped ensure that this Plan reflects the community's aspirations and provides a clear, actionable path forward for the Vine Street CRA through 2042.

Plan Update Process & Adoption

Plan Update Process

The Community Redevelopment Agency (CRA) Plan update was conducted through a four-phase process, initiated in early 2024 and concluding in summer 2026. It was designed to integrate technical analysis with ongoing community and stakeholder engagement. The four phases included: Initiation, Assessment and Evaluation, Plan Development, and Final Plan.

Phase 1: Initiation

The process began with the Initiation phase, which focused on establishing project goals, scope, and expectations. This phase included an initiation meeting that launched the project, followed by the release of an interactive StoryMap to share information with the public. During this phase, a Working Group was established as an advisory committee to guide both the Plan update process and its outcomes. The Working Group's first meeting served as the project kick-off and included a tour of the CRA to familiarize members with existing conditions. This group was convened at the following project phases to ensure continuous input, informed decision making, and alignment with community priorities.

Phase 2: Assessment and Evaluation

Assessment and Evaluation was the second phase, in which existing conditions, previously adopted plans, and market dynamics were examined to inform data-driven decision making. Key technical deliverables, including an Area Assessment and Evaluation as well as a Market Analysis, were prepared during this phase. Community and stakeholder input played a central role in shaping this work, and was gathered through focus groups, a community meeting focused on identifying priorities and opportunities, and a second working group meeting that further refined key issues and preliminary directions. These activities occurred in parallel—reflecting an iterative process that integrated technical analysis with stakeholder feedback.

Phase 3: Plan Development

Building on this foundation, the process transitioned into Phase 3: Plan Development, in which the CRA Plan update took shape. Guided by the Area Assessment and Evaluation, the project team worked closely with CRA staff and the Working Group to develop the Plan's goals, objectives, and actions. The team then presented a Draft Plan to the Working Group, community members, and the CRA Board. Feedback from these engagements informed subsequent revisions to the Plan.

Phase 4: Final Plan

The final phase, Final Plan, represents the culmination of the process. The refined document is completed, bringing together technical analysis, community priorities, and board direction into a final CRA Plan that is ready for approval.

Plan Approval Process

Formal adoption of this Plan is required under Florida Statutes Chapter 163, Part III, in accordance with the statutory process for CRA Plan updates. The 2026 Plan reflects the most current data and is focused on achieving targeted outcomes in capital investment and economic development—cornerstones of the City's long-term revitalization strategy.

To ensure alignment with the broader mission and responsibilities of the Vine Street CRA—and to produce a legally sufficient and implementable document—this 2026 CRA Plan update has been prepared in accordance with the requirements of the Community Redevelopment Act, as outlined in Chapter 163, Florida Statutes. The Act provides both the framework for adoption and the required contents of a compliant CRA Plan. This update reflects the specific provisions of the statute and outlines the formal process through which the Plan will be adopted.

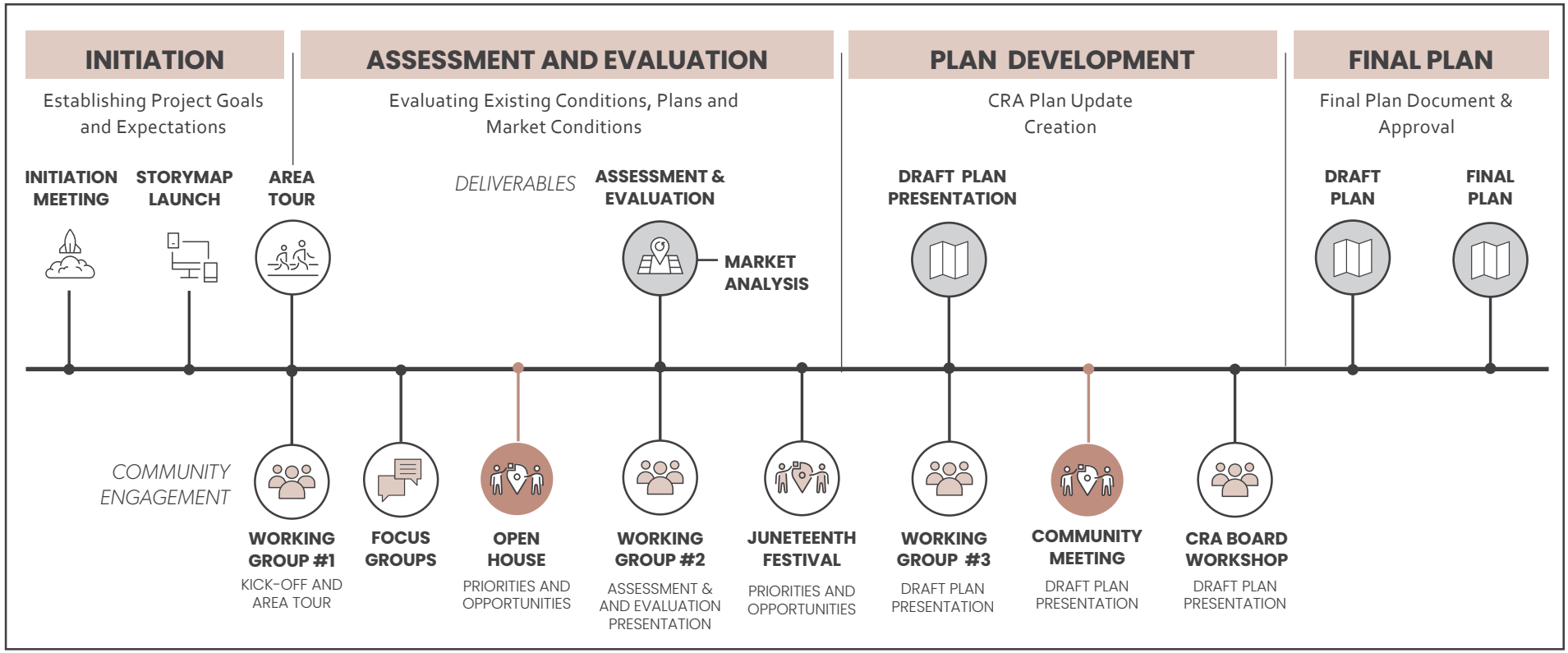


FIGURE 1. CRA PLAN UPDATE PROCESS

Community Engagement

The following community engagement activities took place throughout the Plan update process. The input gathered both informed the Plan Framework, and guided the prioritization of the Forward Moves and Actions. A summary of the feedback from each event is presented in this chapter and in subsequent chapters.



Working Group Meeting Meetings and Site Tour

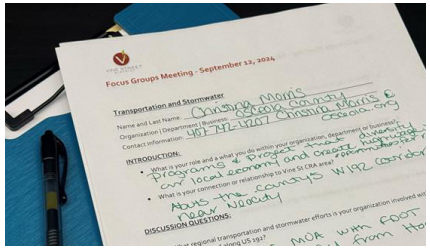
Date: July 24, 2026

Number of Participants: 15

Location: City Hall & Civic Center

The CRA Plan update process kicked off with a Working Group Meeting and site tour on July 24, 2024—bringing together key stakeholders to discuss existing challenges and opportunities along the Vine Street corridor. Participants included representatives from City departments, such as the Kissimmee Police Department, Code Enforcement, and Planning; as well as regional and community organizations, including Bike/Walk Central Florida, Metroplan Orlando, Valencia College, the Hispanic Chamber of Commerce, local businesses, and property owners. Following the meeting, the group toured the corridor and visited key sites, including Shingle Creek, the former Kmart site, several commercial plazas, and areas surrounding the Kissimmee Airport.

The project team met with the Working Group on two additional occasions throughout the planning process to present the Area Assessment and Evaluation, the Market Analysis, and the Draft CRA Plan (Master Plan). During both meetings, the Working Group provided valuable input and guidance on the Plan's goals, actions, and recommendations.



Focus Groups Meetings

Date: September 12, 2024

Number of Participants: 25

Location: Orange Gardens Community Center

The CRA staff and consultant team met with four targeted stakeholder groups—including property and business owners, brokers, realtors, public agencies, and community organizations—to discuss economic development, safety, transportation, and regulatory issues.

Stakeholders identified both challenges and opportunities for the Vine Street corridor, noting its strong potential for growth due to its location, community character, and available development sites. Key issues included traffic congestion, pedestrian and bicycle safety, code enforcement concerns, the unhoused population, and regulatory barriers that can slow redevelopment. At the same time, participants highlighted opportunities to enhance aesthetics, connectivity, and communication; support multimodal transportation and equitable access; strengthen safety and cleanliness; and encourage investment through clearer processes, more flexible regulations, and targeted redevelopment efforts.



Open House & Survey

Date: November 13, 2024

Number of Participants: 45 Open House participants and 127 Survey responses

Locations: Orange Gardens Community Center & Osceola History Center

The Open House was held on November 13, 2024, in two sessions at the Orange Gardens Community Center and the Osceola County Welcome Center, and hosted a total of 45 participants. The event featured interactive stations that were also replicated in an online survey available from November 13 to December 16, 2024, which received 127 responses. Through these activities, participants shared input via a photo booth; ranked top redevelopment priorities for the next 10 years; provided visioning ideas for the former Kmart site; and offered feedback on six sub-areas, including assets, areas for improvement, and desired investments such as street enhancements and safety upgrades. Additional input focused on key community priorities, including safe streets, addressing the unhoused population, public art, development incentives, land use, open space, branding, and overall corridor improvements to guide future revitalization efforts.



Juneteenth Festival

Date: June 14, 2025

Number of Participants: 45+

Location: Civic Center

During the City's Juneteenth Festival, the project team engaged community members to gather input on desired improvements for the Vine Street corridor and redevelopment ideas for the former Kmart site. Participants were also asked to rank key "Forward Moves" (goals) for the area. Through this effort, the team received more than 400 comments from over 45 participants.

Results showed a clear preference for investing in housing as the top priority, followed by supporting connectivity, ensuring comfort and safety, and attracting and retaining businesses. Lower-ranked priorities included leveraging partnerships and preparing for redevelopment. Overall, the activity reinforced the community's strong interest in housing, mobility, and quality-of-life improvements to guide future planning efforts.



CRA Workshop & Community Meeting

Date: August 25 and September 24, 2025

Location: City Hall

The community engagement process concluded with presentations of the Draft CRA Plan to the CRA Board on August 25, 2025, and to the broader community on September 24, 2025. These presentations provided an overview of the project scope, process, and timeline; summarized area background and assessment findings; and outlined the Plan's vision, guiding principles, goals, objectives, and recommended actions. Key infill redevelopment opportunities were also highlighted.

Each session included an interactive component, allowing participants to rank goals, identify top priorities, and provide additional input on proposed improvements—helping to refine and validate the Final Plan.



WORKING GROUP SITE VISIT



OPEN HOUSE



OPEN HOUSE



JUNETEETH FESTIVAL



COMMUNITY MEETING



SOUTH STATE BANK ON OAK STREET

00

Plan Summary

IN THIS CHAPTER

0.1 Overview

0.2 Plan Framework

0.3 Sub-Areas Vision

This chapter provides an overview of the Vine Street CRA and its role as a key economic corridor and gateway within the City of Kissimmee. It introduces the Plan Framework, which establishes a clear structure to guide redevelopment through 2042 and is composed of five guiding principles, six Forward Moves, and 47 targeted actions. Together, these elements define the vision, priorities, and implementation strategies for the CRA—focusing on redevelopment, economic growth, housing, connectivity, partnerships, and quality of life. The summary also highlights how community and CRA Board input helped shape priorities, and it concludes with an overview of the six sub-area visions—each tailored to reflect the unique character, opportunities, and desired future of different parts of the corridor.

0.1 Overview

In 1992, the City of Kissimmee established its first Community Redevelopment Agency (CRA) with the creation of the Downtown Kissimmee CRA. A second district—the Vine Street CRA—was later formed in 2012. Both CRA Plans, for Downtown and the Vine Street corridor, are scheduled to sunset in 2042.

The Vine Street CRA focuses on the U.S. Highway 192 (Vine Street) Corridor, a vital gateway that connects residents and visitors to major destinations throughout Kissimmee. The district spans approximately 5 miles and 1,333 acres, extending from N. Bass Road on the west to Denn John Lane on the east, and reaching one-quarter mile north of Vine Street to Columbia Avenue and south to Oak Street.

Given the corridor's diverse physical and developmental conditions, the 2012 zRA Plan divided the area into 17 hubs. As part of the current CRA Plan update, these hubs were consolidated into six sub-areas, shown in the map below. All community engagement activities, market analyses, and assessments were conducted using these six proposed sub-areas as the organizing framework.

The Vine Street CRA is home to 4,968 residents, compared to 84,023 citywide, and supports 8,574 jobs, a significant share of the city's 30,804 total workforce. Comprising 1,273 businesses—31% of the city's total—with 38% focused on commercial activities such as retail and office space, Vine Street plays a vital role in driving economic growth and enhancing the quality of life for the surrounding community.

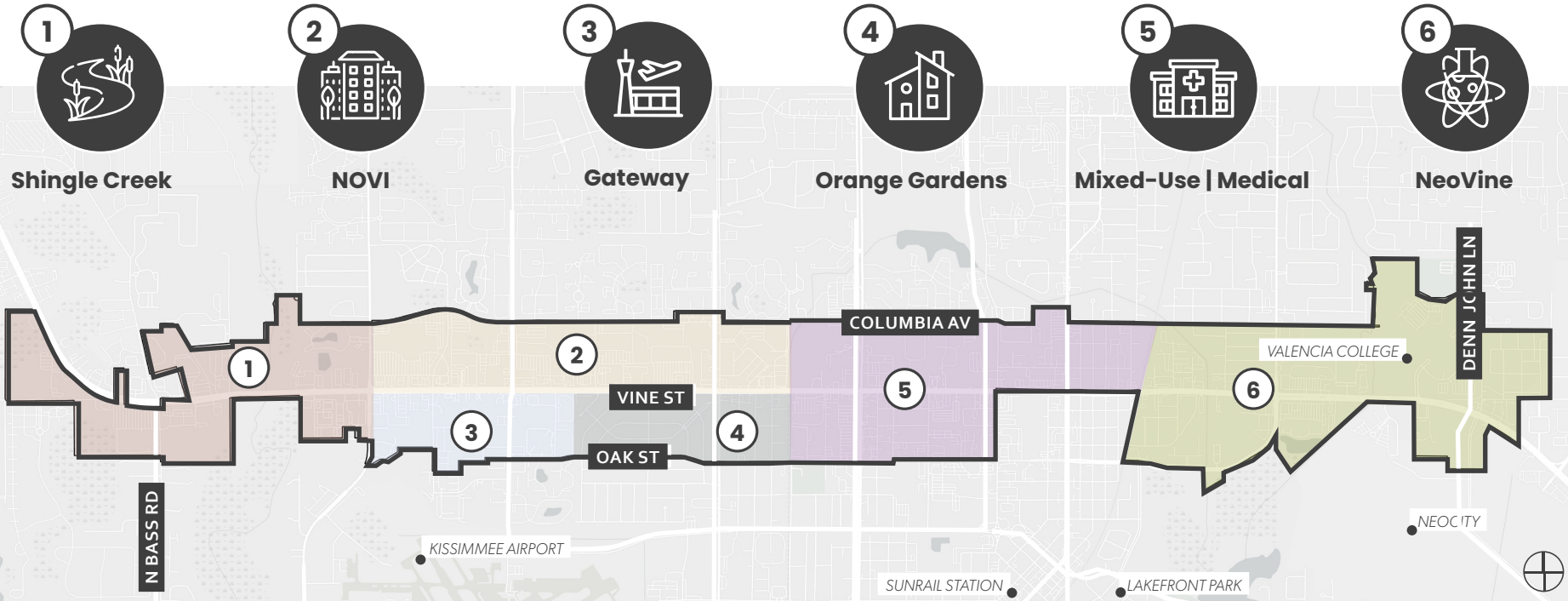
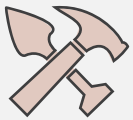


FIGURE 2. VINE STREET CRA AREA MAP

31% of businesses in the City of Kissimmee are located in the Vine Street CRA



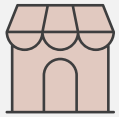
EXTENT
5 Miles Long
1,333 Acres



EMPLOYMENT
CRA: 8,574
CITY: 3o,804



RESIDENTS
CRA: 4,968
CITY: 84,023



BUSINESSES
CRA: 1,273
CITY: 4,063

The Vine Street CRA will generate between $101 million and $111 million in Tax Increment Revenue from 2026 through 2042. These funds may be allocated toward projects, development planning and preparation, policy and plan development, incentive programs, and other strategic initiatives.

The increment from the Trust Fund can only be reinvested in the CRA. Eligible expenditures include the following:

- **Operations:** Funds support the CRA's administration and operations, including planning, community engagement, and project implementation.
- **Projects:** The financing of streetscapes, infrastructure upgrades, affordable housing, parks, and public spaces to enhance the area's appeal and functionality.
- **Blight:** Tax Increment Financing (TIF) funding helps address conditions of slum and blight, aiming to improve economic activity and quality of life in distressed areas.
- **Infill Redevelopment:** TIF funds are used for land or property acquisition and preparation—facilitating infill redevelopment to optimize land use and attract private investment.
- **Economic Growth:** Funds are used to attract businesses, create jobs, and diversify the economic base.

0.2 Plan Framework

The Plan Framework establishes the core structure of the 2026 CRA Plan, defining how the vision, principles, goals, and actions work together to guide redevelopment efforts through 2042

The **Vision Statement** presents a forward-looking picture of what the Vine Street CRA seeks to achieve over the life of the district.

Guiding Principles shape decision making, inspire stakeholders, and provide overarching direction for all Forward Moves through 2042.

Forward Moves represent the CRA's goals—designed to stimulate investment, support redevelopment, enhance safety, strengthen partnerships, and promote long-term transformative change within the area.

Actions are the specific steps required to implement the Plan's vision and goals. The actions encompass five categories—policy and planning, development preparation, programs and incentives, awareness and engagement, and capacity building—and are classified by their level of effort or impact as basic, progressive, or transformative.

Vision Statement

Vine Street will become a vibrant, safe, and inclusive community by supporting mixed-use development, upgrading infrastructure, enhancing connectivity, investing in housing, and fostering a sense of place.

Guiding Principles



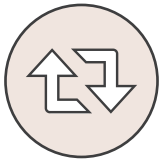
Sense of Place

Foster community pride, belonging, and identity by creating opportunities for residents to engage with one another and with their surroundings, strengthening the social fabric of the community.



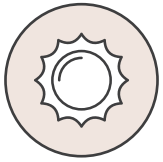
Placemaking

Promote the planning and design of new places to encourage social interaction, comfort, linkages, and vibrant community life.



Transformation

Drive transformation investment opportunities that stimulate changes in the corridor—meeting the community's evolving social and economic needs.



Comfort

Prioritize the well-being of all residents and visitors by implementing measures that enhance physical safety, reduce crime, and create a secure and comfortable environment.



Equity

Promote fairness and inclusivity in all redevelopment efforts, ensuring that benefits and opportunities are accessible to everyone, regardless of background or circumstance.

Forward Moves

1 Prepare for Redevelopment

Effectively retool for redevelopment by supporting mixed-use projects, preparing sites, streamlining approvals, upgrading infrastructure, identifying catalyst projects, maintaining site inventories, and expanding incentives and grants.

2 Leverage Partnerships

Expand the CRA's internal capacity to achieve all redevelopment objectives by collaborating with City departments, the County, nonprofits, educational institutions, and regional government entities.

3 Ensure Comfort and Safety

Ensure the area's safety, comfort, and appearance by addressing homelessness, investing in streetscape and building improvements, and fostering a sense of place, awareness, and community involvement.

4 Attract and Retain Business

Collaborate with local and regional businesses, industries, and partners to position the area as a thriving economic center and ensure the retention and attraction of businesses that contribute to the prosperity of the area and city.

5 Support Connectivity

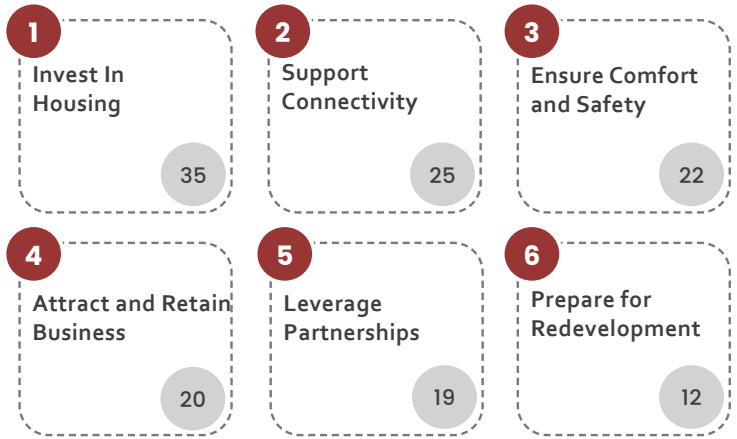
Improve the area's connectivity and transportation to create safe streets for all users by upgrading streets and intersections, redesigning key roads, promoting trails, and securing funding for active transportation and trail connections.

6 Invest in Housing

Invest in developing diverse, high-quality, safe, affordable housing options to support the city's population growth by prioritizing mixed-use developments and flexible housing solutions.

What Is the Community Saying?

At two outreach events, community members voted on the Forward Moves the CRA should focus on over the next 5 years. The results are presented below.



RESULTS:

1 RANKS

1 NUMBER OF VOTES

The results above provide a summary of input gathered during the June 14, 2025 Juneteenth Festival event, and the September 24, 2025 community meeting.

Actions

Actions are the specific, forward-moving steps needed to implement the Plan's vision and goals. These actions are organized by **type**—such as policy and planning, development preparation, programs and incentives, awareness and engagement, and capacity building—to support a comprehensive and coordinated approach. Each action is also classified by its **level of effort or impact** (basic, progressive, or transformative) and assigned a **priority level** of low, medium, or high.

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

1 Prepare for Redevelopment

Effectively retool for redevelopment by supporting mixed-use projects, preparing sites, streamlining approvals, upgrading infrastructure, identifying catalyst projects, maintaining site inventories, and expanding incentives and grants.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
1.1	Develop Sub-Area Visions and Small Area Plans	+ Policy & Plans	Progressive	Medium
1.2	Facilitate and Incentivize the Redevelopment of Key Catalyst Areas and Sites	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.3	Identify Potential Redevelopment Sites for the City to Purchase or Assist in the Assembly of Parcels	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.4	Continue Developing a Mechanism for the Creation, Advertising, and Distribution of a Request for Proposals to Attract Developers' Interest in a Potential Site Owned by the City	+ Development Planning & Preparation + Awareness & Engagement	Basic	Medium
1.5	Create and Maintain a Digital Inventory of Potential Redevelopment Sites that Will Be Accessible to All	+ Development Planning & Preparation + Awareness & Engagement	Basic	High
1.6	Support the Transformation and Revitalization of Commercial Plazas and Hotel Properties	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.7	Invest in Comprehensive Infrastructure Upgrades—Including Storm Water, Green Infrastructure, and Utilities	+ Development Planning & Preparation + Programs & Incentives + Projects	Progressive	Medium
1.8	Promote the CRA's Redevelopment Potential	+ Awareness & Engagement	Basic	Medium
1.9	Make the Regulatory Process Accessible and Easy to Understand	+ Awareness & Engagement	Basic	High
1.10	Expand the Incentive Grant Programs	+ Programs & Incentives	Basic	Medium

2 Leverage Partnerships

Expand the CRA's internal capacity to achieve all redevelopment objectives by collaborating with City departments, the County, nonprofits, educational institutions, and regional government entities.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
2.1	Collaborate with Other City Departments, the County, and Other Public Organizations in the Implementation of the Plan	+ Capacity Building	Basic	High
2.2	Partner with Nonprofits and Educational Institutions to Expand Capacity, Expertise, and Resources	+ Capacity Building	Progressive	High
2.3	Form Strategic Alliances with the Private-Sector Companies	+ Capacity Building	Progressive	Medium
2.4	Establish and Support Mentorship Programs for Residents, Businesses, Investors, and Developers	+ Programs & Incentives	Progressive	Low
2.5	Invest in Robust Outreach and Engagement Initiatives, Including Community Events and Interactive Activities	+ Capacity Building + Awareness & Engagement	Basic	Medium
2.6	Strengthen Branding and Marketing to Enhance Outreach and Community Engagement	+ Capacity Building + Awareness & Engagement	Basic	Medium

3 Ensure Comfort and Safety

Enhance safety, comfort, and appearance by addressing homelessness, improving streetscapes and buildings, and fostering community pride.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
3.1	Address the Unhoused Population Through Collaborative Solutions	+ Policy & Plans + Awareness &Engagement	Transformational	Medium
3.2	Enhance Public Safety and Community Trust	+ Programs & Incentives + Awareness & Engagement	Transformational	High
3.3	Improve Property Conditions and Aesthetics	+ Programs & Incentives + Projects	Basic	High
3.4	Strengthen Code Compliance to Ensure Properties Meet Standards to Maintain Safety and Aesthetics	+ Policy & Plans + Programs & Incentives	Transformational	High
3.5	Invest in the Transformation of Public Spaces	+ Policy & Plans + Projects	Progressive	Medium
3.6	Develop a Distinct Brand and Wayfinding System	+ Policy & Plans + Projects	Progressive	Medium

4 Attract and Retain Business

Collaborate with local and regional businesses, industries, and partners to position the area as a thriving economic center and ensure the retention and attraction of businesses that contribute to the prosperity of the area and city.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
4.1	Strengthen Economic Development Partnerships and Targeted Incentive Programs	+ Programs & Incentives + Awareness &Engagement	Progressive	High
4.2	Market and Position Vine Street as a Premier Hub for High-Value Industries	+ Programs & Incentives + Awareness & Engagement	Progressive	Medium
4.3	Build and Maintain a Business and Property Inventory	+ Policy & Plans	Basic	High
4.4	Expand Small Business Incentives and Grants	+ Programs & Incentives	Basic	Low
4.5	Engage and Celebrate Businesses	+ Programs & Incentives + Awareness & Engagement	Basic	Medium
4.6	Foster Innovation and Build Workforce Talent	+ Awareness & Engagement	Progressive	Medium
4.7	Form a Vine Street Business Committee to Drive Local Economic Vitality	+ Awareness & Engagement + Capacity Building	Progressive	High
4.8	Establish a Business Liaison Position	+ Awareness & Engagement + Capacity Building	Progressive	Low

5 Support Connectivity

Improve the area's connectivity and transportation by upgrading streets, redesigning key roads, and expanding trail networks, while coordinating land use strategies that support walkable, mixed-use, and accessible development.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
5.1	Strengthen Agency Partnerships to Advance Safety, Mobility, and Livability Improvement	+ Capacity Building	Progressive	High
5.2	Support City and Regional Transportation, Trail, and Pedestrian Projects	+ Plans & Policy + Projects	Progressive	Medium
5.3	Prioritize Street and Intersection Upgrades in the CRA	+ Plans & Policy + Projects	Progressive	High
5.4	Redesign Columbia Avenue, Oaks Street, Dyer Boulevard, and Thacker Avenue	+ Plans & Policy + Projects	Transformational	High
5.5	Invest in Mobility and Transportation Planning to Guide Future Improvements	+ Plans & Policy + Projects	Progressive	Low
5.6	Expand Micro Transit and Last-Mile Services	+ Programs & Incentives + Projects	Progressive	Low
5.7	Incentivize Walkable, Bike-Friendly Infrastructure and Site Design	+ Programs & Incentives + Projects	Basic	Medium
5.8	Pursue Grants for Active Transportation and Trail Connectivity	+ Programs & Incentives + Projects	Basic	Low
5.9	Complete the Street Grid Through Redevelopment	+ Plans & Policy + Programs & Incentives	Basic	High
5.10	Promote Trail Use and Key Destinations	+ Plans & Policy + Programs & Incentives + Projects	Progressive	Medium
5.11	Launch a Safe Streets Awareness Campaign	+ Awareness & Engagement	Basic	Medium

6 Invest in Housing

Invest in developing diverse, high-quality, safe, affordable housing options to support the city's population growth by prioritizing mixed-use developments and flexible housing solutions.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
6.1	Develop and Maintain a Current Inventory of Vacant or Underutilized Sites Suitable for Housing Development	+ Development Planning & Preparation + Awareness & Engagement	Basic	High
6.2	Facilitate and Support Infill Housing Development, Strategic Land Acquisition, and Assembly	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Progressive	High
6.3	Expand Housing Stability, Assistance, and Homeownership Programs	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Progressive	Low
6.4	Support Missing Middle Housing and Innovative Housing Models	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Basic	High
6.5	Support a Citywide Housing Plan and Related Studies	+ Plans & Policy	Basic	High
6.6	Incentivize Affordable Housing Development by Developers, Nonprofits, and Faith Groups	+ Programs & Incentives + Plans & Policy	Basic	High
6.7	Partner with Employers to Encourage Local Living	+ Capacity Building	Basic	Low
6.8	Create a Housing Resource Guide for Residents and Stakeholders	+ Awareness & Engagement	Basic	Low

0.3 Sub-Areas Vision

The Vine Street CRA is composed of distinct sub-areas, each with its own identity, opportunities, and development potential. To guide strategic and inclusive growth, the Plan establishes a clear vision and intent for each sub-area. These tailored approaches highlight unique characteristics, address local needs, and encourage investment and community collaboration. The graphic below presents a vision statement for each sub-area.

1 Shingle Creek

Shingle Creek will leverage its unique access to the creek and regional trail, this area will seamlessly integrate with the US 192 tourist district, offering visitors and residents a harmonious blend of natural beauty, and recreational opportunities.

2 NOVI

NOVI will be developed into a dynamic and inclusive mixed-use district, capitalizing on its large parcels to create a vibrant community hub. This area will feature a harmonious blend of residential, commercial, and recreational spaces, fostering a walkable and engaging environment.

3 Gateway

The Gateway will be developed into a premier extension of the airport, leveraging its strategic location and expansive vacant land to create a dynamic and welcoming entry point for airport visitors. The area will become a bustling hub that enhances the travel experience and promotes economic growth.

4 Orange Gardens

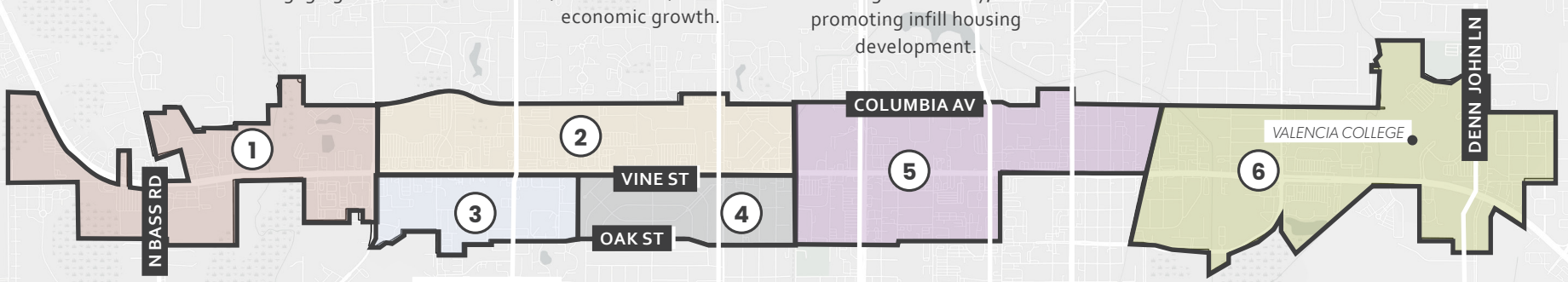
Orange Gardens will continue as a charming residential neighborhood, celebrating its unique mid-century housing stock and network of connected streets. The vision is to enhance the neighborhood's appeal by preserving its architectural heritage, improving connectivity, fostering community, and promoting infill housing development.

5 Mixed-Use | Medical

The Mixed-Use Medical sub-area is envisioned as a health village, capitalizing on its proximity to the hospital and Downtown. By fostering a cohesive and well-connected community, this area will become a hub of health, wellness, and urban living.

6 NeoVine

NeoVine will be developed into a premier education and technology hub, leveraging its unique assets such as Valencia College and proximity to NeoCity, a cutting-edge innovation and technology campus.



1 SHINGLE CREEK: Hotel & Market Vision

The Shingle Creek Catalyst Site is envisioned as a nature-inspired resort destination that celebrates the area's ecological and cultural heritage. Storm water features will be designed as scenic amenities, enhancing recreation, sustainability, and economic vitality.

HOTEL & FLEA MARKET SITE(2025)





2 NOVI: Former Kmart Site Vision

The City of Kissimmee envisions the former Kmart site as a vibrant mixed-use destination that blends housing, retail, and public space—creating a walkable, connected hub that supports community, commerce, and sustainable growth.

KMART SITE (2025)





3 GATEWAY: Dyer Boulevard Vision

Dyer Boulevard will be transformed into a vibrant gateway that serves as a premier extension of the airport, capitalizing on its strategic location and available land. This dynamic corridor will welcome travelers with a mix of innovation, hospitality, and commerce—enhancing the visitor experience while driving sustainable economic.

DYER BOULEVARD SITE (2025)





DISCLAIMER: The renderings and concepts included in this Plan are intended solely to illustrate the potential redevelopment of properties along the Vine Street corridor, based on identified economic needs and what may be permitted under current regulations. These illustrations are conceptual in nature and are provided for general informational and planning purposes only. No property owners have been contacted regarding these concepts, nor should these illustrations be interpreted as proposals or commitments for development. Actual redevelopment will depend on property owner interest, market conditions, and applicable review and approval processes.

01

Introduction

IN THIS CHAPTER

1.1 CRA, City, and Region Overview

1.2 Plan Purpose and Area Definition

This chapter establishes the context for the Kissimmee Vine Street Community Redevelopment Agency (CRA) Plan by outlining the CRA's history, boundaries, and role within the city and the Central Florida region. It highlights the corridor's economic, institutional, and natural assets; regional and local market influences; and key redevelopment challenges, including infrastructure, housing, safety, and economic diversification. The chapter also describes the purpose of the CRA, its governance structure, redevelopment powers, funding mechanisms, and organizational capacity. It concludes with an overview of existing land use patterns, future land use (FLU) designations, zoning regulations, and overlay districts that influence development and redevelopment along the corridor.

1.1
CRA, City, and Region Overview

About the CRA

In 1992, Kissimmee established its Community Redevelopment Agency (CRA) with the creation of the Downtown CRA. Subsequently, the Vine Street CRA was established in 2012. The Vine Street CRA is scheduled to sunset in 2042, while the Downtown CRA will remain in effect until 2053.

The Vine Street CRA, centered along US Highway 192 (Vine Street), serves as a critical corridor in Kissimmee, Florida, connecting residents and visitors to key destinations.

This 5-mile corridor, covering 1,333 acres, is a vibrant mix of commercial, residential, and employment activity, serving as a gateway to the city and nearby attractions.

The CRA is home to 4,968 residents, compared to 84,023 citywide, and supports 8,574 jobs—a significant share of the city's total 30,804 workforce. With 1,273 businesses—31% of the city's total—and 38% focused on commercial activities such as retail and office space, Vine Street plays a vital role in driving economic growth and enhancing the quality of life for the surrounding community.

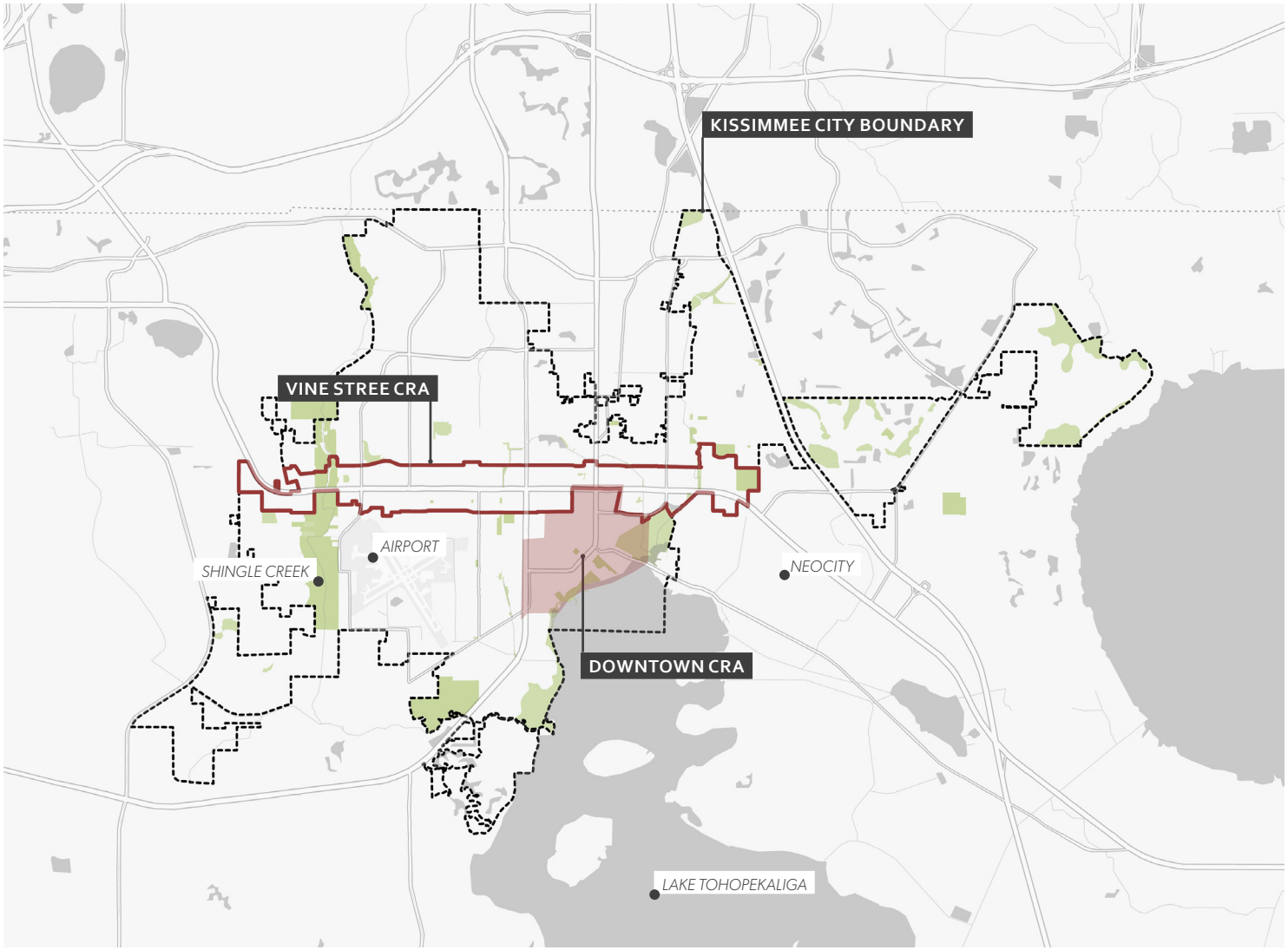


FIGURE 3. VINE STREET CRA LOCATION MAP

31% of business in the City of Kissimmee are located in the Vine Street CRA

EXTENT
5 Miles Long
1,333 Acres

RESIDENTS
CRA: 4,968
CITY: 84,023

EMPLOYMENT
CRA: 8,574
CITY: 3o,804

BUSINESSES
CRA: 1,273
CITY: 4,063

Vine Street CRA Assets

The Vine Street CRA corridor, also known as US 192, is a major commercial asset for Kissimmee and the surrounding region. It offers a blend of local and regional resources that support economic growth, revitalization, and community development. The corridor serves as a vital link for residents, businesses, and visitors while also connecting Kissimmee to major attractions and regional destinations. Below is a list of Vine Street CRA assets; further details of these assets are provided in subsequent sections of this report.

- **Access and Connectivity:** Vine Street's strategic location serves as a central corridor in Kissimmee—enhancing connectivity and accessibility by linking neighborhoods, businesses, and major regional attractions. It also provides critical access to neighboring cities, highways, and regional destinations, further boosting the corridor's potential for growth and development.
- **Natural Resources and Trails:** Shingle Creek, located within the CRA, is a valuable, if somewhat underappreciated, regional asset that contributes to the city's environmental, recreational, and economic vitality. As the headwaters of the Florida Everglades, it plays a critical role in water quality and flood control while offering opportunities for eco-tourism and outdoor activities like kayaking and fishing. Additionally, the Shingle Creek Trail, which spans multiple Central Florida jurisdictions, connects Kissimmee to surrounding areas—promoting eco-tourism and community health while providing enhanced recreational and transportation linkages.
- **Residents and Employment:** The CRA has 4,968 residents, providing a strong foundation for community development and economic opportunities while supporting 8,574 jobs across various industry sectors, including retail, hospitality, and health care.
- **Institutional Facilities:** The Valencia College Osceola Campus is located within the CRA, offering workforce development programs in fields such as technology, health care, and business. The college has a national reputation for supporting both the local and regional workforce.
- **Businesses:** The corridor is home to 1,273 commercial businesses, including retail and professional services that contribute to the local job-generating workforce.
- **Development Potential:** The CRA offers numerous opportunities for infill redevelopment through land acquisition and property preparation, supporting urban renewal and improved infrastructure. The corridor's aging building stock includes several large commercial plazas and hotels.

What Is the Community Saying?

We asked community members what they love about the Vine Street Area—and here's what they shared:





SHINGLE CREEK



ORANGE GARDENS NEIGHBORHOOD



OFFICE BUILDING ON OAK STREET



MOTORCYCLE CLINIC ON VINE STREET



VALENCIA COLLEGE - OSCEOLA CAMPUS



INFILL DEVELOPMENT POTENTIAL

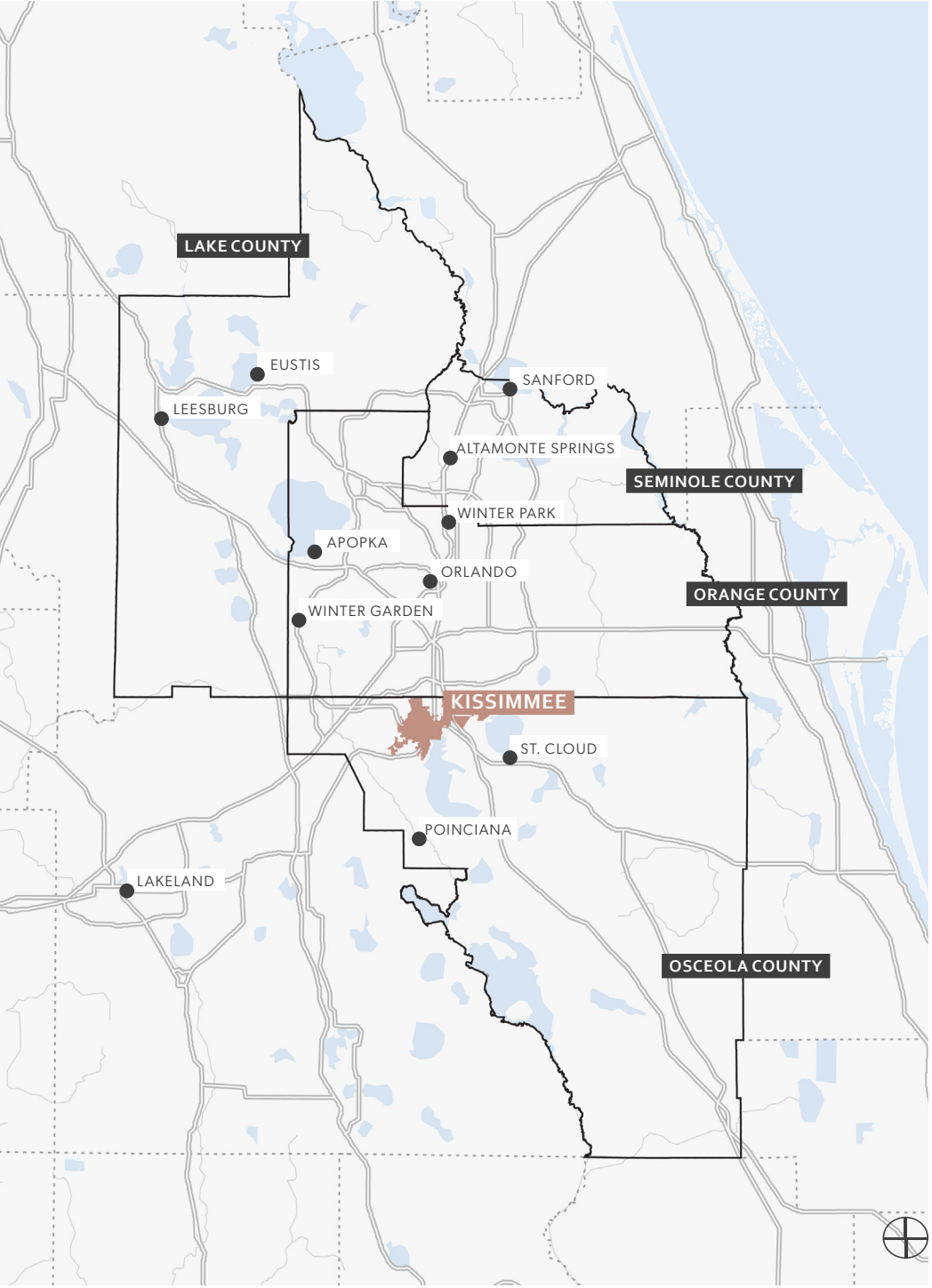


FIGURE 4. REGIONAL MAP

About Kissimmee & Region

Located within Osceola County, Kissimmee is the second-largest city in the Orlando Metropolitan Statistical Area (MSA). Following Orlando in terms of population size, Kissimmee plays a vital role in the region's growth and prosperity. The MSA encompassing Orange, Osceola, Seminole, and Lake Counties is a rapidly growing region known for its diverse economy and innovation hubs. Key industries include advanced manufacturing, aerospace and defense, life sciences, health care, logistics, and digital technologies, as well as a world-class hospitality economy.

Kissimmee's strategic location and diverse assets position it as a dynamic hub within Central Florida, driving growth through its robust tourism sector, well-connected transportation network, and proximity to cutting-edge innovation districts like NeoCity.

Kissimmee Assets and Their Impact on the CRA

Kissimmee's economy and workforce are supported by a diverse mix of sectors that drive both local and regional growth. Many of these economic assets and industries are located in close proximity to the Vine Street CRA, benefiting the area by fostering economic opportunities, attracting investment, and supporting community development. These industries include:

- **Tourism and Hospitality:** As a major gateway to Orlando's theme parks and attractions like Walt Disney World, Universal Orlando, and SeaWorld, Kissimmee's tourism and hospitality sector is one of its largest economic drivers. The city is home to a diverse range of hotels, vacation rentals, restaurants, retail centers, and entertainment destinations that serve a number of visitors each year, which generate significant revenue and employment opportunities.
- **Health Care:** The health care industry, including medical services, hospitals, and professionals, plays a vital role in the local economy. Kissimmee is home to health care facilities like HCA Florida Osceola Health care, and Advent Health Kissimmee, which provide jobs in both clinical and administrative fields.

- **Retail and Commercial Services:** Kissimmee is a commercial hub for both locals and tourists, with a variety of shopping centers, retail stores, and service-based businesses. The retail sector supports a wider range of jobs, from sales to management, and is closely tied to the city's tourism industry.
- **Transportation and Logistics:** With strategic access to major highways (like I-4, Florida's Turnpike, and State Roads 417 and 429) as well as Kissimmee Gateway Airport and the SunRail commuter system, transportation and logistics are significant components of the local economy. The city's proximity to freight routes and the airport provides employment opportunities in warehousing, transportation services, and logistics management.
- **Aviation and Aerospace:** The Kissimmee Gateway Airport supports a growing general aviation industry, including flight training, corporate aviation, and aviation-related maintenance services. This sector contributes both directly and indirectly to the economy through related services.
- **Education:** The educational sector is a vital part of Kissimmee's economic health, with institutions like Valencia College. The Kissimmee campus provides workforce development programs in the high-demand fields of technology, health care, and business.
- **Recreation:** Shingle Creek and Lake Toho are both valuable regional assets for Kissimmee, contributing to the city's environmental, recreational, and economic vitality. Shingle Creek, the headwaters of the Florida Everglades, plays a critical role in water quality and flood control while offering opportunities for eco-tourism and outdoor activities such as kayaking and fishing. Similarly, Lake Toho is a popular destination for boating, fishing, and water sports, enhancing the city's appeal for residents and visitors alike. Together, these natural resources support Kissimmee's sustainability efforts and foster eco-tourism and recreation-based economic growth.



HCA FLORIDA OSCEOLA HOSPITAL ON OAK STREET



KISSIMMEE AIRPORT

City and Area Challenges

Kissimmee encounters several regional challenges in its ongoing economic development efforts, many of which mirror the obstacles faced by the Vine Street area. These challenges include:

- **Traffic Congestion, Safety, and Transportation Infrastructure:** While Kissimmee is well connected by major highways, ongoing traffic congestion—particularly along I-4, Florida's Turnpike, and local roads—remains a challenge. The growing population and influx of tourists place pressure on existing transportation networks, necessitating improvements to manage traffic flow, public transportation, and multimodal access. Additionally, congestion contributes to safety concerns, including a higher likelihood of accidents and delays for emergency response vehicles. Community engagement activities consistently identified traffic and congestion as top concerns within the Vine Street CRA, underscoring the need for targeted mobility and safety improvements.
- **Affordable Housing**: As Kissimmee continues to grow, the demand for affordable housing is increasing, especially for low- and moderate-income residents. The City's proximity to Orlando, where housing costs continue to rise, further contributes to affordability challenges that may impact workforce retention and economic mobility. Findings from the Market Analysis conducted as part of the CRA Plan update indicate a significant need for affordable housing within the Vine Street CRA, where the median household income is approximately $42,396, which slightly lower than that of the City at $46,330, based on 2024 estimates. This underscores the importance of expanding housing options that are attainable to existing residents while supporting economic stability and growth.
- **Unhoused Population:** Kissimmee and the Vine Street CRA face ongoing challenges related to the unhoused population, which is widely recognized as a systemic issue requiring coordinated, long-term solutions. Business owners and residents consistently identify this as one of the area's most pressing concerns. While City staff, service providers, and law enforcement are actively working to address the issue, a comprehensive citywide strategy is recommended to more effectively support unhoused individuals within the CRA and beyond, ensuring coordinated services, improved outreach, and sustainable solutions.
- **Hotels:** Hotels along US 192 face recurring challenges, including security concerns such as drug-related activity and domestic incidents; as well as frequent code enforcement issues related to maintenance and compliance. Some properties are also used for temporary housing due to limited shelter options and the shortage of affordable housing. During engagement activities, hotels were frequently mentioned by stakeholders, City staff, and community members as a broader challenge affecting the Vine Street CRA and corridor—highlighting the need for targeted strategies to improve conditions, safety, and long-term redevelopment potential.
- **Workforce Development and Skill Gaps:** While Kissimmee has educational institutions, such as Valencia College, located in the Vine Street CRA, there is a need for more targeted workforce development initiatives to match the evolving needs of growing sectors like health care, technology, and advanced manufacturing. Addressing skill gaps and providing training programs aligned with industry needs is critical for long-term economic growth.
- **Tourism Dependency:** Kissimmee's economy is highly dependent on tourism, especially with its proximity to major theme parks and attractions. The reliance on the lower-wage hospitality industry, and tourism's continued extraordinary growth, has created an imbalance in wage-earning opportunities.
- **Economic Diversification:** While tourism and hospitality remain major economic drivers, Kissimmee and the Vine Street CRA face the ongoing challenge of diversifying the local economy. The CRA is currently dominated by retail uses, which could benefit from the introduction of complementary industries. Given its proximity to the Kissimmee Gateway Airport and NeoCity, there is a strong opportunity to attract airport-support services, technology, and innovation-based industries. Expanding into these sectors can help create higher-wage jobs, strengthen economic resilience, and reduce the area's reliance on tourism.



AERIAL VIEW OF LISBON HOTEL AND FLEA MARKET

WHAT IS A CRA PLAN?

Every Community Redevelopment Agency (CRA) is tasked with formulating and executing a tailored CRA Plan designed to address the distinct needs of the designated area. This Plan should articulate overarching objectives for the region and define specific project types. Importantly, the CRA Plan is a dynamic document that should be regularly updated to align with the evolving requirements within the CRA environment.

SOURCE: FLORIDA REDEVELOPMENT ASSOCIATION (FRA)

1.2
Plan Purpose and Area Definition

CRA Plan Purpose

The Vine Street CRA was established with the aim of revitalizing and rejuvenating Kissimmee through collaborative public-private partnerships. Operating as a dependent special district, the CRA allocates any future increases in property values to a Trust Fund dedicated to supporting economic development and redevelopment initiatives within the designated area.

The CRA will strive to achieve:

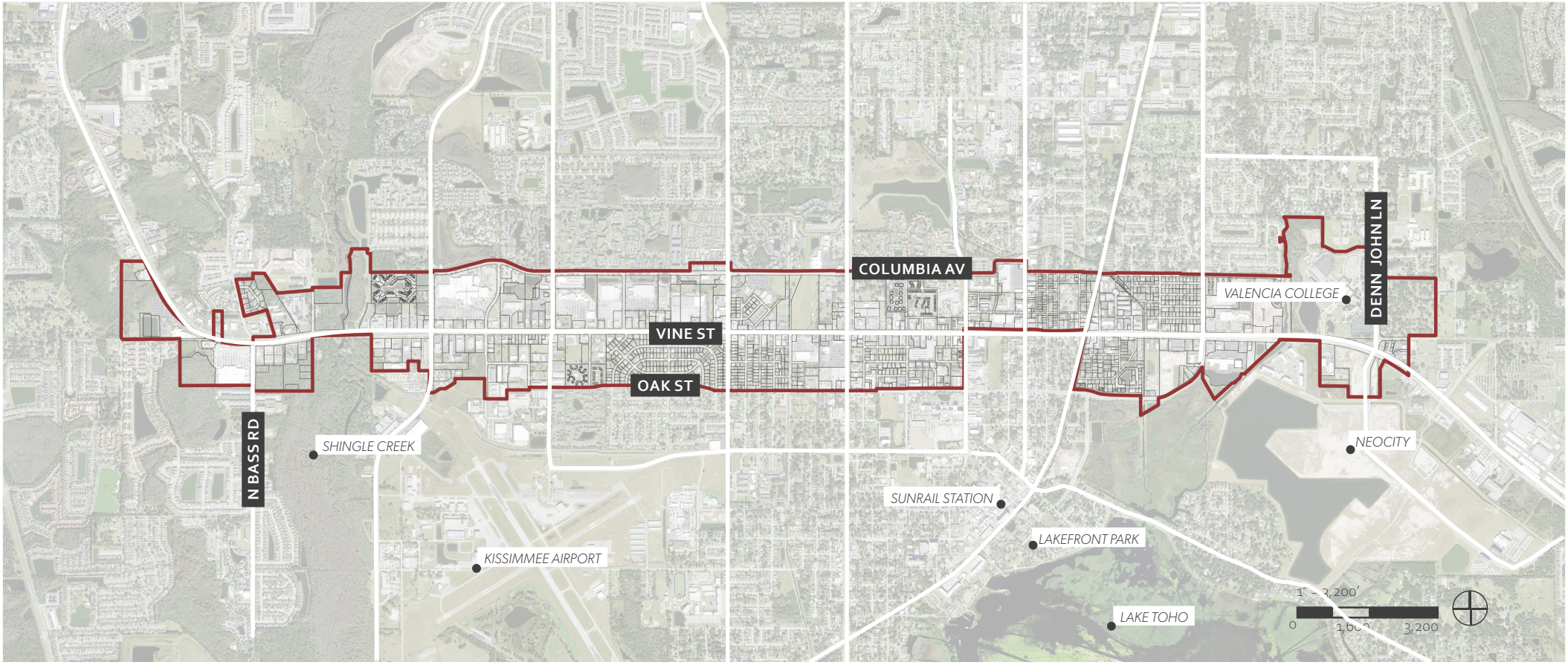
In 2012, when the CRA was created, and the Plan was adopted, the Vine Street CRA Trust Fund was established as a repository for the increment revenue-funding mechanism designed to support its revitalization. Known as Tax Increment Funds (TIF), the increment revenues are generated as a result of the increase in property tax revenue (i.e., "the increment") resulting from rising property values within the CRA boundaries after the initial 2012 base year. The increment from the Trust Fund can only be reinvested in the CRA. Eligible expenditures include the following:

- **Operations:** Funds support the CRA's administration and operations, including planning, community engagement, and project implementation.
- **Projects:** The financing of streetscapes, infrastructure upgrades, affordable housing, parks, and public spaces to enhance the area's appeal and functionality.
- **Blight:** The TIF helps address conditions of slum and blight, aiming to improve economic activity and quality of life in distressed areas.
- **Infill Redevelopment:** TIF monies are used for land or property acquisition and preparation—facilitating infill redevelopment to optimize land use and attract private investment.
- **Economic Growth:** Funds are used to attract businesses, create jobs, and diversify the economic base.

Defining the Area

Vine Street CRA is a 5-mile-long corridor spanning 1,333 acres from N. Bass Road to the west to Denn John Lane to the east. It extends 0.25 mile of Vine Street (US 192) on the north to Columbia Avenue and on the south to Oak Street.

FIGURE 5. VINE STREET CRA BOUNDARY MAP



Vine Street CRA Boundary & Proposed Sub-Areas

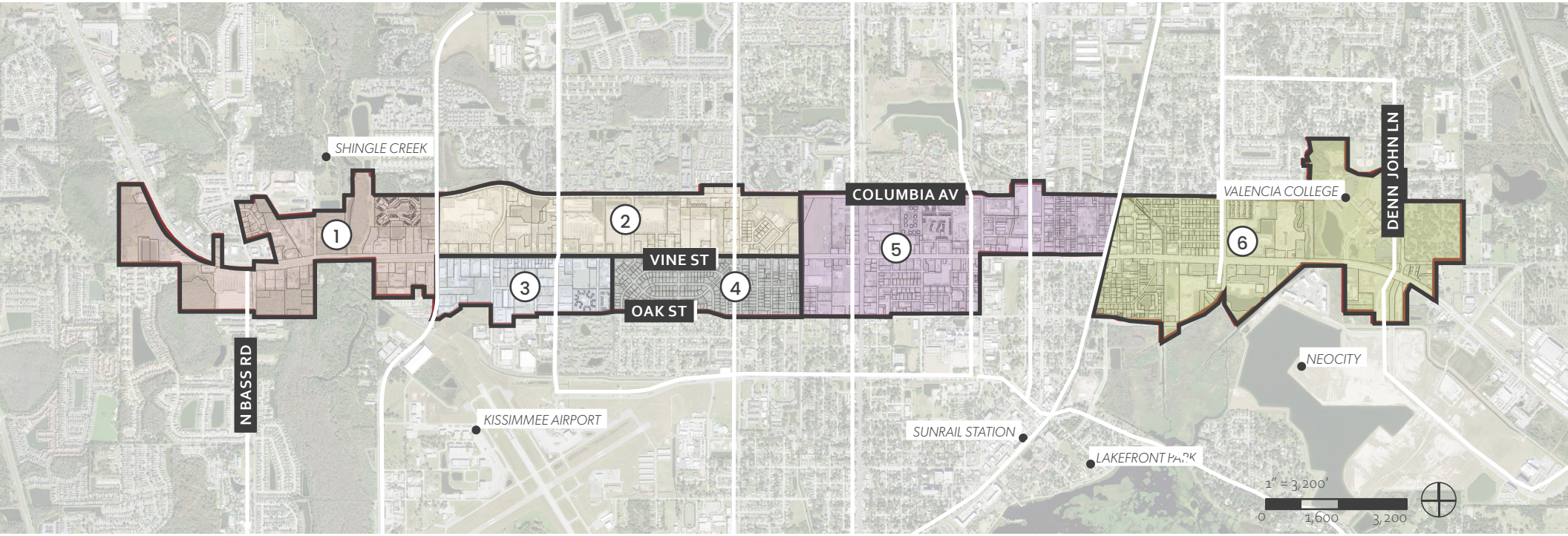
Given the diverse physical and developmental characteristics along the corridor, the 2012 Plan subdivided the CRA into 17 hubs. The first step during this CRA Plan update was to consolidate these hubs into six sub-areas, shown in the map below.

All of the community engagement, market analysis, and assessment efforts were created based on this six proposed sub-areas.

SUB-AREAS

1. *SHINGLE CREEK*
2. *NOVI*
3. *GATEWAY*
4. *ORANGE GARDENS*
5. *MIXED-USE | MEDICAL*
6. *NEOVINE*

FIGURE 6. VINE STREET CRA SUB-AREAS MAP



1. SHINGLE CREEK

Shingle Creek is a sub-area situated west of the Vine Street CRA. This area is notable for hotels and the scenic Shingle Creek itself.



SHINGLE CREEK

2. NOVI

NOVI, or North of Vine Street sub-area, is notable for the location of large commercial plazas, including Plaza del Sol and the former Kmart site.



FORMER KMART PLAZA

3. GATEWAY

The Gateway sub-area is located north of the Kissimmee Airport and is one of the areas with a mix of commercial, industrial, and residential uses.



VINE STREET AND DYER BLVD

4. ORANGE GARDENS

Orange Gardens is a residential neighborhood south of Vine Street. This sub-area will continue as a charming residential area celebrating its unique mid-century housing stock and network of connected streets.



ORANGE GARDENS BIRD'S EYE VIEW

5. MIXED-USE | MEDICAL

The Mixed-Use Medical sub-area, located closest to Downtown, largely falls within the city's medical district overlay.



OFFICE BUILDING ON OAK STREET

6. NEOVINE

NeoVine is located at the eastern end of the Vine Street CRA and is home to Valencia College.



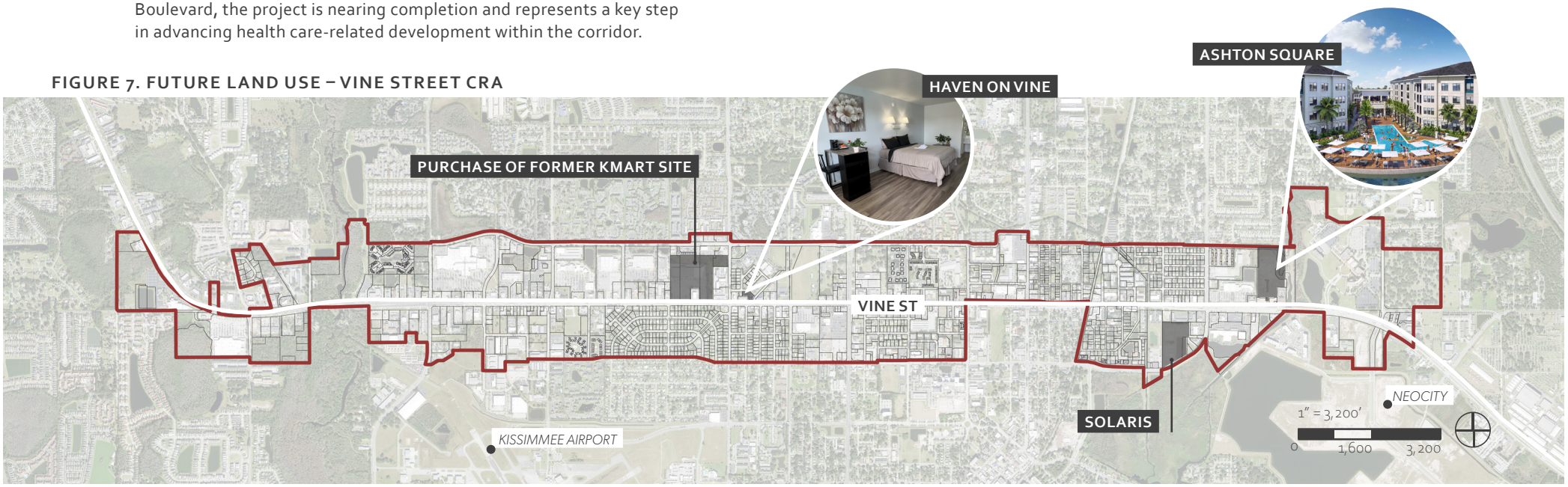
VALENCIA COLLEGE

Area Accomplishments

From 2012 to 2025, the Vine Street CRA has achieved several accomplishments, including:

- **Haven on the Vine:** In June 2023, the City began transforming the former Super8 Motel on West Vine Street into "Haven on the Vine," an affordable housing complex. With 123 units, the project addresses housing shortages by revitalizing underutilized properties.
- **Pioneer Project Incentive Grants (CRA)**
  - In 2023, the Vine Street CRA awarded a grant to TRJ. 4030 Kissimmee, LLC, for the renovation and development of a mixed-use project—demonstrating a commitment to stimulating economic growth in the area.
  - Another notable project is the Kissimmee Professional Plaza, which involves the redevelopment of a former theater into a two-story, state-of-the-art medical office building. Located at 1821 N. Armstrong Boulevard, the project is nearing completion and represents a key step in advancing health care-related development within the corridor.
- **New Development**
  - Ashton Square: 287 unit apartment development
  - Solaris: 256-unit apartment and townhome community
- **Land Acquisition**
  - Former Kmart Site Purchase: The CRA purchased the former Kmart site, a key property for future redevelopment that will contribute to revitalization efforts and provide opportunities for mixed-use development.
- **Partnership with Orlando Economic Partnership (OEP):** The City partnered with OEP to attract larger businesses to Vine Street. OEP conducted a year-long market analysis to identify economic opportunities and challenges, providing recommendations to guide future development.
- **FDOT Landscape Grant**

FIGURE 7. FUTURE LAND USE – VINE STREET CRA



Organizational Capacity

The current (2026) administrative structure for Kissimmee's Downtown and Vine Street CRAs consists of a three-person staff responsible for both the day-to-day operations and the longer-range implementation processes. In Downtown, the staff has the added responsibilities of administering its Main Street Program. These responsibilities are augmented on an as-needed basis, with the respective support of Planning, Public Works, Police, and Parks & Recreation Departments, among others. However economical this arrangement may be as a budgetary initiative, it may be sacrificing the ability to allocate resources in a timely manner, along with limiting the capacity to implement projects and programs identified in the respective CRA Plans more effectively.

Without unduly impacting the current Vine Street budgetary administrative overhead, a revised administrative structure is recommended. This modification should facilitate added external capacity, increased transparency, expanded community involvement, and strengthened advocacy for the CRA implementation efforts. The advocacy potential should pay dividends in leveraging more resources to support the CRA's goals and objectives.

The specific recommendation for the Vine Street CRA is to establish a Vine Street Advisory Board made up of property owners, business owners, employees, and others with vested interest in the corridor. This Advisory Board would include seven to nine members appointed by the City Commission who would meet on a regular basis to provide input and direction to staff in support of the CRA Plan. This entity would serve in an advisory capacity only—as an additional resource to address recommendations made to the CRA (i.e., City Commissioners serving in their CRA capacity) for any formal action.

Once the CRA Plan update is complete, the CRA Advisory Board would engage vested stakeholders, encouraging them to contribute their time, talent, and resources toward achieving the goals and objectives outlined in the update. The updated CRA Plan will address the following priorities identified through the public engagement process:

- Overall corridor safety and security
- Corridor appearance
- Development regulatory compliance
- Branding
- Public art
- Grant promotion
- Advocacy for support from other community institutions: Kissimmee/ Osceola & Hispanic Chambers, School Board, Valencia College, Habitat for Humanity, etc.
- Assist staff in identifying other resource leveraging opportunities

From an internal perspective, it is recommended that a staff member from each of the various departments—Planning, Housing and Community Development, Police, Public Works, Parks & Recreation—be assigned to the Advisory Board meetings to provide input as needed on agenda projects and programs. This should provide timely discussions on issues that impact the respective departments for a more seamless process of cooperation, coordination, and resource allocation.

Redevelopment Powers

The Vine Street Community Redevelopment Agency (CRA) was established by City Commission Resolution Documentary #12-064R on June 11, 2012, in accordance with Section 163.356, Florida Statutes. This resolution granted the CRA the authority to exercise all powers outlined in Chapter 163, Part III, necessary to implement and advance the goals of the Vine Street CRA Plan.

Governing Body

The Vine Street CRA is governed by the Kissimmee City Commission, which serves as the CRA Board in accordance with Florida Statutes Chapter 163, Part III. This dual role ensures alignment between citywide policies and redevelopment goals within the CRA.

CRA Board Composition

The CRA Board is composed of the five members of the Kissimmee City Commission, including the Mayor.

As the governing body of the CRA, the Board is responsible for:

- Approving and amending the CRA Plan
- Authorizing redevelopment projects and programs
- Overseeing the use of Tax Increment Financing revenues
- Ensuring compliance with state statutes and local redevelopment goals

The CRA operates with support from city staff and may also engage consultants, advisory committees, or community stakeholders to guide planning, implementation, and public engagement efforts.

Plan Duration

The projects, initiatives, and programs outlined in the CRA Plan are funded through Tax Increment Financing (TIF) revenues and must be implemented within 30 years of the CRA's establishment in 2012. This requirement sets a definitive deadline for completing all TIF-funded redevelopment activities by 2042.

Plan Modification

The Vine Street CRA Plan may be modified in accordance with Section 163.361, Florida Statutes, which governs amendments to CRA Plans. If the CRA determines a modification is necessary, it will submit a recommendation to the City Commission. Amendments may include changes to the CRA's boundaries—either adding or removing land—or the incorporation of new initiatives, such as community policing strategies. Since its creation in 2012, the CRA Plan has been updated once in 2026. This update reflects the CRA's ongoing commitment to adapt to evolving community needs, development opportunities, and strategic priorities.

Trust Fund

In accordance with Section 163.387, Florida Statutes, a Redevelopment Trust Fund may be established following the approval of a CRA Plan. This fund is created by ordinance and is essential for the CRA to receive and spend Tax Increment Financing (TIF) revenues. These funds are used exclusively to finance or refinance redevelopment activities outlined in the approved CRA Plan. The annual contribution to the trust fund is based on the incremental increase in ad valorem tax revenues generated within the CRA.

TIF Background and Revenue Projections

In 2024, the Vine Street CRA had a total taxable value of nearly $712.4 million, with approximately $3,044,800 realized as TIF revenues to the Redevelopment Trust Fund. Over the past 10-year period from 2015 to 2024, the Vine Street CRA experienced a Compound Annual Growth Rate (CAGR) of 6.9% in total taxable value and collected approximately $10,209,700 in TIF revenues.

In 2025, the initial year of projections, the Vine Street CRA is estimated to have a total taxable value of nearly $739.1 million, which equates to about $3.3 million realized as TIF revenues. From 2025 through the current sunset date in 2042, the Vine Street CRA is projected to generate between $96.2 million and $111.6 million in TIF revenues, which equates to an annual average of roughly $5.3 million to $6.2 million. During this same projection period, the Vine Street CRA is projected to experience a CAGR of 3.0% in total taxable value through 2042. This rate of annual growth is consistent with what the Vine Street CRA has historically been realizing in TIF revenue growth since its adoption.

TABLE 1. TAX INCREMENT REVENUES (2025–2042), MODERATE PROJECTION SCENARIO

FY Year	Total Taxable Value	Total Increment Value less Base Year[1]	City Contribution at 95%[2]	County Contribution at 70%[2,3]	Total Annual Tax Increment
2025	$739,101,100	$361,900,200	$1,590,200	$1,697,300	$3,287,500
2026	$766,346,500	$389,145,600	$1,709,900	$1,825,100	$3,535,000
2027	$794,136,700	$416,935,800	$1,832,000	$1,955,400	$3,787,400
2028	$822,482,700	$445,281,800	$1,956,600	$2,088,400	$4,045,000
2029	$851,395,800	$474,194,900	$2,083,600	$2,224,000	$4,307,600
2030	$880,887,000	$503,686,100	$2,213,200	$2,362,300	$4,575,500
2031	$910,968,000	$533,767,100	$2,345,400	$2,503,400	$4,848,800
2032	$941,650,600	$564,449,700	$2,480,200	$2,647,300	$5,127,500
2033	$972,947,100	$595,746,200	$2,617,700	$2,794,000	$5,411,700
2034	$1,004,869,400	$627,668,500	$2,758,000	$2,943,800	$5,701,800
2035	$1,037,430,100	$660,229,200	$2,901,100	$3,096,500	$5,997,600
2036	$1,070,642,100	$693,441,200	$3,047,000	$3,252,200	$6,299,200
2037	$1,104,519,200	$727,318,300	$3,195,900	$3,411,100	$6,607,000
2038	$1,139,072,700	$761,871,800	$3,347,700	$3,573,200	$6,920,900
2039	$1,174,318,300	$797,117,400	$3,502,600	$3,738,500	$7,241,100
2040	$1,204,195,800	$826,994,900	$3,633,800	$3,878,600	$7,512,400
2041	$1,234,670,800	$857,469,900	$3,767,800	$4,021,500	$7,789,300
2042[4]	$1,265,755,300	$888,554,400	$3,904,300	$4,167,300	$8,071,600
		Total	**$48,887,000**	**$52,179,900**	**$101,066,900**

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS. NOTES: REPRESENTS THE MODERATE SCENARIO. TOTALS MAY NOT ADD DUE TO ROUNDING. (1) ASSUMES 2012 BASE YEAR OF $377,200,930. (2) APPLIES MILLAGE RATE OF 4.6253 FOR THE CITY AND 6.7000 FOR THE COUNTY. (3) 70% PARTICIPATION RATE PER INTERLOCAL AGREEMENT (RESOLUTION #12-064R). (4) THE AGENCY'S CURRENT SUNSET DATE, 2042.

02

Background

IN THIS CHAPTER

2.1 Existing Land Uses

2.2 Future Land Uses, Zoning Regulations, and Overlays

2.3 Comfort and Appearance

2.4 Access and Connectivity

2.5 Parcel Characteristics

This chapter provides an overview of existing conditions within the Vine Street CRA, which helped inform the Plan vision, guiding principles, and recommended actions. The analysis includes an inventory of land uses—highlighting sub-area trends and the role of hotels and commercial plazas as both challenges and redevelopment opportunities. It also summarizes the regulatory framework, including a mix of Euclidean zoning, Form-Based code, and FLU designations centered on Mixed-Use along Vine Street. Community-identified priorities, such as safety, comfort, and corridor appearance, are emphasized alongside key issues related to crime, code enforcement, and pedestrian conditions. In addition, this chapter addresses access and connectivity through major roadways and transit systems and evaluates parcel characteristics—such as vacancy, size, and building age—to identify strategic redevelopment opportunities that support the corridor's long-term vision.

2.1
Existing Land Uses

This section offers a comprehensive overview and inventory of the existing land uses within the city and the Vine Street CRA. For the CRA, detailed breakdowns of land uses are provided by sub-areas, highlighting the percentage per use. Additionally, this section includes an overview of the hotels and commercial plazas within the CRA—discussing their current challenges and potential opportunities for redevelopment and improvement.

Citywide Existing Land Use

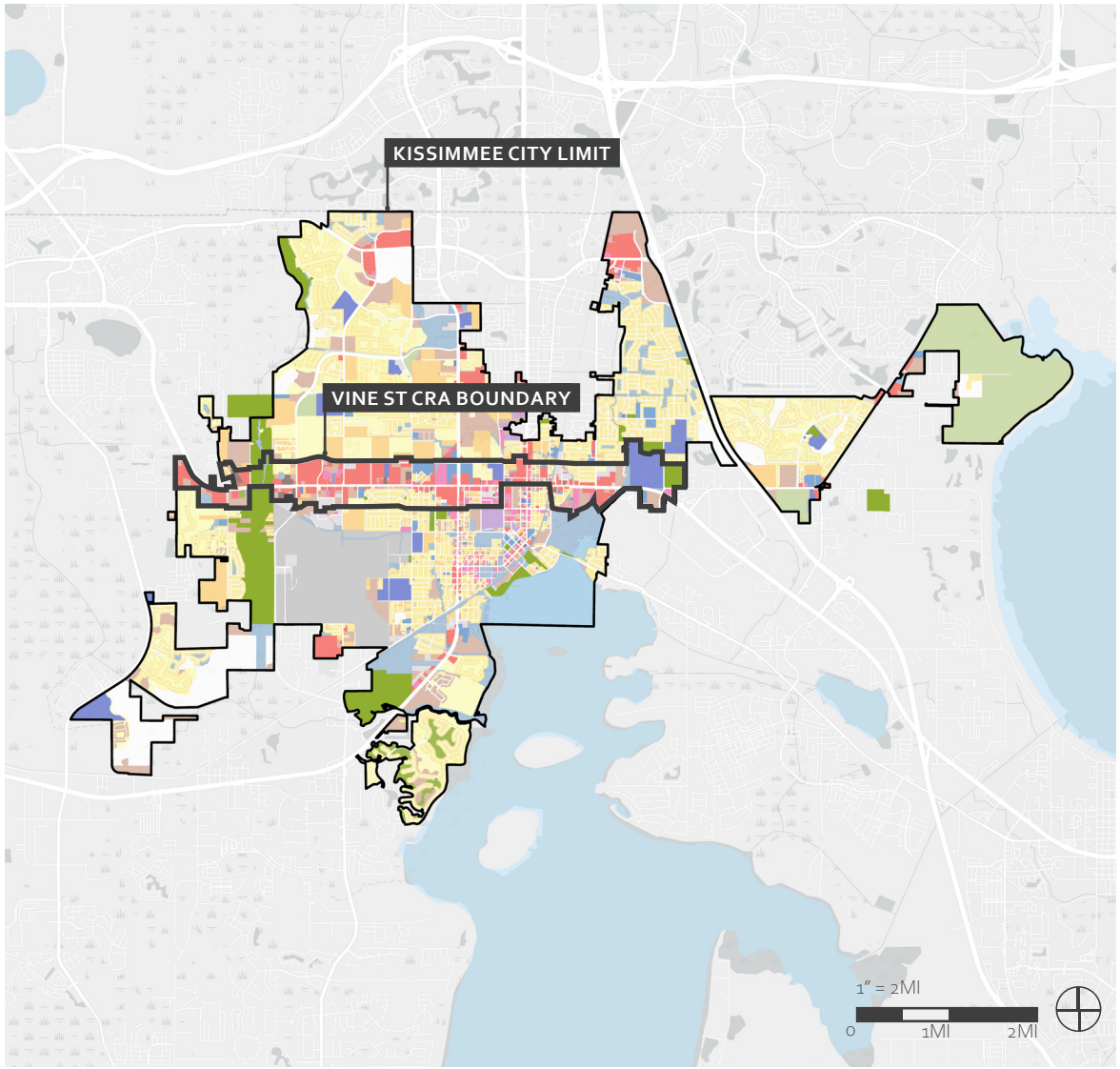
The predominant existing land uses across the city are multi-family residential and single-family residential, which together account for 42% of the total land area. This is followed by governmental uses, which make up 19.6% of the land, including large, vacant municipal properties and parks that are not designated as open space. Vacant land constitutes nearly 10% of the city's total land area, while commercial uses, primarily located along the Vine Street corridor, account for approximately 6%.

LEGEND

MULTI-FAMILY RESIDENTIAL	21%
SINGLE-FAMILY RESIDENTIAL	20.4%
GOVERNMENTAL*	19.6%
VACANT	9.6%
AGRICULTURAL	7.3%
COMMERCIAL	5.8%
UNDEFINED	5.8%
SCHOOLS	3.2%
OFFICE	1.9%
INDUSTRIAL	1.7%
OPEN SPACE	1.4%
CHURCHES/CLUBS	1.3%
HOSPITALS	0.5%
STREETS/MISC.	0.3%
HOTEL	0.2%

*INCLUDES LARGE, VACANT MUNICIPAL LANDS OR PARKS NOT CONSIDERED OPEN SPACE AND SYMBOLIZED

FIGURE 8. CITYWIDE EXISTING LAND USE



Vine Street CRA Existing Land Use Map

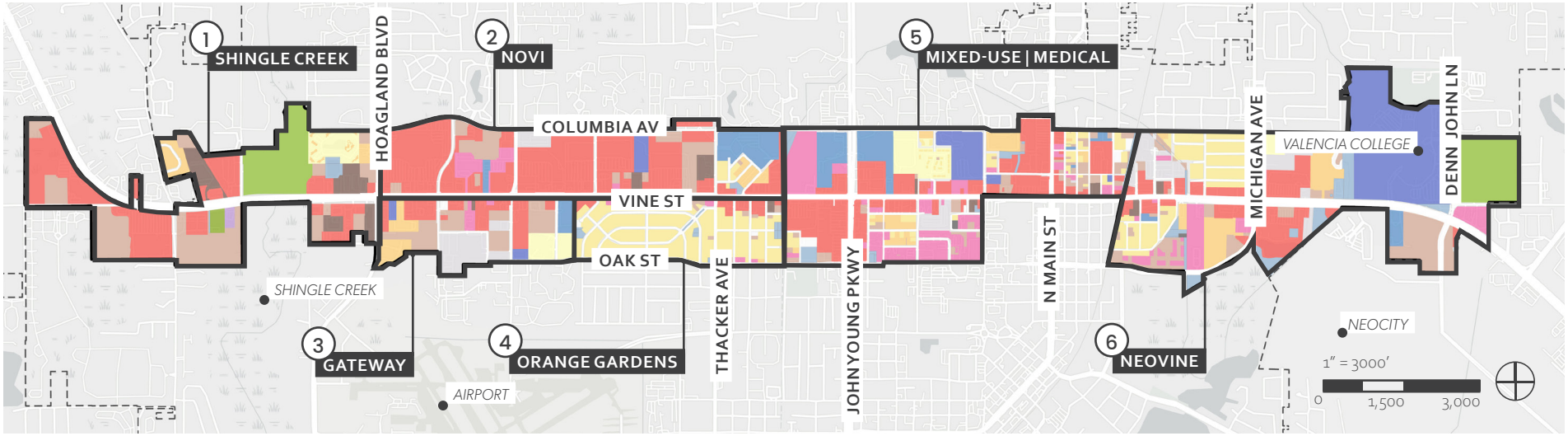
The top six existing land uses within the Vine Street CRA are as follows: commercial uses make up the largest share at 29.8%, followed by vacant land, which accounts for 11.3% of the area. Multi-family residential properties represent 9.9%, while schools occupy 9.1% of the land. Single-family residential areas make up 9%, and Office spaces contribute 8%. These land use patterns reflect the corridor's mix of commercial activity, residential spaces, and institutional uses, alongside a significant amount of vacant land that presents potential for future development. This diversity in land uses offers opportunities for balanced growth and targeted revitalization efforts in the CRA.

The top four predominant land uses in the CRA are commercial (30%), vacant (11%), multi-family (10%), and schools (9%)

LEGEND

COMMERCIAL	29.8%
MULTI-FAMILY RESIDENTIAL	11.5%
VACANT	9.6%
SCHOOLS	9.1%
SINGLE-FAMILY RESIDENTIAL	9%
OFFICE	8%
OPEN SPACE & NATURAL AREAS	5.7%
GOVERNMENTAL	3.7%
INDUSTRIAL	3.9%
CHURCHES/CLUBS	3.9%
UNDEFINED	2.9%
HOTEL	2.3%

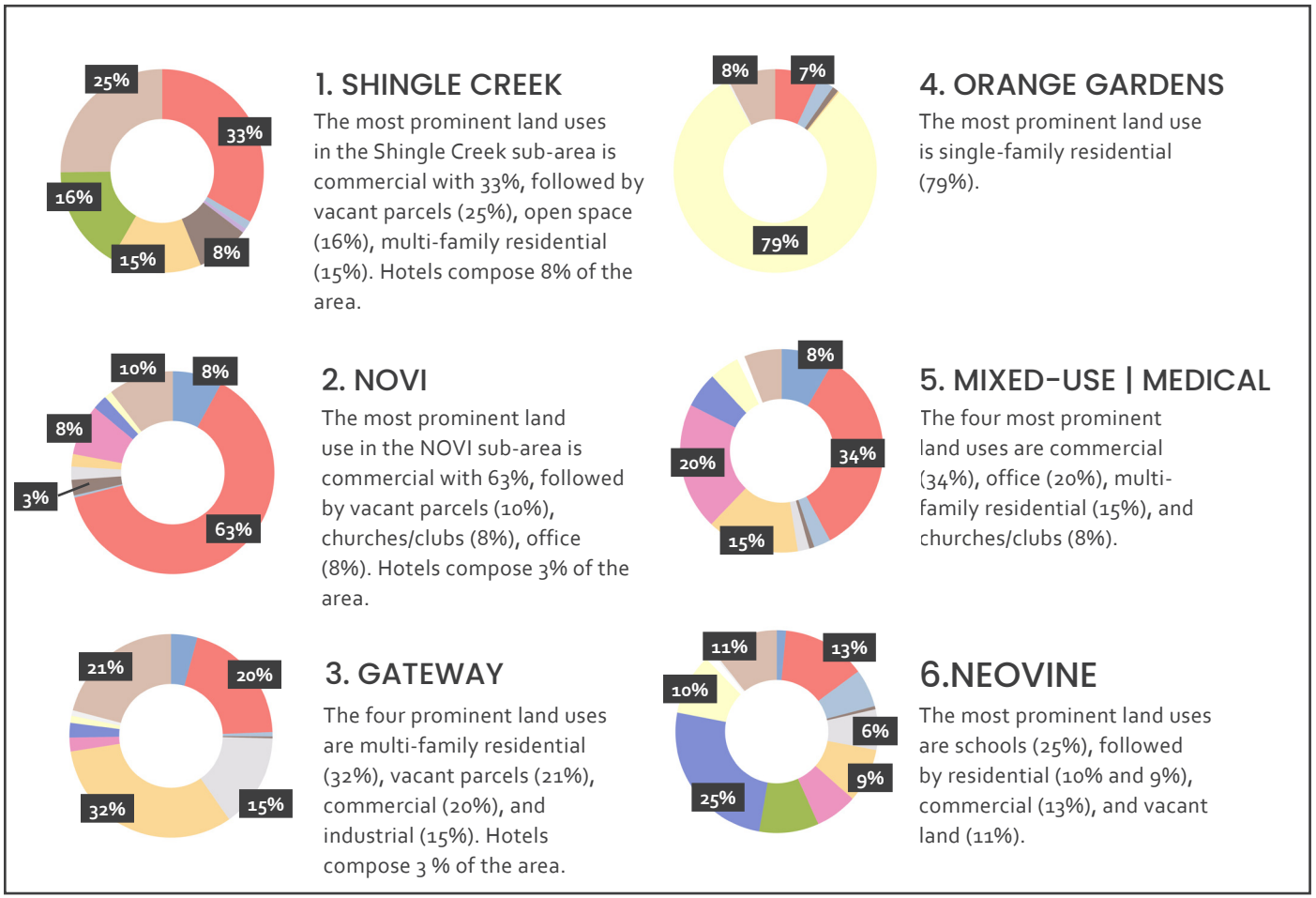
FIGURE 9. VINE STREET CRA EXISTING LAND USE MAP



SOURCE: OSCEOLA COUNTY PROPERTY APPRAISER AND DEPARTMENT OF REVENUE (DOR)

The graphs below provide a breakdown of the existing land uses by sub-areas, along with the most prominent uses.

FIGURE 10. VINE STREET CRA SUB-AREAS EXISTING LAND USE GRAPHS



SOURCE: OSCEOLA COUNTY PROPERTY APPRAISER AND DEPARTMENT OF REVENUE (DOR)

- The sub-areas with the highest concentration of **commercial uses** are NOVI (63%), mixed-use medical (34%), and Shingle Creek (33%). Commercial uses include hotels.
- The sub-areas with the highest concentration of **residential uses** are Orange Gardens (79%) and Gateway (33%).
- The sub-areas with the highest concentration of **Industrial uses** are Gateway (15%) and NeoVine (6%).
- The sub-areas with the highest concentration of **vacant parcels** are Shingle Creek (25%), Gateway (21%), NeoVine (11%), and NOVI (10%).
- The sub-areas with the highest concentration of **hotels uses** are Shingle Creek (8%) and NOVI (8%).

LEGEND

- SINGLE-FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMERCIAL
- OFFICE
- HOTEL
- SCHOOLS
- CHURCHES/CLUBS
- GOVERNMENTAL
- INDUSTRIAL
- VACANT

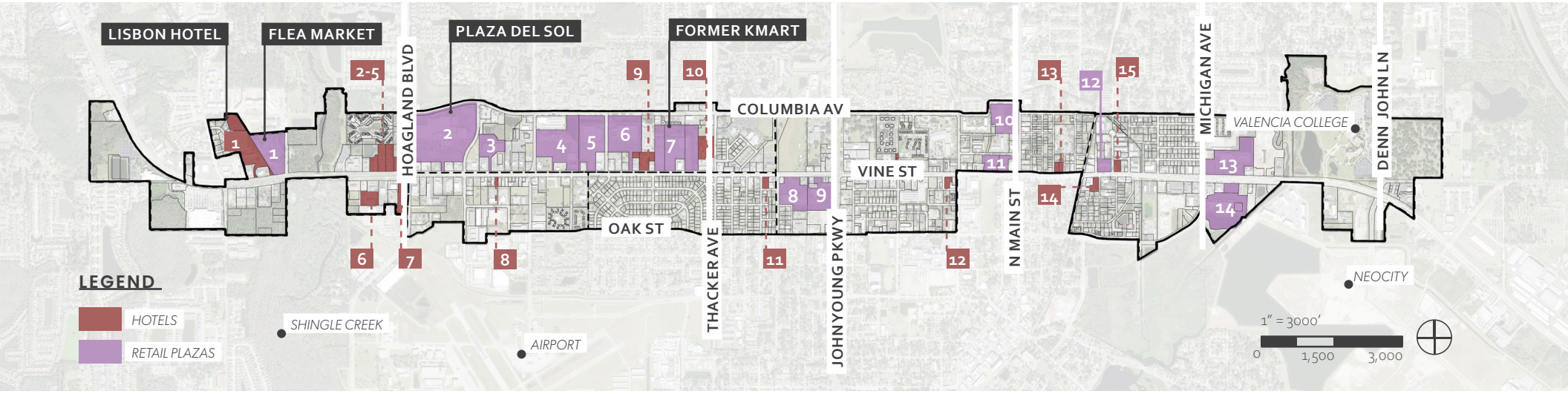
Hotels and Commercial Plazas

The Vine Street CRA has a significant number of hotels and shopping plazas. These sites can function as economic catalysts, but some of these properties, mainly the hotels, are the source of the most of the police calls and code enforcement violations. Most of these hotels and plazas were constructed before 1990, indicating that they are aging structures likely in need of modernization and improvements. Therefore, this could be a sign that these properties need improvements or redevelopment.

The CRA had a total of **17 hotel sites** and, as of YTD 2024 estimates, 1,314 hotel rooms—composing 88% of the total hotel rooms within the city.

The CRA also comprises 14 shopping plazas, of which the majority were built before 1990.

FIGURE 11. VINE STREET CRA HOTELS AND RETAIL PLAZAS MAP







1. The Lisbon Hotel

ADDRESS:4311 W Vine St #192
PARCEL ACREAGE: 7.53 Ac
BUILDINGS SF: 81,897 SF
NUMBER OF ROOMS: 170

2.2
Future Land Use, Zoning Regulations, and Overlays

This section provides an overview of the zoning, future land use (FLU), and standards regulations affecting the Vine Street CRA's development.

The current zoning in the CRA is a blend of Euclidean zoning and form-based code. The FLU revolves around low density residential and mixed-use. Vine Street primarily falls under the Mixed-Use – Vine Street designation.

This section aims to provide an overview of all the regulations shaping the community's present and future. A more in-depth analysis will be completed throughout the master planning process; however, this section includes initial recommendations of possible changes to be made to streamline the regulatory process.

Vine Street CRA Future Land Use

The Vine Street CRA future land use (FLU) is predominately mixed-use, with Vine Street at 86.9%. This designation places emphasis on infill development, redevelopment, and transit-oriented design. The Comprehensive Plan has established the mix of uses to be 0%–15% residential and 85%–100% nonresidential—allowing a maximum project density and intensity of up to 40 dwelling units per acre and a floor area ratio (FAR) of 5.0. The corridor is anchored on either end with large recreation-designated areas.

DISCLAIMER: The Future Land Use Map shown in this 2026 CRA Plan was current at the time of adoption. The City anticipates future updates to land use classifications and nomenclature; therefore, users should consult the most recently adopted Future Land Use Map and Comprehensive Plan for current designations.

86.9% of the Vine Street CRA falls within the mixed-use FLU category.

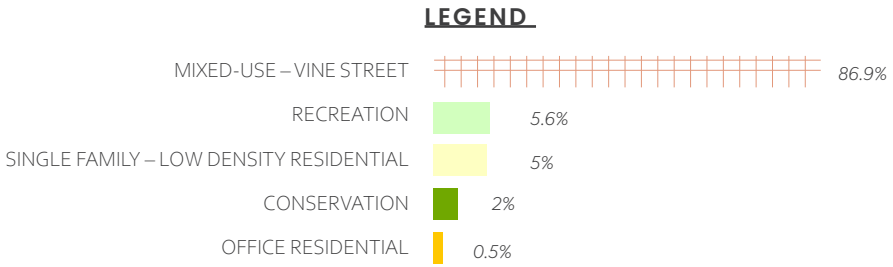
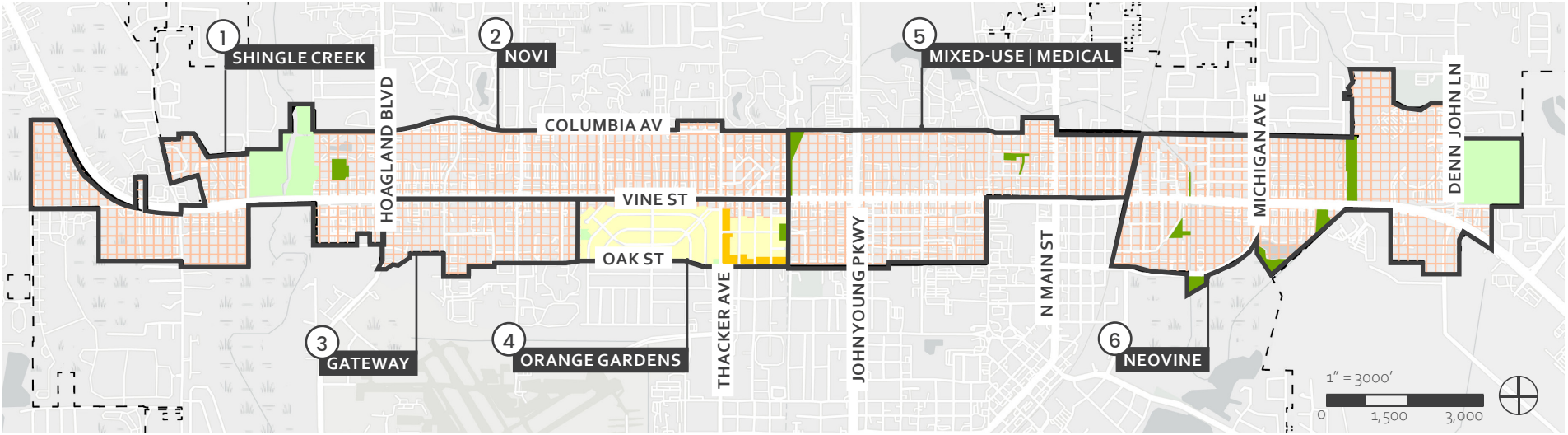


FIGURE 12. VINE STREET CRA FUTURE LAND USE (2025)



SOURCE: CITY OF KISSIMMEE (2025)

53% of the CRA is zoned Mixed-Use Urban Core

Vine Street CRA Zoning

The zoning within the Vine Street CRA is governed by a mix of form-based code, covering 70% of the CRA, and traditional Euclidean zoning, covering 30%—encompassing a total of 12 distinct zoning categories.

The form-based code regulations aim to: 1) Promote transit-oriented design; 2) Encourage infill development; 3) Facilitate lot aggregation; and 4) Foster redevelopment on underutilized sites. The form-based code categories within the CRA include T5, T4, and T1. The T5 mixed-use urban core zone accounts for over half of the CRA land, followed by the Euclidean zoning special district (12%), and the mixed-use planned unit development (11%).

The numerous zoning categories add a level of complexity that can hinder redevelopment efforts and discourage investment. Residents and business owners may be confused about what is permissible in their area, leading to potential violations.

LEGEND

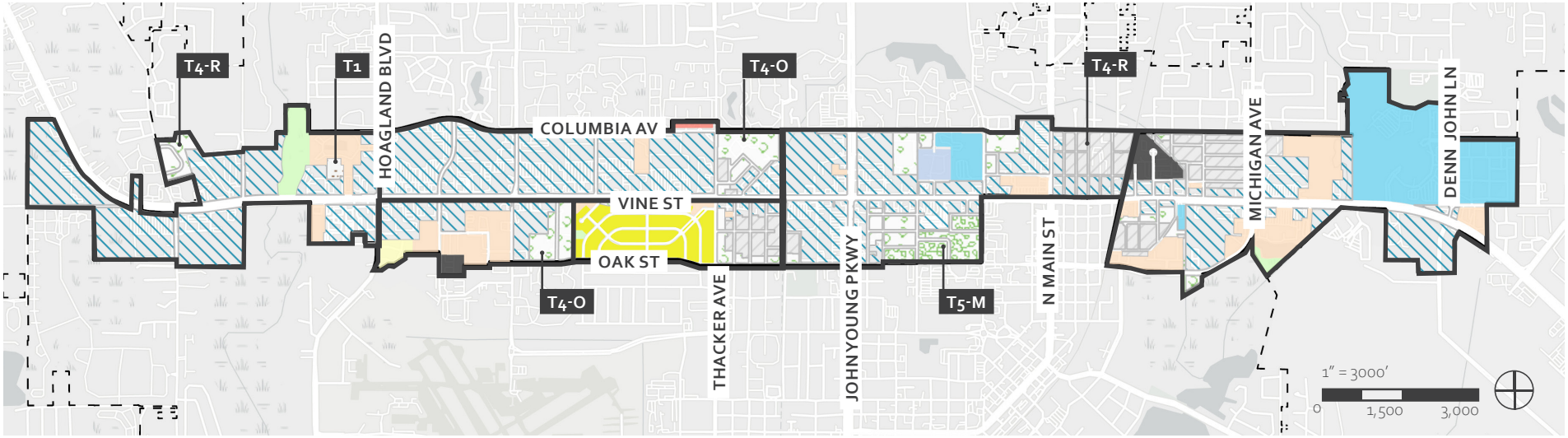
Form-Based Code Categories

T5-U (MIXED-USE URBAN CORE)	53%
T4-O (NEIGHBORHOOD OPEN)	7.2%
T4-R (NEIGHBORHOOD RESTRICTED)	6.6%
T5-M (MIXED-USE CENTER)	1.9%
T1 (NATURAL)	0.2%

Euclidean Zoning Categories

SD (SPECIAL DISTRICT)	11.9%
MUPUD (MIXED-USE PLANNED UNIT DEVELOPMENT)	10.8%
RA-2 (SINGLE FAMILY RESIDENTIAL)	3.7%
OS (OPEN SPACE)	1.7%
IB (INDUSTRIAL BUSINESS)	1.4%
SRPUD (SHORT TERM RENTAL PLANNED UNIT DEVELOPMENT)	0.7%
RPUD (RESIDENTIAL PLANNED UNIT DEVELOPMENT)	0.5%
B-2 (NEIGHBORHOOD COMMERCIAL)	0.2%

FIGURE 13. ZONING - VINE STREET CRA

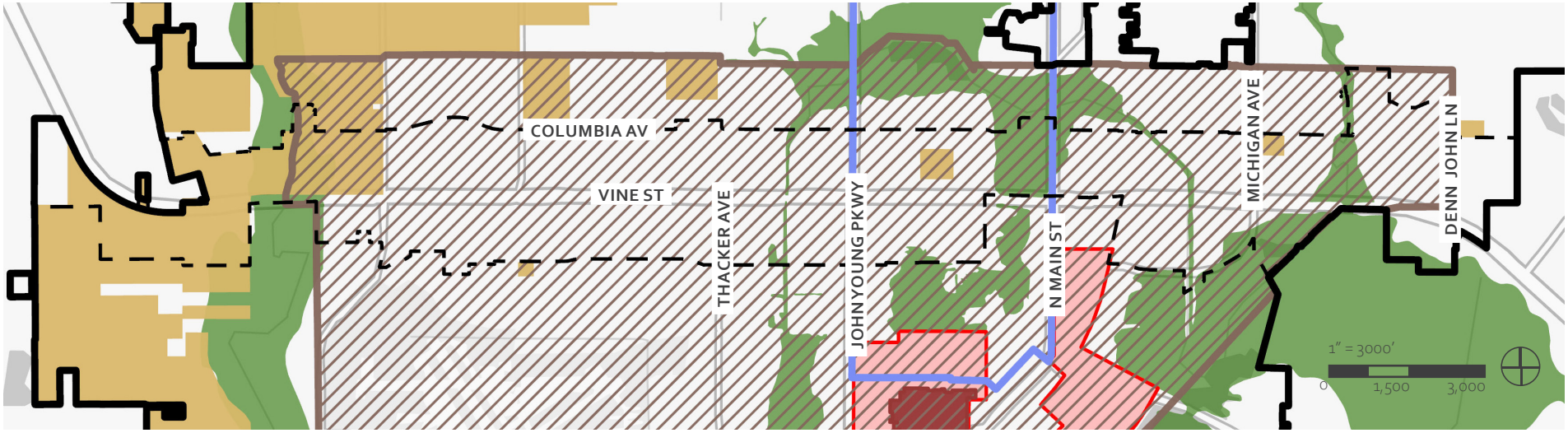


SOURCE: CITY OF KISSIMMEE

Overlays

Several overlay districts apply within and around the Vine Street CRA. Within the CRA, the primary overlays include the Multimodal Transportation Overlay (MTO), Conservation Overlay (CO), Short Term Rental Overlay (STO), and Medical District Overlay, each of which provides additional standards and policy guidance to address transportation, environmental resources, lodging accommodations, and healthcare-related development. In addition, other overlay districts located adjacent to or overlapping portions of the surrounding area, such as the Historic Preservation Overlay (HPO) and CRA Bed and Breakfast Overlay District, contribute to the broader character and development patterns of the corridor.

FIGURE 14. OVERLAYS MAP



SOURCE: CITY OF KISSIMMEE

2.3
Comfort and Appearance

Ensuring both comfort and safety along the Vine Street CRA is a critical priority, as these themes consistently emerged as top concerns among working group members, focus groups, community open house participants, and the broader Kissimmee community. In an online survey, respondents emphasized the importance of creating safe streets for all users and addressing challenges related to the unhoused population, with these issues collectively receiving 240 votes. Despite this strong community consensus, the corridor currently faces a range of overlapping safety and aesthetic challenges that impact daily life and overall perception of the area. Input gathered from residents, business owners, public safety officials, and other stakeholders highlights ongoing concerns, including frequent police incidents and code enforcement violations at local hotels, increased activity related to crime and the unhoused population, and unsafe conditions for pedestrians and cyclists due to narrow sidewalks and limited bicycle infrastructure. At the same time, the visual character of the corridor is hindered by aging buildings, vacant or undermaintained properties, excessive paved surfaces, and a lack of cohesive design, landscape, and shade. These conditions are further reflected in the high volume of code enforcement citations and the concentration of traffic accidents in key segments of the corridor—underscoring the need for targeted strategies that improve safety, enhance the public realm, and create a more attractive and welcoming environment for all users.

Safety and Aesthetic Challenges

The Vine Street CRA faces several safety and appeal challenges. Below is a summary of the issues identified by working group members, business owners, residents, Police, the Code Enforcement Department, and other stakeholders during the community input process.

Safety issues include:

- Hotels frequently receive police calls for issues such as drug violations, maintenance problems, and domestic disturbances
- Hotels frequently receive code enforcement violations
- Rapid increase in the unhoused population and camps on vacant and unattended land
- Crime activities like drug violations and stolen vehicles, among others.
- Unsafe road conditions for cyclists and pedestrians
- Narrow sidewalks
- Inadequate bicycle facilities

Aesthetic issues related to the streetscape and sites include:

- Lack of character and cohesion
- Aging building stock
- Vast areas of paved surfaces and limited green space
- Illegal signage
- Unmaintained vegetation
- Lack of landscape and shade trees
- Garbage
- Vacant land



FORMER KMART SITE



VINE STREET @ EMORY AVE

Code Enforcement Violations (3-Year Period)

From November 2021 to June 2024, the Code Enforcement Department issued 2,112 citations, which averages 700 a year, to properties in the Vine Street CRA. The top five types of citations are the following listed below, and other citations are represented on the bar graph.

- Establishment without business licenses (628 citations)
- Nonconforming or unpermitted signs or/and banners (339 citations)
- Junk and trash build-up (312 citations)
- Oversized vehicles, trailers, boats, or abandoned vehicles (273 citations)
- Overgrown or dead landscape (234 citations)

The heat map below represents areas with the highest (dense) and lowest (sparse) concentrations of citations in the corridor. The highest concentrations are in the Shingle Creek, NOVI, and Orange Gardens sub-areas.

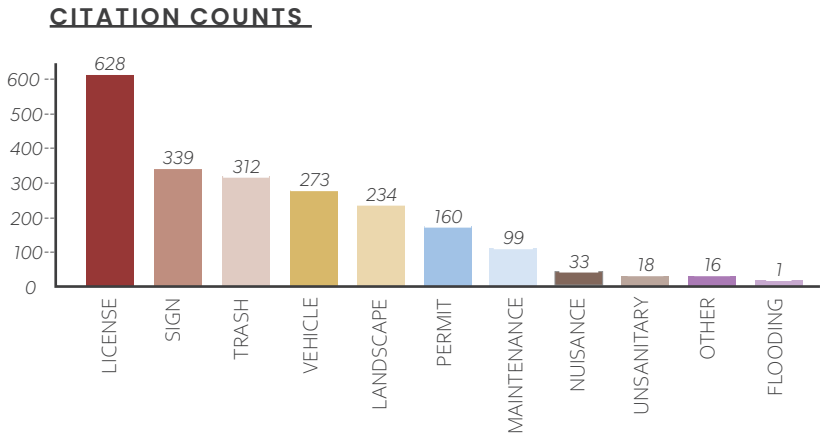
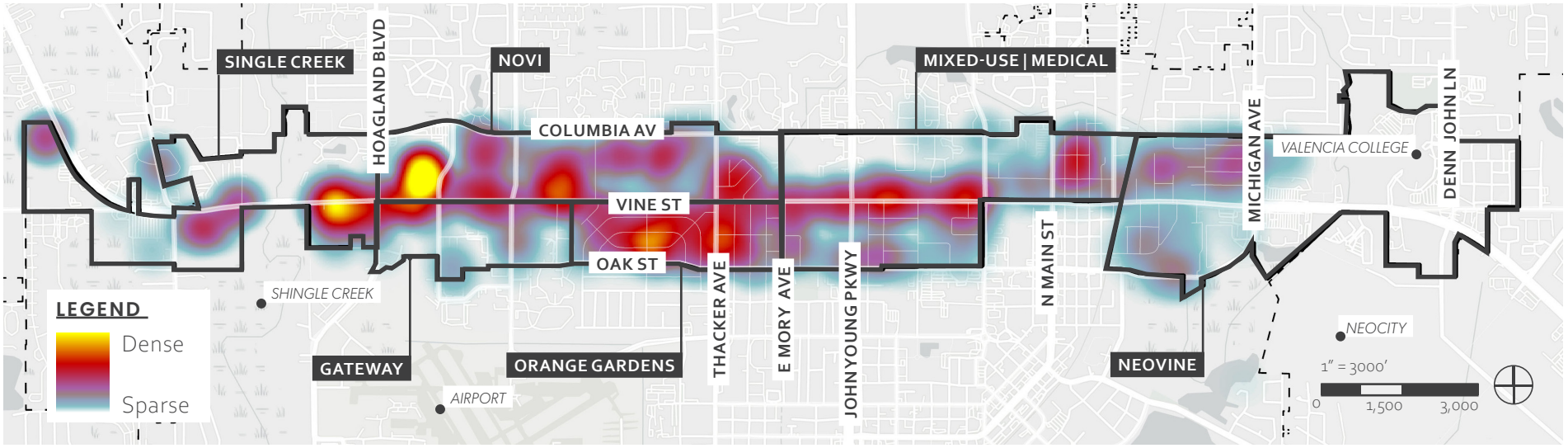


FIGURE 15. VINE STREET CRA CODE ENFORCEMENT VIOLATIONS & POLICE CALLS HEAT MAP



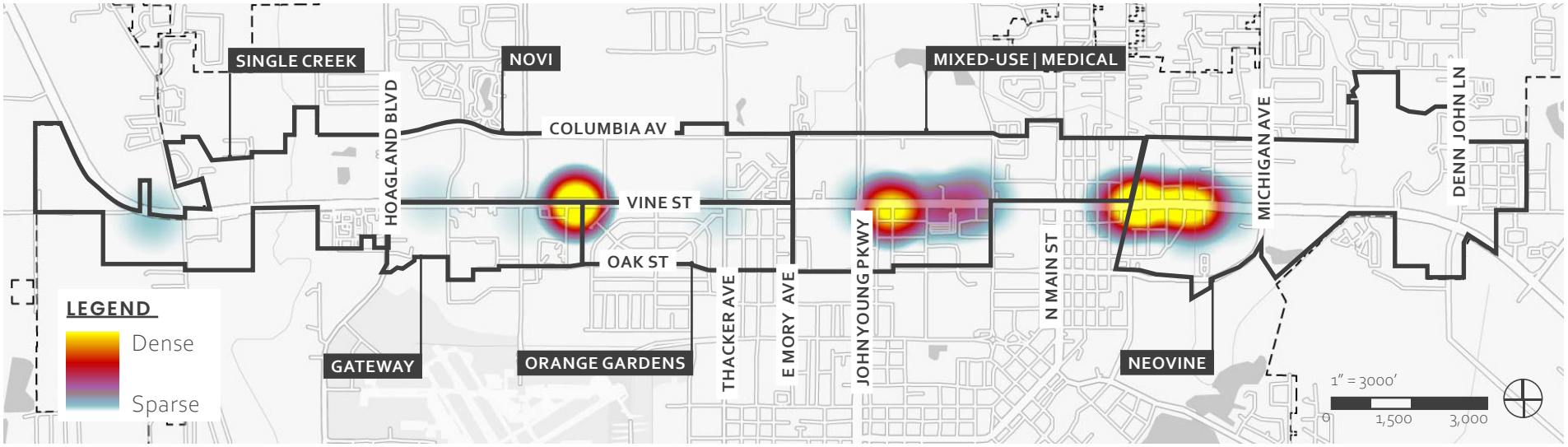
SOURCE: CITY OF KISSIMMEE

Vine Street Crash Data

The Vine Street CRA has seen a significant number of traffic accidents over the last five years. Traffic accidents are one factor tracked when establishing a CRA. As such, the following map highlights the areas where the majority of the accidents occur.

Vine Street has several "pain points" where traffic accidents are most likely to happen. The border where Mixed-Use Medical (MUM) subarea transitions into the NeoVine sub-area. Redevelopment strategies require careful examination of areas of high traffic accidents to: 1) create safer situations in the present; and 2) prepare the CRA for continued enhancement as part of the City's multimodal plans.

FIGURE 16. VINE STREET CRA CRASH DATA MAP



SOURCE: CITY OF KISSIMMEE

2.4
Access and Connectivity

The City of Kissimmee's transportation network is designed to accommodate various travel modes, ensuring connectivity and accessibility for residents and visitors. Major roads include US 192 (Vine Street), which runs east-west through the city, and US 17-92 (John Young Parkway), a significant north-south corridor, both highlighted in the regional transportation map.

The city is served by LYNX, the Central Florida Regional Transportation Authority that operates several bus routes connecting Kissimmee to neighboring areas, including Orlando. Kissimmee also has two stops on the SunRail commuter rail line, located in Downtown and the Tupperware area. This passenger rail line offers convenient access to downtown Orlando and other key destinations in Central Florida.

Transportation System

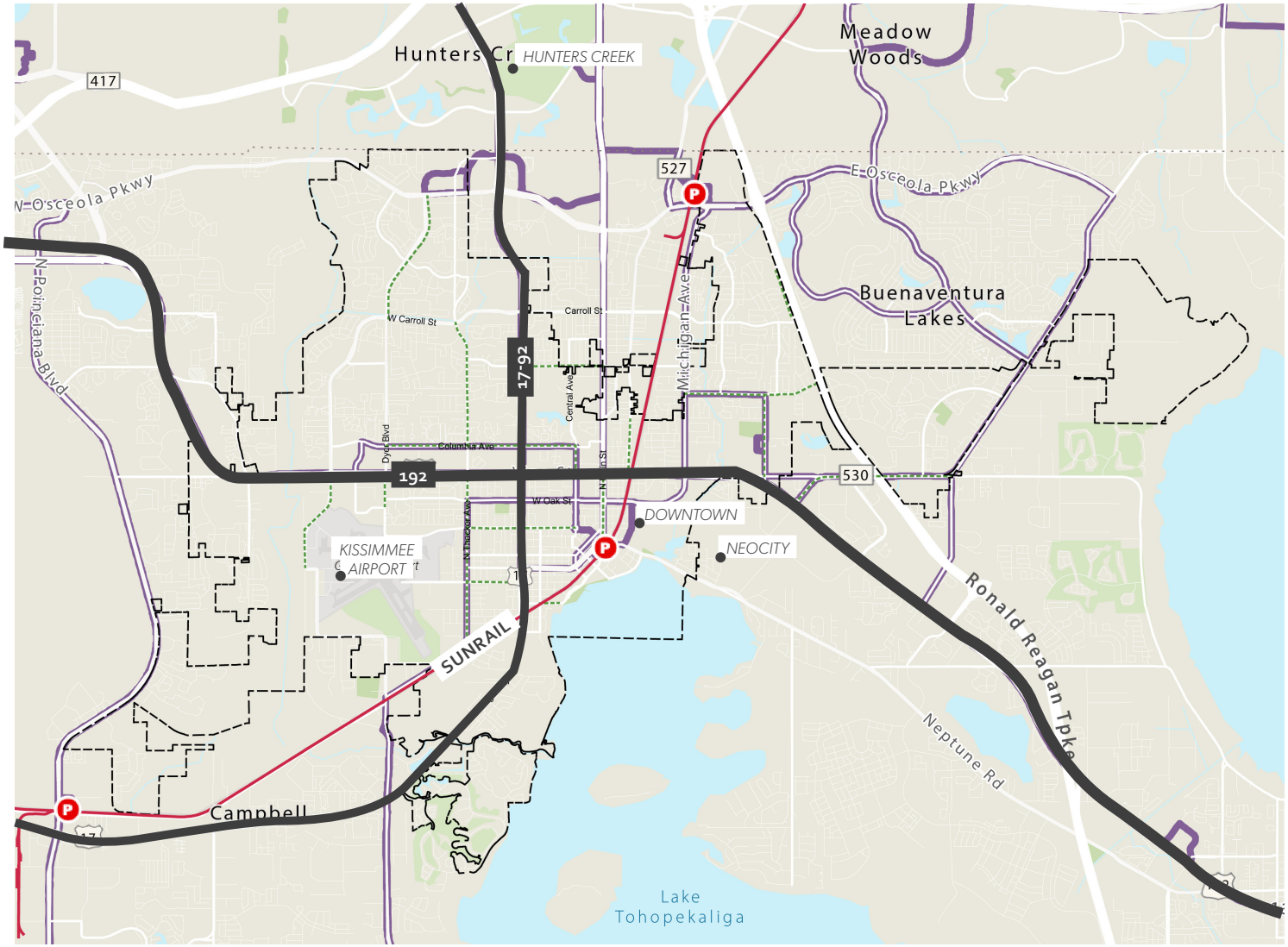


FIGURE 17. REGIONAL TRANSPORTATION MAP

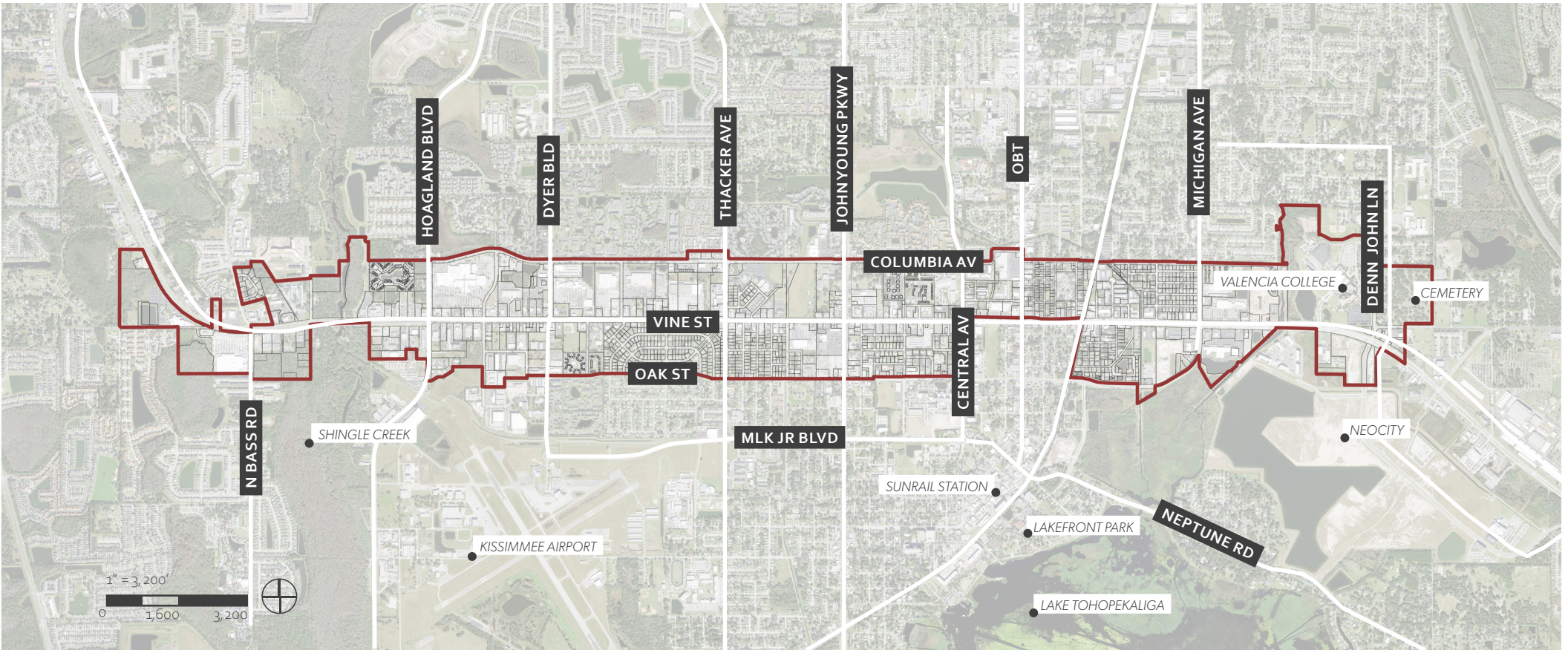
Vine Street Street Connectivity Network

Vine Street (US 192) is a 5-mile east-west corridor that runs through various areas within the CRA. Parallel to Vine Street to the north, is Columbia Avenue, a four-lane suburban road. To the south is Oak Street, a neighborhood-scale street.

Several perpendicular streets run north-south across the CRA, including Hoagland Boulevard, Dyer Boulevard, Thacker Avenue, John Young Parkway, Central Avenue, Main Street/OBT, Michigan Avenue, and Denn John Lane.

Other streets outside the CRA that contribute to regional connectivity to NeoCity and the City of St. Cloud include MLK Boulevard and Neptune Road. All these roads are represented in the Street Connectivity Network Map below.

FIGURE 18. VINE STREET CRA CONNECTIVITY NETWORK MAP





VINE STREET BIRD'S EYE AND STREET-LEVEL VIEW

Vine Street

Vine Street is a wide, six-lane, divided roadway designed to accommodate high traffic volumes. Vine Street is well served by public transit, with several LYNX bus routes running along the corridor. Bus stops are conveniently located, providing easy access to public transportation for residents and visitors. Vine Street experiences heavy traffic, especially during peak hours, leading to congestion and delay. Multiple intersections with traffic signals can create bottlenecks, slowing down the flow of vehicles, and there are limited alternative routes for drivers, which can exacerbate congestion on Vine Street.



COLUMBIA AVENUE BIRD'S EYE AND STREET-LEVEL VIEW

Columbia Avenue

Columbia Avenue is a two-way, three-lane, east-west suburban street with a 4-ft on-street bike lane on one side. This bike facility is part of the Kissimmee Trail. The street often feels like the "back of the house", because most land uses do not front the street. Instead, storm water facilities and parking lots from the large plaza in the NOVI sub-area face Columbia Avenue. The street also requires utility upgrades, according to the City's Public Works Department. This makes Columbia Avenue an ideal candidate for redesign, offering a chance to widen the bike facility.



OAK STREET BIRD'S EYE AND STREET-LEVEL VIEW

Oak Street

Oak Street is a two-way 2-lane and 4-lane east-west neighborhood street that offers a low-speed, low-traffic alternative for traveling from the Gateway sub-area to Downtown. This street has the potential to be redesigned as a complete street, providing a low-stress option for a bicycle facility.

Citywide Transportation Projects

The map below highlights all the proposed transportation projects for the City that will affect the Vine Street area. These projects aim to enhance connectivity, improve traffic flow, and increase safety for pedestrians and cyclists. Additional area transportation projects and plans are listed on the following page.

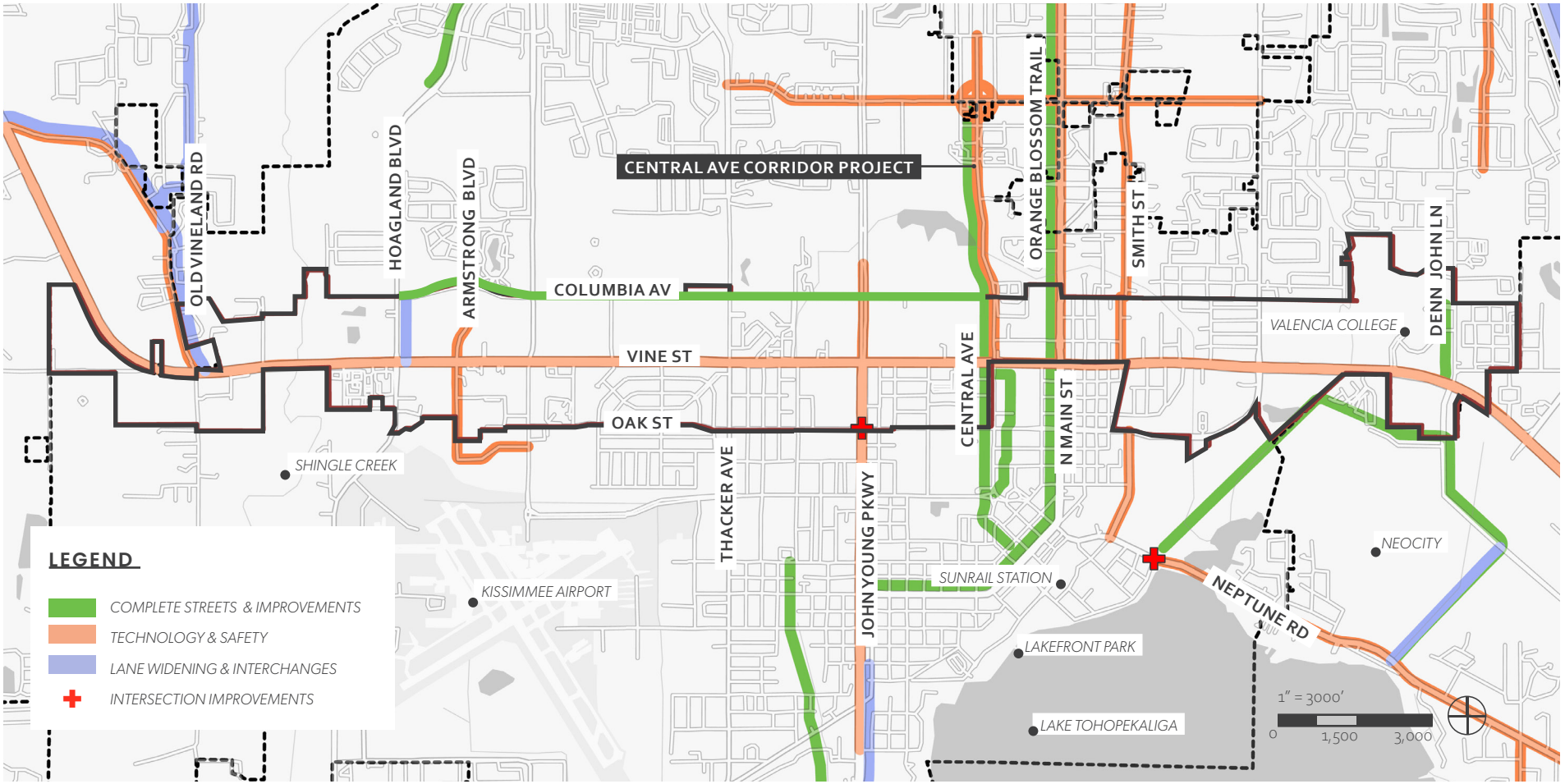


FIGURE 19. TRANSPORTATION PROJECTS MAP

Parks, Natural Areas, and Trails

The plan below highlights all the natural areas, parks, and open spaces in close proximity to the CRA and the existing and proposed trail systems. Shingle Creek is the only natural area within the CRA, and the Rose Hill Cemetery the only open space.

Other parks adjacent to the area include Oak Street Park and Community Center, Rainbow Park, and the Bob Makinson Aquatic Center. Other open and recreational areas include the Lakefront Park and Lake Tohopekaliga.

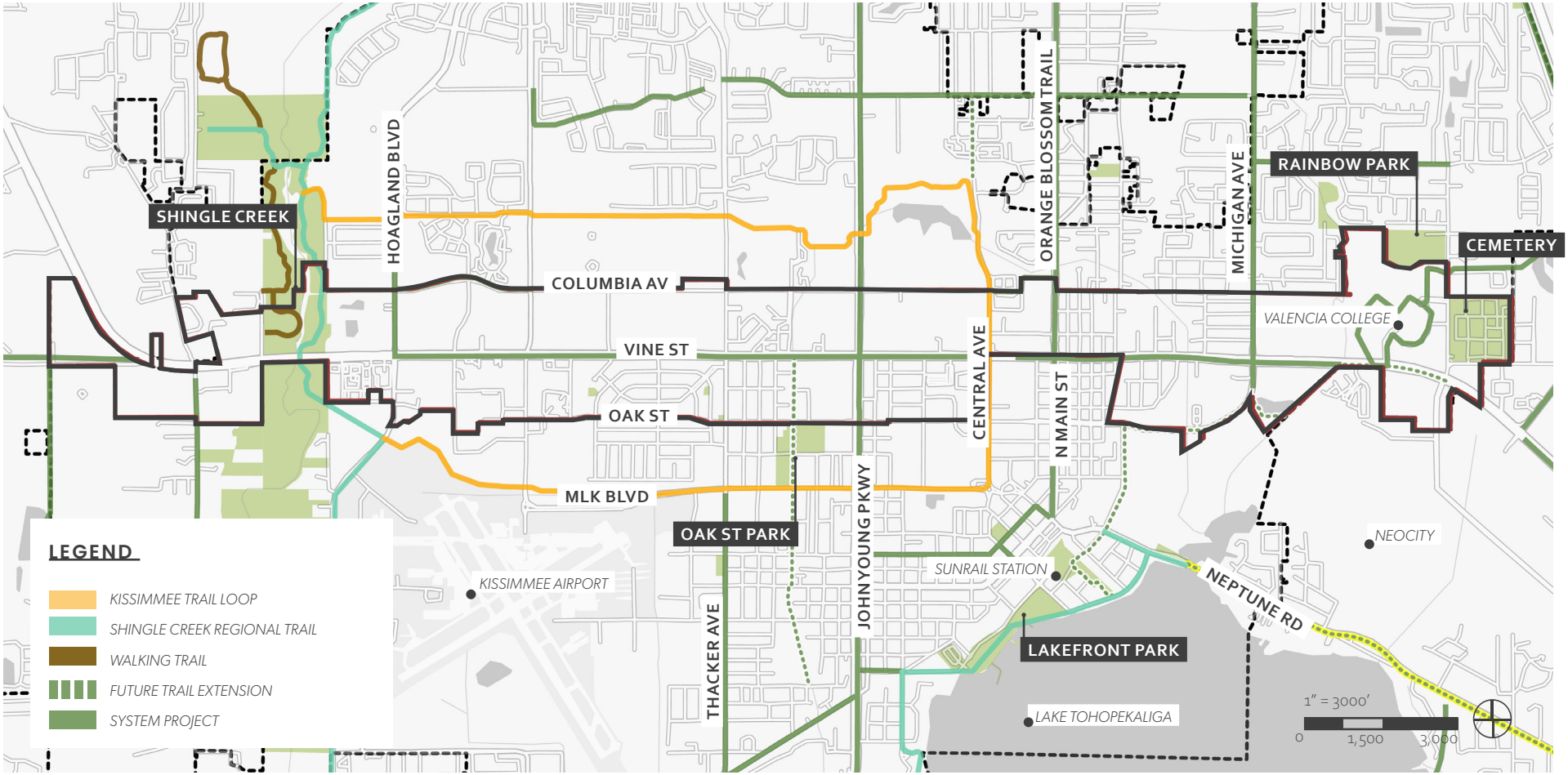


FIGURE 20. PARK, NATURAL AREAS AND TRAILS MAP

2.5
Parcel Characteristics

In this section, a comprehensive analysis of parcel characteristics was conducted to gain a deeper understanding of various aspects such as the vacancy status of the land, parcel sizes, the age of existing building structures, and the land-to-value ratio. This analysis aims to identify potential sites for redevelopment.

This detailed analysis is particularly beneficial for the Vine Street CRA Plan update and the future revitalization of the area. By identifying parcels with high redevelopment potential, the Plan can strategically target areas that will most effectively contribute to the community's growth and improvement. Understanding the current state of the land and buildings allows for more informed decision-making—ensuring resources are allocated efficiently and redevelopment efforts align with the overall vision for revitalizing Vine Street.

Vacant Land

A comprehensive vacant land analysis was completed, revealing that approximately 11% of the CRA's land area is currently vacant. This land is categorized into commercial (62.9%), residential (6.2%), industrial (9.4%), and institutional (3%) uses. Uniquely, the City of Kissimmee considers parking lots and storm water areas as vacant land, a classification uncommon in other municipalities, as these spaces typically serve specific supporting purposes. These vacant parcels offer significant redevelopment opportunities throughout the CRA. The map on this page highlights all vacant land within the CRA and identifies areas with potential for redevelopment based on vacancy.

- (A) Gateway: Vacant industrial parcels along Dyer Boulevard
- (B) NOVI: Vacant commercial parcels on Vine Street, across from the former Kmart site
- (C) Mixed-Use | Medical: 90% of the land is vacant
- (D) Mixed-Use/Medical: Vacant residential parcels north of Vine Street and east of Main Street
- (E) NeoVine: Vacant commercial parcels along NeoCity Way and Vine Street

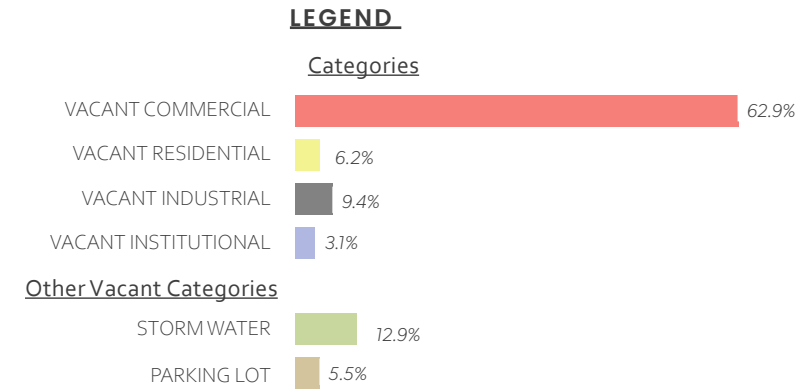
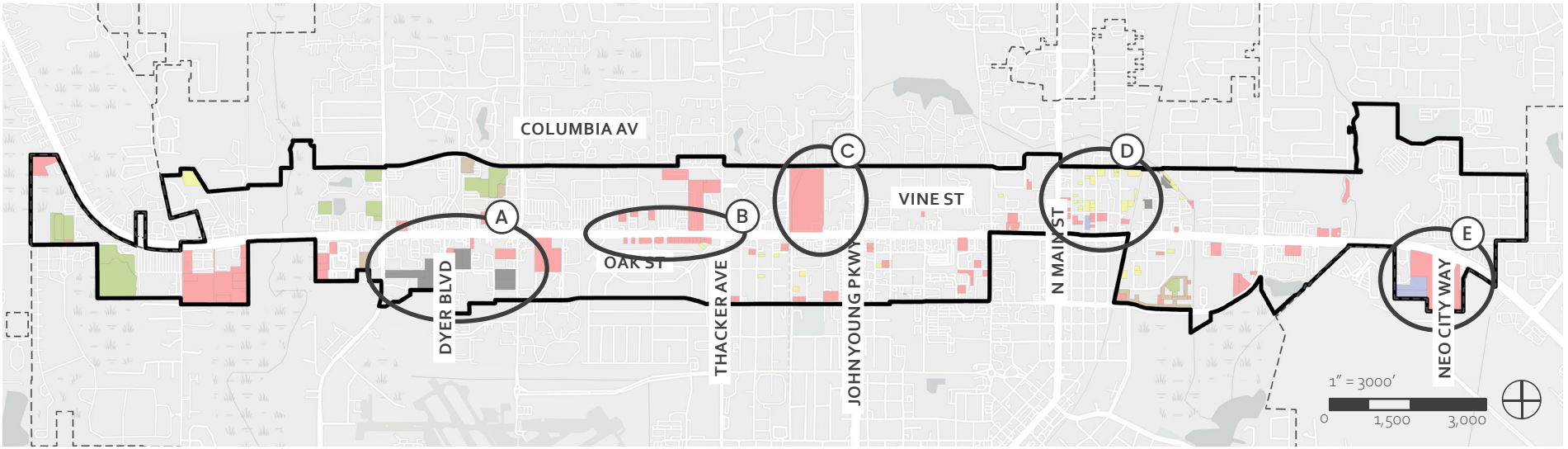


FIGURE 21. EXISTING VACANT LAND MAP



Parcel Size

A parcel size analysis was developed to evaluate the dimensions and distribution of individual land parcels within the CRA ranging from 0 to over 20 Ac. This analysis helps determine whether existing parcel sizes are suitable to redevelop as mixed-use development projects, or if parcel consolidation is required to achieve this goal.

There is a total of 2,138 parcels in the CRA. The analysis showed there are 2,091 total parcels in the CRA range from 0 Ac to 5 Ac, which composes 55% of the land in the CRA; this means a level of land consolidation will be needed for mid-density mixed-use projects. On the other hand, only four parcels are more significant than 20 Ac, which are: 1) Medieval Times; 2) Plaza del Sol; 3) Valencia College; and 4) Cemetery. These parcels compose 14 % of the land area, and only the parcel with existing commercial use is likely to be redeveloped, versus the institutional and open space. There are 18 parcels ranging from 10 Ac to 20 Ac, which compose 18% of the land area. These parcels will be the easiest to redevelop as mixed-use developments, due to their adequate size and that they do not need to be consolidated.

LEGEND

PARCEL SIZE	PARCEL COUNT	TOTAL ACRES
20+ AC	4	200 AC
10- 20 AC	18	248 AC
5 - 10 AC	25	173 AC
0 - 5 AC	2,091	751 AC
TOTAL	2,138	2,775 AC

NOTE: CALCULATIONS INCLUDES PARCELS CONTAINING NATURAL AND OPEN SPACES

PERCENT OF LAND COVERAGE

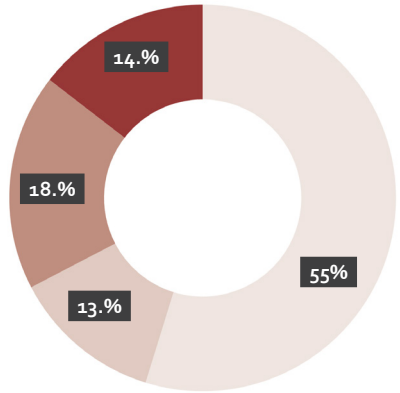
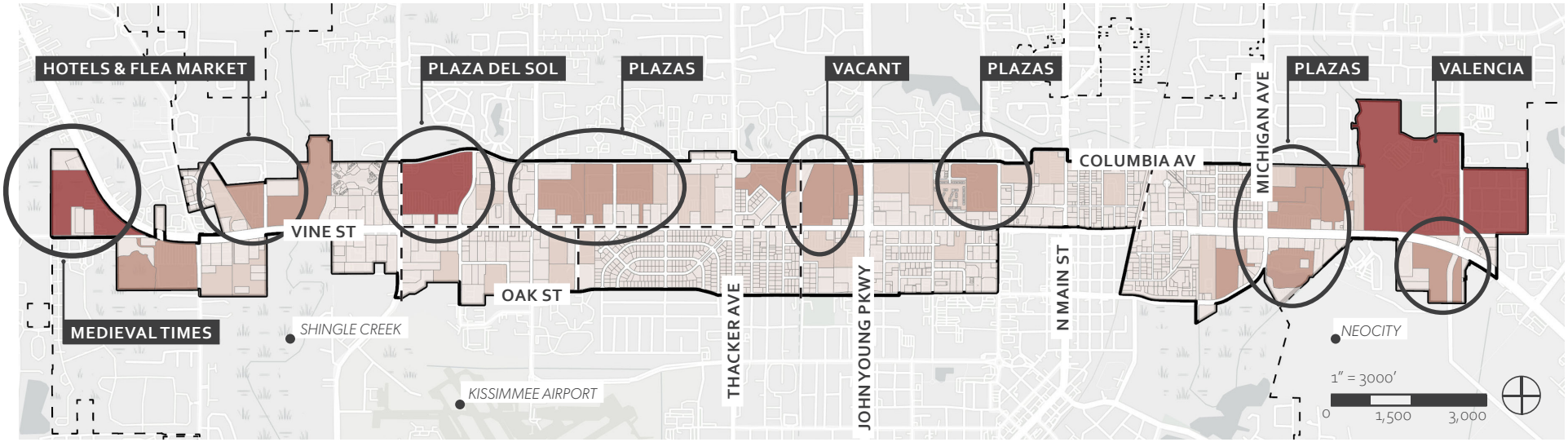


FIGURE 22. PARCEL SIZE MAP



SOURCE: OSCEOLA COUNTY PROPERTY APPRAISER & CITY OF KISSIMMEE

Building Age (Structure Year Built)

An analysis of the age of every structure in the CRA was completed, revealing that the existing building stock consists largely of aging structures, with 31% built before 1980 and 40% constructed between 1980 and 2000. Aging buildings present several challenges, including higher maintenance and property insurance costs, outdated infrastructure, limited energy efficiency, and difficulty adapting to modern building codes and accessibility standards. However, these structures also offer significant redevelopment potential, as well as an opportunity for building and site improvements. The map below illustrates the age of each building and highlights areas with redevelopment potential based on building age, physical condition, and use. This analysis does not consider the occupancy rate of the buildings. The areas highlighted in the map are listed below.

- Medieval Times
- Flea Market and Hotels adjacent to Shingle Creek
- Plazas in the NOVI sub-area, including the Kmart site
- Commercial Plaza on John Young Pkwy, Main St., and Michigan Ave

71% of CRA buildings were built before 2000.

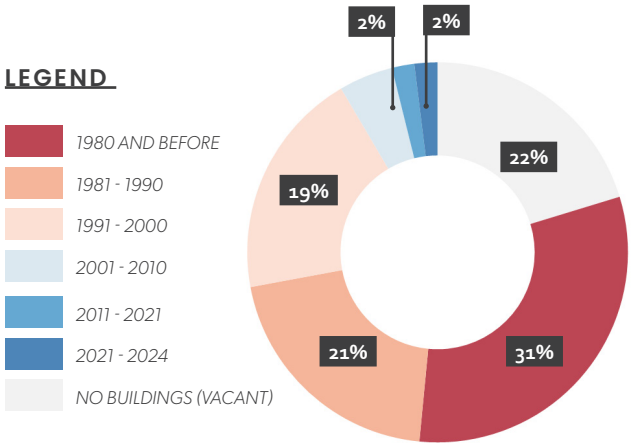
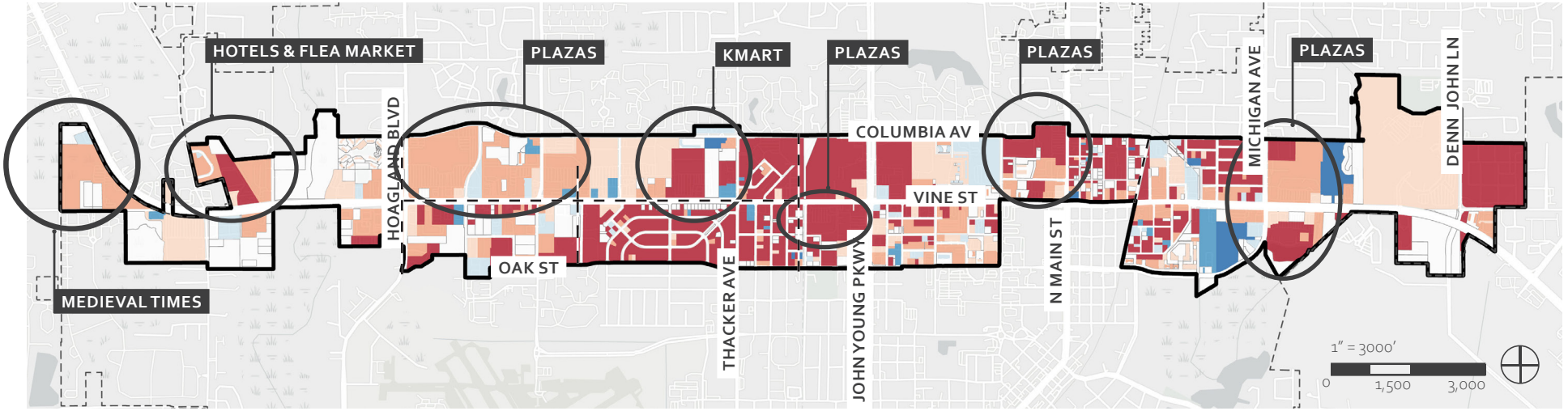


FIGURE 23. STRUCTURE YEAR BUILT MAP



SOURCE: OSCEOLA COUNTY PROPERTY APPRAISER & GAI CONSULTANTS

Land-to-Improvement Value Analysis

A land-to-improvement value analysis evaluates the proportionate value of land versus the structures built on it. The result is expressed as a percentage, comparing the assessed or market value of the land to that of the building(s) on it. The purpose of this analysis is to determine an area's development and investment potential.

The result of the analysis is divided into two categories.

The improvement value exceeds the land value (0% to 60%), which are the parcels represented in green and the properties less likely to be redeveloped.

Land value exceeds the building value (60% to 100%), which are the parcels represented in brown and the properties more likely to be redeveloped.

Therefore, according to this analysis, the majority of the properties are less likely to redevelop in the near future, but this properties contribute to the economic prosperity of the CRA, and there are at least 15% of the property likely to redevelop in the near future. The following pages provide a summary of the advantages and disadvantages of each category.

15% of the land in the CRA is positioned for improvement or redevelopment.

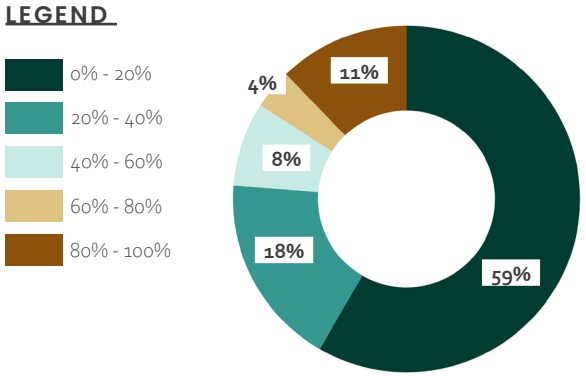
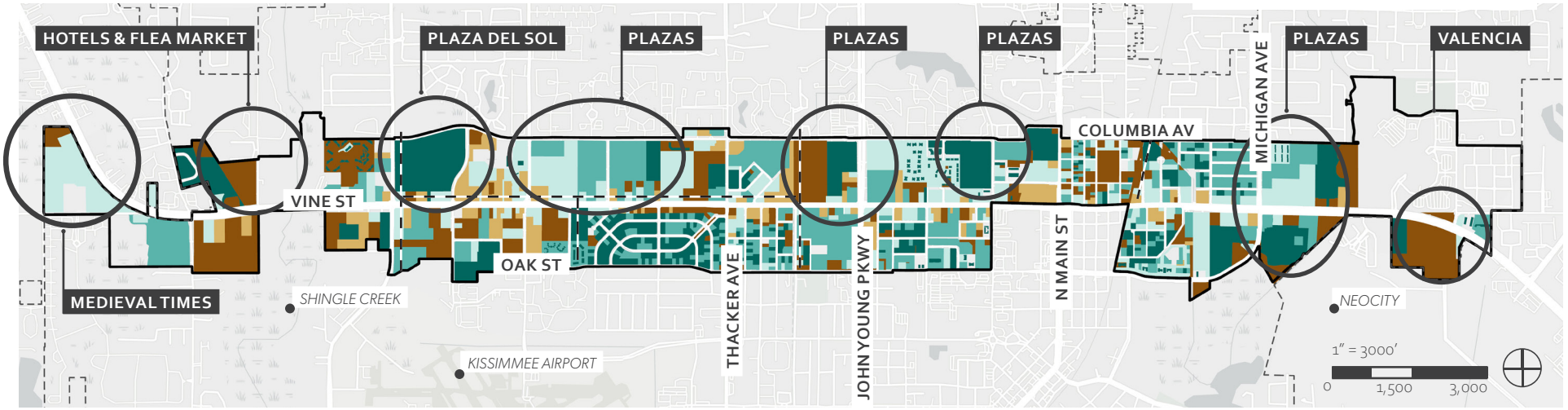


FIGURE 24. LAND-TO-IMPROVEMENT VALUE ANALYSIS MAP



SOURCE: OSCEOLA COUNTY PROPERTY APPRAISER & GAI CONSULTANTS

The Improvement Value Exceeds the Land Value (0% to 60%)

This generally indicates that the property has substantial development or structures that add significant value compared to the land itself. Therefore, the following can be concluded:

- **Property Investment:** The property has been developed with valuable structures that enhance its overall worth. It may also reflect investment in site and building improvements.
- **Reduce Likelihood of Redevelopment:** Properties are less likely to be redeveloped, as the existing improvements represent a substantial investment.
- **Higher Property Taxes:** When the improvement value exceeds the land value, the total assessed value increases, potentially leading to higher taxes.
- **Economic Use of the Land:** The land is being utilized efficiently, as the improvements (like homes, offices, or commercial buildings) add significant functional and economic value.
- **Market Trends:** In areas where land values are low but improvements are valuable, it may reflect a strong market for development or specific demand for the type of property improvements present.

The Land Value Exceeds the Improvement Value (60% to 100%)

This typically indicates that the land is more valuable than the structures or developments on it. Therefore, the following can be concluded:

Underutilized Property: The property may not be developed to its full potential, as the improvements (e.g., buildings, infrastructure) do not add as much value compared to the land itself.

- **Redevelopment Opportunity:** Higher land value relative to improvements often signals an opportunity for redevelopment. Investors or developers might see the site as prime for tearing down and building higher-value improvements, such as more modern or larger structures.
- **Market Demand for Land:** In areas with high land value, such as urban centers or desirable locations, the land itself becomes a premium commodity, sometimes outpacing the value of older or smaller improvements.
- **Obsolete or Aging Structures:** The existing improvements may be outdated, in poor condition, or not suitable for current market needs, reducing their overall contribution to the parcel's value.
- **Speculative Holding:** Landowners may hold the property for its land value, anticipating future appreciation or development opportunities, without investing in significant improvements.
- **Property Tax Considerations:** Property taxes may reflect the land's high value, even if the improvements are minimal, which could increase carrying costs for the owner.

03

Vision, Guiding Principles, and Forward Moves

IN THIS CHAPTER

3.1 Vision Statement

3.2 Guiding Principles

3.3 Forward Moves

3.4 Actions

This chapter outlines the Vine Street Vision for the corridor and its sub-areas, supported by Guiding Principles and Forward Moves.

The vision describes the future of the Vine Street CRA over the next 20+ years. The Guiding Principles are a set of values designed to steer decision-making and provide a framework to ensure consistency and alignment with all goals. Forward Moves are the CRA's goals aiming to spur investment, redevelopment, safety, partnerships, and long-term transformative changes in the area.

3.1
Vision Statement

This Vision statement offers a forward-look at what the Vine Street CRA wants to achieve.

Vine Street will become a vibrant, safe, and inclusive community by supporting mixed-use development, upgrading infrastructure, enhancing connectivity, investing in housing, and fostering a sense of place.

3.2
Guiding Principles

Guiding Principles shape decision-making, inspire stakeholders, and provide the overarching direction for all Forward Moves through 2042



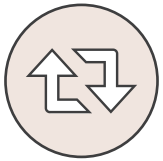
Sense of Place

Foster community pride, belonging, and identity by creating opportunities for residents to engage with one another and with their surroundings—strengthening the social fabric of the community.



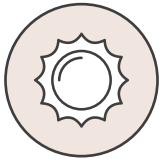
Placemaking

Promote the planning and design of new places to encourage social interaction, comfort, linkages, and vibrant community life.



Transformation

Drive transformation investment opportunities that stimulate changes in the corridor, meeting the community's evolving social and economic needs.



Comfort

Prioritize the well-being of all residents and visitors by implementing measures that enhance physical safety, reduce crime, and create a secure and comfortable environment.



Equity

Promote fairness and inclusivity in all redevelopment efforts, ensuring that benefits and opportunities are accessible to everyone, regardless of background or circumstance.

3.3
Forward Moves

Forward Moves are the CRA's goals aiming to spur investment, redevelopment, safety, partnerships, and long-term transformative changes in the area.

1. **Prepare for Redevelopment:** Effectively retool for redevelopment by supporting mixed-use projects, preparing sites, streamlining approvals, upgrading infrastructure, identifying catalyst projects, maintaining site inventories, and expanding incentives and grants.
2. **Leverage Partnerships:** Expand the CRA's internal capacity to achieve all redevelopment objectives by collaborating with City departments, the county, nonprofits, educational institutions, and regional government entities.
3. **Ensure Comfort and Safety:** Ensure the area's safety, comfort, and appearance by addressing homelessness, investing in streetscape and building improvements, and fostering a sense of place, awareness, and community involvement.
4. **Attract and Retain Business:** Collaborate with local and regional businesses, industries, and partners to position the area as a thriving economic area and ensure the retention and attraction of businesses that contribute to the prosperity of the area and city.
5. **Support Connectivity:** Improve the area's connectivity and transportation to create safe streets for all users by upgrading streets and intersections, redesigning key roads, promoting trails, and securing funding for active transportation and trail connections.
6. **Invest in Housing:** Invest in developing diverse, high-quality, safe, affordable housing options to support the city's population growth by prioritizing mixed-use developments and flexible housing solutions.

3.4
Actions

Actions are the specific, forward-moving steps needed to implement the Plan's vision and goals. These actions are organized by type—such as policy and planning, development preparation, programs and incentives, awareness and engagement, and capacity building—to support a comprehensive and coordinated approach. Each action is also classified by its level of effort or impact (basic, progressive, or transformative) and assigned a priority level of low, medium, or high.

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

1 Prepare for Redevelopment

Effectively retool for redevelopment by supporting mixed-use projects, preparing sites, streamlining approvals, upgrading infrastructure, identifying catalyst projects, maintaining site inventories, and expanding incentives and grants.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
1.1	Develop Sub-Area Visions and Small Area Plans	+ Policy & Plans	Progressive	Medium
1.2	Facilitate and Incentivize the Redevelopment of Key Catalyst Areas and Sites	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.3	Identify Potential Redevelopment Sites for the City to Purchase or Assist in the Assembly of Parcels	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.4	Continue Developing a Mechanism for the Creation, Advertising, and Distribution of a Request for Proposals to Attract Developers' Interest in a Potential Site Owned by the City	+ Development Planning & Preparation + Awareness & Engagement	Basic	Medium
1.5	Create and Maintain a Digital Inventory of Potential Redevelopment Sites that Will Be Accessible to All	+ Development Planning & Preparation + Awareness & Engagement	Basic	High
1.6	Support the Transformation and Revitalization of Commercial Plazas and Hotel Properties	+ Development Planning & Preparation + Programs & Incentives	Transformational	High
1.7	Invest in Comprehensive Infrastructure Upgrades—Including Storm Water, Green Infrastructure, and Utilities	+ Development Planning & Preparation + Programs & Incentives + Projects	Progressive	Medium
1.8	Promote the CRA's Redevelopment Potential	+ Awareness & Engagement	Basic	Medium
1.9	Make the Regulatory Process Accessible and Easy to Understand	+ Awareness & Engagement	Basic	High
1.10	Expand the Incentive Grant Programs	+ Programs & Incentives	Basic	Medium

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

1.1

Develop Sub-Area Visions and Small Area Plans

The Vine Street CRA is composed of distinct sub-areas, each with its own identity, opportunities, and development potential. To guide strategic and inclusive growth, the Plan establishes a clear vision and intent for each sub-area. These tailored approaches highlight unique characteristics, address local needs, and encourage investment and community collaboration.

The graphic below presents a vision statement for each sub-area. The following pages provide vision descriptions and illustrative concepts for three of the sub-areas, and it is recommended that a small-area plan be developed for each sub-area over time. Small-area plans allow for a deeper level of analysis and more tailored strategies—such as land-use guidance, infrastructure needs, redevelopment concepts, mobility improvements, and public-realm enhancements—specific to each place.

1

Shingle Creek

Shingle Creek will leverage its unique access to the creek and regional trail, this area will seamlessly integrate with the US 192 tourist district, offering visitors and residents a harmonious blend of natural beauty, and recreational opportunities.

2

NOVI

NOVI will be developed into a dynamic and inclusive mixed-use district, capitalizing on its large parcels to create a vibrant community hub. This area will feature a harmonious blend of residential, commercial, and recreational spaces, fostering a walkable and engaging environment.

3

Gateway

The Gateway will be developed into a premier extension of the airport, leveraging its strategic location and expansive vacant land to create a dynamic and welcoming entry point for airport visitors. The area will become a bustling hub that enhances the travel experience and promotes economic growth.

4

Orange Gardens

Orange Gardens will continue as a charming residential neighborhood, celebrating its unique mid-century housing stock and network of connected streets. The vision is to enhance the neighborhood's appeal by preserving its architectural heritage, improving connectivity, fostering community, and promoting infill housing development.

5

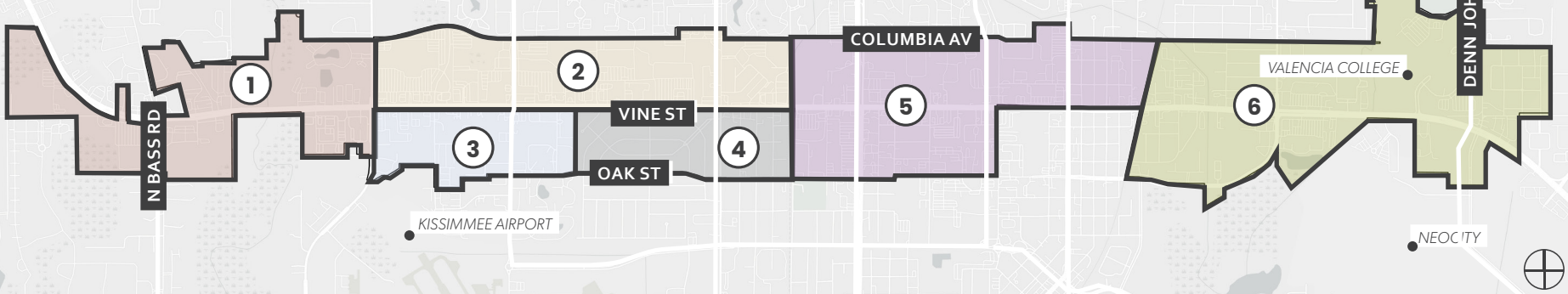
Mixed-Use | Medical

The Mixed-Use Medical sub-area is envisioned as a health village, capitalizing on its proximity to the hospital and Downtown. By fostering a cohesive and well-connected community, this area will become a hub of health, wellness, and urban living.

6

NeoVine

NeoVine will be developed into a premier education and technology hub, leveraging its unique assets such as Valencia College and proximity to NeoCity, a cutting-edge innovation and technology campus.



1. SHINGLE CREEK

Shingle Creek is a sub-area situated west of the Vine Street CRA. This area is notable for hotels and the scenic Shingle Creek itself. This sub-area can leverage its unique access to the creek and regional trail and seamlessly integrate with the US 192 tourist district—offering residents and visitors a harmonious blend of natural beauty and recreational opportunities.

2. NOVI

NOVI, or North of Vine Street sub-area, is notable for the location of large commercial plazas, including Plaza del Sol and the former Kmart site. This sub-area has the potential to develop into a dynamic and inclusive mixed-use district, capitalizing on its expansive parcels to create a vibrant community hub. This area will feature a harmonious blend of residential, commercial, and recreational spaces—fostering a walkable and engaging environment.

3. GATEWAY

The Gateway sub-area is located north of the Kissimmee Airport and is one of the areas with a mix of commercial, industrial, and residential uses. Because of the proximity to the airport, this sub-area can become the gateway or welcoming entry point for airport visitors.



SHINGLE CREEK



FORMER KMART PLAZA



VINE STREET AND DYER BLVD



LISBON HOTEL AND FLEA MARKET



BAKERY BUSINESS ON VINE STREET



WAREHOUSE ON DYER BLVD

4. ORANGE GARDENS

Orange Gardens is a residential neighborhood south of Vine Street. This sub-area will continue as a charming residential area celebrating its unique mid-century housing stock and network of connected streets. The vision is to enhance the neighborhood's appeal by preserving its architectural heritage, improving connectivity, fostering community, and promoting infill housing development.

5. MIXED-USE | MEDICAL

The Mixed-Use Medical sub-area, located closest to Downtown, largely falls within the city's medical district overlay. This area can be envisioned as a mixed-use health village, leveraging its proximity to the hospital and Downtown. By fostering a cohesive and well-connected community, it aims to become a hub of health, wellness, and urban living

6. NEOVINE

NeoVine is located at the eastern end of the Vine Street CRA and is home to Valencia College. Due to its proximity to NeoCity, a technology and innovation hub in Osceola County, this sub-area can leverage these assets to provide opportunities for housing, jobs, and education.



ORANGE GARDENS BIRD'S EYE VIEW



OFFICE BUILDING ON OAK ST



VALENCIA COLLEGE



ORANGE GARDENS HOME



COMMERCIAL PLAZA ON VINE ST



COMMERCIAL PLAZA

1.2

Facilitate and incentivize the redevelopment of key catalyst areas and sites.

The Vine Street CRA has identified eight key areas as priority sites for potential redevelopment. These areas were selected through a comprehensive evaluation of current land use, parcel size, building age, and land availability (see Appendix). The initiative specifically targets underutilized parcels as well as those primed to be redeveloped, such as vacant land, commercial plazas, and aging hotel properties—sites that present strong potential for transformative redevelopment aligned with the CRA's revitalization goals.

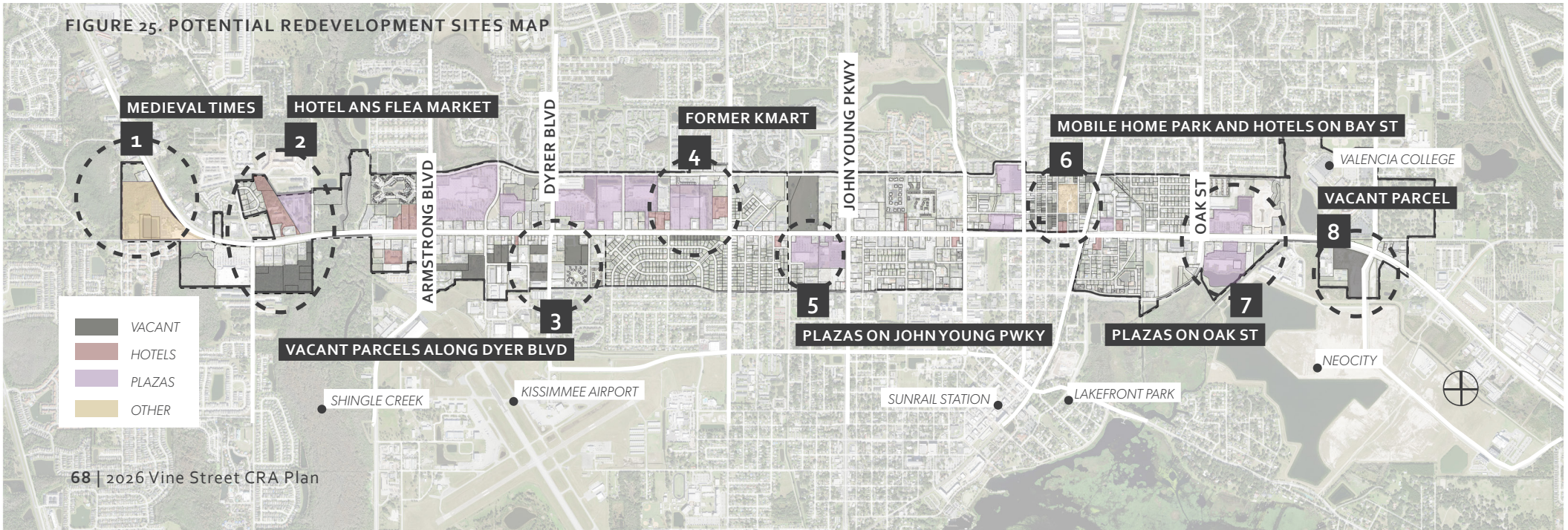
Each site offers a distinct opportunity to advance the CRA's long-term objectives for revitalization and sustainable growth. With varying sizes, strategic locations, and envisioned future uses, these targeted areas present unique redevelopment potential tailored to the evolving needs of the community. The figure below highlights the eight targeted areas, with additional site-specific details provided on the following page.

To further support redevelopment efforts, it is recommended that CRA staff continue to monitor these sites closely and proactively identify additional properties that may become available. This includes evaluating underutilized parcels, aging commercial centers, and other strategic locations that align with the CRA's goals.

In addition, land assembly should be considered a key strategy—particularly in areas with fragmented ownership or irregular parcel configurations. Assembling adjacent parcels can increase development feasibility, attract private investment, and enable larger-scale, cohesive projects.

By combining targeted site identification, land assembly, and proactive planning, the CRA can position itself to guide and accelerate meaningful redevelopment that benefits the entire Vine Street corridor.

FIGURE 25. POTENTIAL REDEVELOPMENT SITES MAP





1 Medieval Times

PARCEL ACREAGE: 32 Ac
PRIMARY USE: Tourist Attraction/ Entertainment



2 Lisbon Hotel and Flea Market

PARCEL ACREAGE: 22 Ac (Combined)
PRIMARY USE: Hotel/Motel & Commercial



3 Vacant Parcels | Dyer Boulevard

PARCEL ACREAGE: 15 Ac (Combined)
PRIMARY USE: Vacant Industrial/Commercial



4 Former Kmart Site

PARCEL ACREAGE:20 Ac (Combined)
PRIMARY USE: Vacant & Commercial



5 Plazas | John Young Pkwy

PARCEL ACREAGE: 27+ Ac (Combined)
PRIMARY USE: Commercial



6 Mobile Home & Hotels | Bay St

PARCEL ACREAGE: 8.5 Ac (Combined)
PRIMARY USE: Mobile Homes, Vacant & Hotel



7 Plazas | Oak StFW

PARCEL ACREAGE: 32 Ac (Combined)
PRIMARY USE: Commercial



8 Vacant Parcel NeoCity Way

PARCEL ACREAGE: 16.4 Ac
PRIMARY USE: Vacant

HOTEL & FLEA MARKET SITE TODAY



1

SHINGLE CREEK: Hotel & Market Vision

The Shingle Creek Catalyst Site is envisioned as a nature-inspired resort destination that celebrates the area's ecological and cultural heritage. Storm water features will be designed as scenic amenities, enhancing recreation, sustainability, and economic vitality.

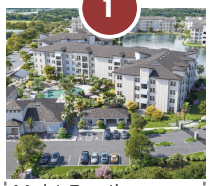


DISCLAIMER: The renderings and concepts included in this Plan are intended solely to illustrate the potential redevelopment of properties along the Vine Street corridor, based on identified economic needs and what may be permitted under current regulations. These illustrations are conceptual in nature and are provided for general informational and planning purposes only. No property owners have been contacted regarding these concepts, nor should these illustrations be interpreted as proposals or commitments for development. Actual redevelopment will depend on property owner interest, market conditions, and applicable review and approval processes.

What Is the Community Saying?

The community voted on their preferred development types, streetscape and open space features, and non-residential activities for the Shingle Creek area.

DEVELOPMENT TYPE



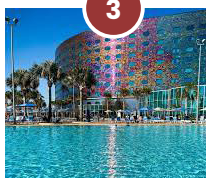
1 — Multi-Family — 10



2 — Mixe- Use — 4



2 — Commercial — 4

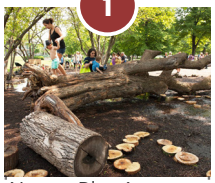


3 — Resort — 3



4 — Warehouse — 0

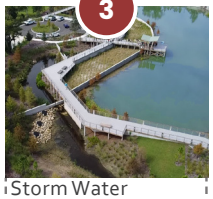
STREETS AND OPEN SPACES



1 — Nature Play Areas — 12



2 — Water Activities — 6



3 — Storm Water Amenity — 5



3 — Gathering Spaces — 5



4 — Wide & Shaded Walkways — 3

NON-RESIDENTIAL USES & ACTIVITIES



1 — Cultural & Entertainment — 9



2 — Indoor Recreation — 4



3 — Interactive Art — 3



4 — Restaurants — 2



5 — Brewing — 1

RESULTS:

1 RANKS

1 NUMBER OF VOTES

The results above provide a summary of input gathered during the September 24, 2025 community meeting.

KMART SITE TODAY



2

NOVI: Former Kmart Site Vision

The City of Kissimmee envisions the former Kmart site as a vibrant mixed-use destination that blends housing, retail, and public space—creating a walkable, connected hub that supports community, commerce, and sustainable growth



DISCLAIMER: The renderings and concepts included in this Plan are intended solely to illustrate the potential redevelopment of properties along the Vine Street corridor, based on identified economic needs and what may be permitted under current regulations. These illustrations are conceptual in nature and are provided for general informational and planning purposes only. No property owners have been contacted regarding these concepts, nor should these illustrations be interpreted as proposals or commitments for development. Actual redevelopment will depend on property owner interest, market conditions, and applicable review and approval processes.

What Is the Community Saying?

The community voted on their preferred development types, streetscape, and open space features, and non-residential activities for the former Kmart site

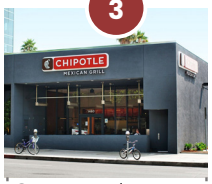
DEVELOPMENT TYPE



1 Mixed-Use — 24



2 Container Park — 23



3 Commercial — 11

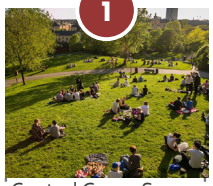


4 Townhomes — 7

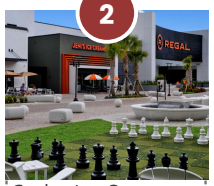


5 Commercial — 6

STREETS AND OPEN SPACES



1 Central Green Space — 27



2 Gathering Spaces — 23



3 Wide & Shaded Walkways — 20



3 Interactive Public Art — 20

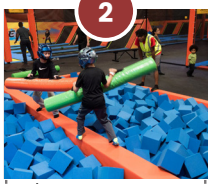


4 Outdoor Seating Areas — 17

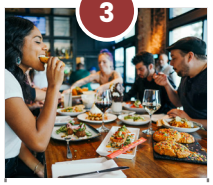
NON-RESIDENTIAL USES & ACTIVITIES



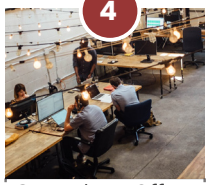
1 Cultural & Entertainment — 46



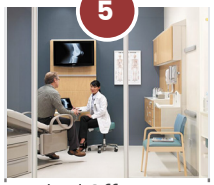
2 Indoor Recreation — 23



3 Restaurants — 18



4 Co-Working/ Office — 11



5 Medical Office — 3

RESULTS:

1 RANKS

1 NUMBER OF VOTES

The results above provide a summary of input gathered during the November 13, 2024 open houses, the June 14, 2025 Juneteenth Festival event, and the September 24, 2025 community meeting.

DYER BOULEVARD SITE TODAY



3

GATEWAY: Dyer Boulevard Vision

Dyer Boulevard will be transformed into a vibrant gateway that serves as a premier extension of the airport, capitalizing on its strategic location and available land. This dynamic corridor will welcome travelers with a mix of innovation, hospitality, and commerce—enhancing the visitor experience while driving sustainable economic



DISCLAIMER: The renderings and concepts included in this Plan are intended solely to illustrate the potential redevelopment of properties along the Vine Street corridor, based on identified economic needs and what may be permitted under current regulations. These illustrations are conceptual in nature and are provided for general informational and planning purposes only. No property owners have been contacted regarding these concepts, nor should these illustrations be interpreted as proposals or commitments for development. Actual redevelopment will depend on property owner interest, market conditions, and applicable review and approval processes.

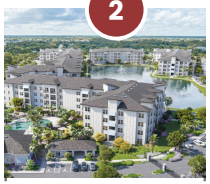
What Is the Community Saying?

The community voted on their preferred development types, streetscape and open space features, and non-residential activities for the Gateway Area.

DEVELOPMENT TYPE



1 — Mixed-Use (2-story) — 9



2 — Multi-Family — 5



3 — Townhomes — 3



4 — Warehouse — 2



Commercial — 0

STREETS AND OPEN SPACES



1 — Protected Multi-Use Pathways — 5



1 — Art — 5



2 — Wide & Shaded Walkways — 2

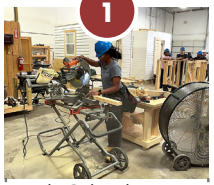


3 — Banners — 1



3 — Gathering Spaces — 1

NON-RESIDENTIAL USES & ACTIVITIES



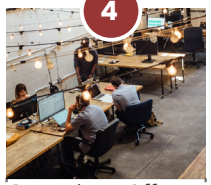
1 — Trade School / Education — 10



2 — Restaurants — 5



3 — Brewing — 2



4 — Co-Working/ Office — 1



4 — Maker Spaces — 1

RESULTS:

1 RANKS

1 NUMBER OF VOTES

The results above provide a summary of input gathered during the September 24, 2025 community meeting.

1.3

Identify potential redevelopment sites for the City to purchase or assist in the assembly of parcels

Strategic site acquisition by the CRA is a critical tool in advancing the redevelopment of the Vine Street corridor. By proactively identifying and securing key properties, the CRA can help assemble land for transformative projects that align with the Vine Street CRA's vision.

It is recommended that the CRA track properties where the building and improvement value is lower than the land value, as identified in the land-to-improved value analysis (see Appendix). These parcels often indicate underutilization and may more likely transition to redevelopment.

- Potential property acquisition or land assembly include:
  - Hotels that no longer contribute to the safety, quality, or appeal of the corridor
  - Aging commercial plazas with declining occupancy or outdated infrastructure
  - Vacant land with strategic redevelopment potential
  - Any other properties the CRA deems appropriate for advancing its redevelopment goals

1.4

Continue developing a mechanism for the creation, advertising, and distribution of a Request for Proposals to attract developers' interest in a potential site owned by the City

The process for developing and distributing a Request for Proposals (RFP) to attract developers for a City-owned site within the Vine Street CRA, the process should begin with internal planning and stakeholder engagement. This includes forming a steering committee composed of City officials, CRA members, community leaders, and real estate experts.

A **site feasibility** study should assess zoning, infrastructure, environmental conditions, and market potential. Community visioning workshops can help align the RFP with local needs and aspirations. The RFP itself should **clearly define development goals**—such as affordable housing, mixed-use development, or job creation—and outline evaluation criteria like financial capacity, relevant experience, community benefits, design quality, and sustainability. Incentives provided by the CRA should also be detailed.

Once drafted, the RFP should be **distributed through a dedicated webpage** that hosts all relevant documents and submission portals. Digital outreach can include targeted email campaigns, postings on procurement platforms like BidNet and DemandStar, and promotion through professional networks such as the Urban Land Institute (ULI). Additional outreach strategies include **hosting developer roundtables or information sessions, issuing press releases, and launching social media campaigns.** Partnerships with local chambers of commerce, economic development agencies, and university planning programs can further expand the RFP's reach.

The submission and **review process should be transparent,** using a scoring rubric aligned with the RFP criteria and involving community representation in the review panel.

Shortlisted developers can present their proposals in public forums to gather feedback before the final selection and negotiation phase, which may include entering into an Exclusive Negotiation Agreement (ENA) with the chosen developer.

1.5

Create and maintain a digital inventory of potential redevelopment sites that will be accessible to all

Develop and maintain a comprehensive digital inventory of potential redevelopment sites within the Vine Street Community Redevelopment Area (CRA) using ArcGIS Online. This inventory should include geospatial data layers that identify publicly and privately owned parcels with redevelopment potential, along with key attributes such as zoning, land use, parcel size, ownership status, environmental constraints, and proximity to infrastructure or amenities. The platform should be designed for public accessibility, allowing stakeholders—including developers, city staff, and community members—to view, search, and filter sites based on specific criteria. The inventory must be regularly updated and include tools for submitting site suggestions, tracking redevelopment progress, and integrating community feedback

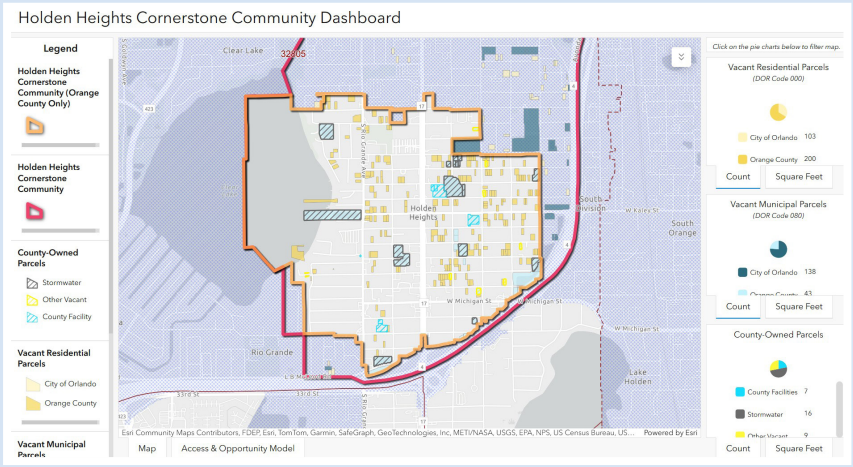
ArcGIS Online Dashboard

ArcGIS Online Dashboard is a powerful, interactive data visualization tool provided by Esri as part of the ArcGIS Online platform. It allows users to create dynamic dashboards that display real-time or static geographic and non-geographic data through a variety of visual elements.

ArcGIS Online Dashboard is a web-based application that enables users to monitor, analyze, and present spatial data using intuitive visual components like:

- Maps
- Charts (bar, pie, line, etc.)
- Indicators and gauges
- Lists and tables
- Selectors (dropdowns, sliders, etc.)

The image below is an example of a dashboard displaying vacant and government-owned land across a neighborhood.



SOURCE: ORANGE BLOSSOM TRAIL DEVELOPMENT BOARD

1.6

Support the transformation and revitalization of commercial plazas and hotel properties

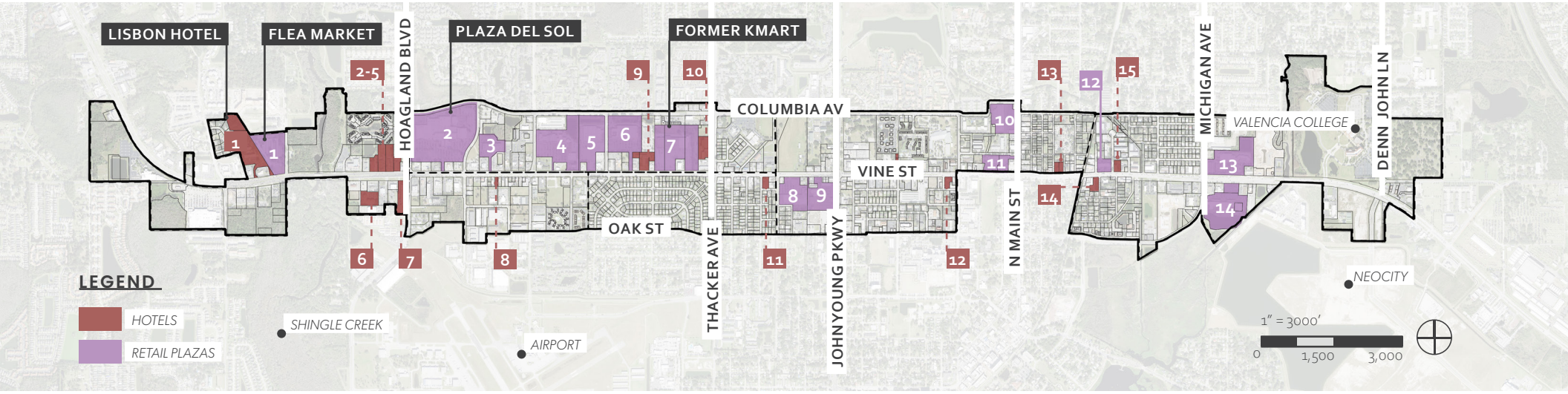
The Vine Street CRA has a significant number of hotels and shopping plazas. These sites can function as economic catalysts, but some of these properties, mainly the hotels, are the source of the most of the police calls and code enforcement violations. Most of these hotels and plazas were constructed before 1990, indicating that they are aging structures likely in need of modernization and improvements. Therefore, this could be a sign that these properties need improvements or redevelopment.

17 hotel sites and as of YTD 2024 estimates, the CRA had a total of 1,314 hotel rooms, composing 88% of the total hotel rooms within the city.

14 shopping plazas, which the majority of them were built before 1990

NOTE: See Appendix for detailed Plazas and Hotels Inventory

FIGURE 26. VINE STREET CRA HOTEL S AND RETAIL PLAZAS MAP



Hotels Today:

There are a total of 17 hotels within the Vine Street CRA, occupying approximately 1.8% of the CRA's total acreage. As of YTD 2024 estimates, the CRA has 1,314 hotel rooms, which account for 88% of the total hotel rooms in the city. The average daily rate is $68.12, with an occupancy rate of 68%. The hotels vary in size and scale, with the largest being the Lisbon Hotel in the Shingle Creek sub-area (see Figure 4). This hotel sits on a 7.53-acre parcel, with an 81,000-square-foot building and 170 rooms. For more information about the market conditions of the hotel see the Vine Street CRA Market Report.

The hotel sites along US 192 face several challenges, including:

- **Aging Infrastructure:** Many hotels were built before 1990 and may require significant updates to meet current standards and guest expectations.
- **Police Calls:** There is a high volume of calls to police, indicating potential safety and security issues.
- **Code Enforcement Violations:** Some hotels have numerous code enforcement violations, reflecting issues with property maintenance and compliance with regulations.
- **Aging Buildings:** Aging structures and the need for modernization can impact the economic viability of these hotels, requiring substantial investment for redevelopment.
- **Visual Appeal:** Older properties may lack the visual appeal and amenities that modern travelers seek, affecting their attractiveness and occupancy rates.
- **Temporary Housing:** Some hotels are being used as temporary housing, which can lead to additional wear and tear on the facilities and may require different management strategies.

Addressing these challenges through strategic redevelopment and modernization efforts can help improve the overall quality and appeal of the hotel sites along US 192. The following pages provide a comprehensive inventory of all hotel sites within the CRA.

Commercial Plazas Today:

There are 14 shopping plazas within the Vine Street CRA, including the Flea Market next to the Howard Johnson Hotel and the Home Depot west of the former Kmart site in the NOVI sub-area. These commercial plaza parcels range from 5 acres to over 20 acres, with the majority located in the NOVI sub-area. According to a market study, the vacancy rate for all commercial uses is less than 10%, indicating that despite the challenges they may face, these commercial plazas are performing well.

The commercial plazas on US 192 are facing several challenges, including:

- **Aging Infrastructure:** Many plazas were built before 1990 and may require significant updates to remain functional and attractive. Aging structures and the need for modernization can impact the economic viability of these plazas, requiring substantial investment for redevelopment.
- **Visual Appeal:** Older properties may lack the visual appeal and amenities that modern shoppers seek, affecting their attractiveness and occupancy rates.
- **Safety Concerns:** The presence of a significant unhoused population and associated crime activity can create safety concerns for shoppers and businesses.

Addressing these challenges through strategic redevelopment and modernization efforts can significantly enhance the quality and appeal of the commercial plazas on US 192. Additionally, since commercial plazas compose the largest parcels in the CRA, redevelopment can occur without the need for land or parcel consolidations.

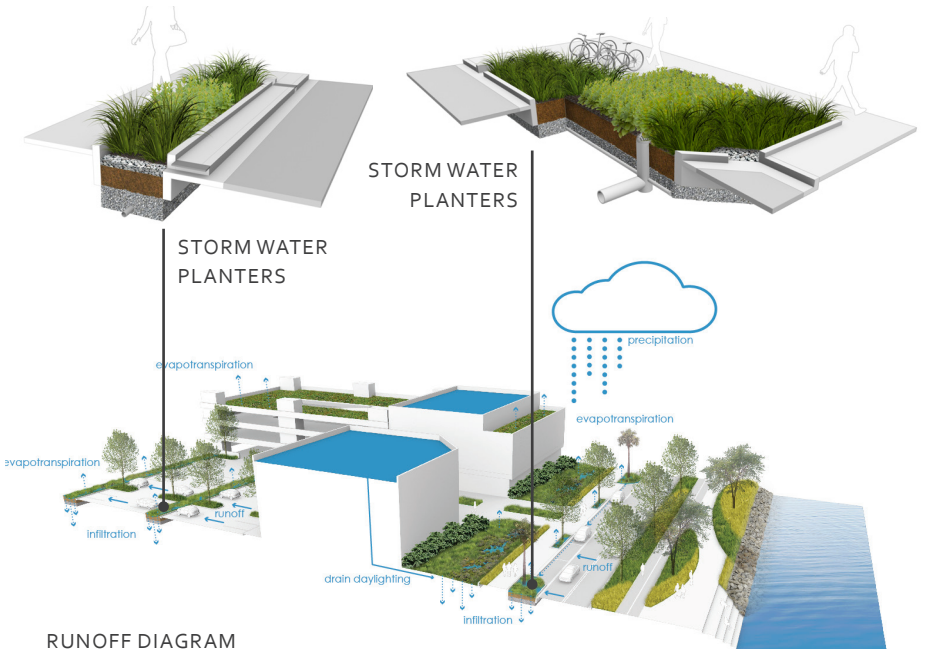
1.7

Invest in comprehensive infrastructure upgrades—including storm water, green infrastructure, and utilities

All redevelopment proposals within the Vine Street CRA district must incorporate integrated strategies for storm water management, green infrastructure, and utility modernization. Site plans should demonstrate how sustainable design elements—such as permeable pavements, bioswales, green roofs, and rain gardens—will be used to manage storm water on-site. Additionally, proposals must include plans for upgrading water, sewer, and electrical systems to meet current and future capacity needs. These improvements should align with citywide resilience and sustainability goals, and be coordinated with relevant municipal departments to ensure efficient implementation and long-term community benefit. The drawings and images below illustrate how bioswales and storm water planters can effectively capture runoff from rooftops, parking areas, and streets.

The storm water infrastructure can also be designed as a multifunctional public space. The storm water facility can serve both environmental and community purposes. Designs may include features such as enhanced wetlands, naturalized streams, and retention basins that double as recreational or educational spaces. These areas can incorporate walking trails, native landscaping, boardwalks, and interpretive signage to promote public engagement, biodiversity, and water quality improvement. The goal is to transform necessary infrastructure into vibrant, accessible parks that enhance flood resilience while contributing to the social and ecological health of the community.

To reduce the cost of storm water and green infrastructure, cost developers can collaborate with the Vine Street CRA and apply for state and federal infrastructure improvement grants. Some grants allow or encourage public-private partnerships, in which a developer may contribute a matching funds or in-kind services to strengthen a grant application.



RUNOFF DIAGRAM



STORM WATER FACILITY | CITY OF OCOEE, FLORIDA

Storm Water & Green Infrastructure Grants

1) Resilient Florida Grants

Administered By: Florida Department of Environmental Protection (FDEP)

Focused On:

- Flooding and sea level rise resilience
- Storm water infrastructure upgrades
- Green infrastructure integration

Application Period:

- Planning Grants: June 1–August 1
- Implementation Grants: July 1–September 1

2) Water Quality Improvement Grant Programs

Administered By: Florida Department of Environmental Protection (FDEP) via Water Quality Dashboard

Focused On:

- Storm water and wastewater improvements
- Nutrient reduction in impaired waterbodies
- Septic-to-sewer conversion

3) EPA Green Infrastructure Funding & Technical Assistance

Administered By: U.S. Environmental Protection Agency

Focused On:

- Green roof, bioswales, permeable pavers
- Community-based storm water solutions
- Technical assistance and planning support

1.8

Promote the CRA's redevelopment potential

Promoting the redevelopment potential of the Vine Street CRA involves a strategic, multi-step approach that combines outreach, branding, partnerships, and data-driven storytelling. Below is a list of items for the CRA staff to work on:

- Articulate the CRA's long-term vision for redevelopment.
- Highlight the unique character and potential of Vine Street.
- Map and promote available properties (vacant lots, underutilized buildings).
- Provide detailed site profiles with zoning, incentives, and infrastructure info.
- Use ArcGIS dashboards or story maps to visualize opportunities.
- Promote available CRA incentives (e.g., TIF revenue, grants).
- Highlight success stories of past or ongoing projects.
- Use social media, newsletters, and local media to spread awareness.
- Create promotional materials (brochures, videos, virtual tours).
- Regularly update the public and stakeholders on progress.
- Celebrate milestones and completed projects to build momentum.

1.9

Make the regulatory process accessible and easy to understand

The CRA must make the redevelopment process transparent, accessible, and easy to follow. Here's a step-by-step approach the Vine Street CRA can use to make the regulatory process more accessible and easy to understand for developers, investors, and community members:

Create a Clear, Visual Guide

- Develop a flowchart or infographic that outlines the entire redevelopment process—from application to approval.
- Include estimated timelines, required documents, and responsible departments.

Centralize Information Online

- Build a user-friendly webpage dedicated to redevelopment within the CRA.
- Include downloadable forms, FAQs, zoning maps, and contact information.
- Offer a searchable knowledge base for common questions.

Offer Personalized Support

- Assign a CRA liaison or project navigator to guide applicants through the process.
- Provide one-on-one consultations (in-person or virtual) to answer questions and review plans.

Host Educational Workshops

- Organize regular "How to Develop in the CRA" workshops for developers, property owners, and community members.
- Include topics like zoning, permitting, incentives, and design guidelines.

Simplify Language and Terminology

- Translate technical jargon into plain language.
- Provide multilingual resources if needed to serve diverse communities.

Provide Transparent Timelines

- Clearly communicate expected review times and approval stages.
- Offer real-time tracking of application status.

Collect Feedback and Improve

- Include a feedback form after each completed process.
- Use insights to continuously improve clarity, speed, and user experience.

1.10

Expand the incentive grant programs for redevelopment

The Vine Street CRA offers a variety of grants and incentives designed to stimulate economic growth, enhance property values, and improve the overall quality of life in the CRA. These programs provide financial assistance to businesses, property owners, and developers for projects that align with the CRA's mission of revitalizing and transforming the Vine Street corridor. From façade improvements to infrastructure enhancements, the grants and incentives are tailored to support both small-scale projects and large-scale developments, fostering a vibrant and thriving community.

Incentive grant program recommendations:

- **Predevelopment Grant/Loan Program**
  - Covers: feasibility studies, site planning, environmental assessments, architectural design.
  - Structure: forgivable loan or 50/50 match (e.g., up to $25k–$75k).
- **Permit & Impact Fee Assistance**
  - Partial reimbursement or deferral for priority uses (mixed-use, workforce housing, infill)
- **Workforce/Attainable Housing Incentive**
  - Gap financing or per-unit subsidy tied to income thresholds.
- **Land Assembly Assistance**
  - Support for parcel aggregation in priority redevelopment sites.
- **Infrastructure/Utility Upgrade Grants**
  - Assistance for water, sewer, storm water, or road access improvements.
- **Brownfield / Environmental Remediation Support**
  - Cost-sharing for cleanup or mitigation.
- **Expand Demolition Program into a Redevelopment Pipeline Tool**
  - Tie demolition assistance to: Redevelopment timeline requirements and approved site plans or concept proposals.

Incentive Grant Program Samples

1) Tallahassee CRA New Construction Assistance Program (NCAP):

Offers TIF reimbursements, grants, or infrastructure support for multi-family, mixed-use, or commercial development—contingent on alignment with CRA goals and minimum private investment.

2) Tampa CRA Pre-Development Grants:

Fully funded design and engineering assistance to lower upfront costs for commercial projects.

3) North Miami CRA Tax Increment Recapture Program

Developers of high-impact projects recoup 25%–50% of new incremental tax revenue.

4) Fort Lauderdale NPF CRA Development Incentive Program (DIP)

Custom forgivable or low-interest loans for projects over $5 million that serve as economic engines or key destination development.

2 Leverage Partnerships

Expand the CRA's internal capacity to achieve all redevelopment objectives by collaborating with City departments, the county, nonprofits, educational institutions, and regional government entities.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
2.1	Collaborate with Other City Departments, the County, and Other Public Organizations in the Implementation of the Plan	+ Capacity Building	Basic	High
2.2	Partner with Nonprofits and Educational Institutions to Expand Capacity, Expertise, and Resources	+ Capacity Building	Progressive	High
2.3	Form Strategic Alliances with the Private-Sector Companies	+ Capacity Building	Progressive	Medium
2.4	Establish and Support Mentorship Programs for Residents, Businesses, Investors, and Developers	+ Programs & Incentives	Progressive	Low
2.5	Invest in Robust Outreach and Engagement Initiatives, Including Community Events and Interactive Activities	+ Capacity Building + Awareness & Engagement	Basic	Medium
2.6	Strengthen Branding and Marketing to Enhance Outreach and Community Engagement	+ Capacity Building + Awareness & Engagement	Basic	Medium

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

2.1

Collaborate with other City Departments, the County, and other public organizations to implement the Plan.

To ensure the successful implementation of the Vine Street CRA Plan, the City will foster strong intergovernmental partnerships that align resources, policies, and initiatives across jurisdictions. This collaboration will help streamline project delivery, maximize funding opportunities, and ensure that redevelopment efforts are coordinated with broader regional priorities.

Recommendations:

- **Promote Cross-Department Collaboration:** Form working groups with Planning, Public Works, Utilities, Housing, Transportation, and Economic Development Departments to integrate infrastructure upgrades, mobility goals, and affordable housing initiatives. Coordinate transportation with Osceola County and Vision Zero, and partner with Economic Development to attract investment and support small businesses.
- **Develop Integrated Implementation Plans:** Engage in joint planning efforts, including corridor studies, land use updates, and environmental assessments, to promote coordinated growth and redevelopment within the CRA. Collaborate with MetroPlan Orlando and LYNX to strengthen multimodal connectivity, expand transit access, and advance complete streets initiatives, ensuring a safe, accessible transportation network for all users.
- **Create a Centralized Data-Sharing Platform:** Establish a secure, cloud-based hub for CRA data, including GIS layers, infrastructure maps, and project timelines. Role-based access will ensure security, while dashboards provide visibility into milestones and budgets.
- **Implement Shared Performance Metrics:** Develop and adopt common performance measures to evaluate project outcomes, track progress, and inform future decision-making, ensuring accountability and continuous improvement across CRA initiatives.

2.2

Partner with Nonprofits and Educational Institutions to Expand Capacity, Expertise, and Resources

By leveraging the expertise, networks, and capacity of nonprofits, educational institutions, and regional organizations, the Vine Street CRA can amplify its role as a catalyst for inclusive growth and community resilience. Strategic partnerships will expand the CRA's reach, enhance service delivery, and ensure redevelopment efforts are equitable, data-informed, and community-driven. These collaborations will also provide specialized knowledge, access to funding, and workforce training opportunities that support long-term revitalization goals.

Recommendations:

- **Build Local Capacity through Nonprofit Partnerships:** Collaborate with community-based organizations to engage diverse populations and implement initiatives such as workforce development, youth programming, small business support, and housing assistance. Provide technical assistance and targeted funding to strengthen organizational capacity, enabling nonprofits to serve as long-term partners in advancing economic stability and community resilience.
- **Leverage Educational Institutions and Technical Expertise:** Partner with universities, colleges, and training providers to incorporate research, data analysis, and best practices into redevelopment efforts. These institutions can support market studies, design innovation, workforce training programs, and technical assistance for businesses and residents, helping ensure that CRA initiatives are informed, forward-looking, and impactful.
- **Strengthen Regional Economic Development Partnerships:** Coordinate with organizations such as the Orlando Economic Partnership, Osceola Chamber, and Prospera to align CRA initiatives with regional economic strategies. Focus on attracting investment, supporting entrepreneurship, and expanding access to capital through joint programs such as business incubators, mentorship networks, and workforce pipelines.
- **Pursue Collaborative Funding Opportunities:** Collaborate with partners to secure grants, philanthropic funding, and public-private investment to expand resources for redevelopment and community programs.

2.3

Form strategic alliances with the private sector companies

Form strategic alliances with private sector companies to attract investment, unlock resources, and accelerate redevelopment within the Vine Street CRA. By engaging private partners, the CRA can leverage market expertise, financial capital, and innovative approaches to support transformative projects and long-term economic vitality.

Recommendations:

- **Engage Private Sector Leaders in CRA Visioning:** The CRA will actively engage developers, investors, and business leaders through roundtables and forums to align CRA goals with market opportunities. Private-sector input will be invited during the planning and implementation phases to ensure feasibility, innovation, and buy-in. Targeted outreach and presentations will showcase CRA priorities, available sites, and investment opportunities to attract strong participation.
- **Create Additional Policies and Incentives for Redevelopment:** In addition to existing incentives, the CRA will establish a comprehensive set of policies and targeted incentive packages designed to attract private investment and stimulate revitalization. These may include infrastructure support such as utility upgrades, streetscape improvements, and storm water enhancements in priority redevelopment areas. Additional incentives could consist of expedited permitting, reduced or waived impact fees, and tax increment financing (TIF) to offset development costs.
- **Establish a Business Investment Network:** A coalition of private-sector partners is recommended to be formed to support CRA initiatives through funding, mentorship, and technical expertise. This network will facilitate peer-to-peer learning and collaboration among investors, developers, and entrepreneurs. Businesses contributing to CRA goals will be recognized through awards, media features, and public acknowledgments to strengthen engagement and visibility.
- **Leverage Regional Economic Development Organizations:** The CRA will coordinate with the Orlando Economic Partnership, Osceola Chamber of Commerce, Hispanic Chamber of Commerce, Prospera, and other regional entities to connect CRA opportunities with business networks. Investment strategies will align with regional economic priorities to maximize visibility and impact.
- **Promote the CRA as a Business-Friendly Environment:** Efforts will focus on streamlining development processes and on providing clear, accessible guidance for private-sector engagement. Successful redevelopment projects and business investments will be highlighted to build confidence and attract new partners. A CRA investment portal or toolkit will be maintained with site information, incentives, and contact points to simplify access for interested businesses.
- Community-driven solutions while fostering cross-sector partnerships.
- **Secure Funding and Deliver Training:** To strengthen financial resources, the CRA will collaborate with nonprofits and academic institutions to co-apply for federal, state, and philanthropic grants, utilizing academic partners for data collection and evaluation. Training programs will focus on job readiness, financial literacy, and entrepreneurship, complemented by youth engagement through mentorship and service-learning.
- **Create a Community Resource Hub and Measure Impact:** A physical or virtual resource hub will be established to provide residents with access to services, training, and information from partner organizations. This hub will feature rotating workshops, pop-up clinics, and educational events. The CRA will track outcomes such as residents trained, grants secured, and projects completed, sharing success stories through newsletters, social media, and public meetings to build momentum and trust.

2.4

Establish and support mentorship programs for residents, businesses, investors, and developers

Foster inclusive economic development and community empowerment by establishing mentorship programs that connect residents, small businesses, investors, and developers with experienced professionals, peer networks, and local champions.

Recommendations:

- **Establish and Support Mentorship Programs:** The CRA will create mentorship tracks tailored for residents, entrepreneurs, developers, and investors to build local capacity and foster economic growth. Experienced professionals from public, private, and nonprofit sectors will be recruited to serve as mentors, offering guidance and expertise.
- **Create a Mentorship Portal:** It is recommended to create a dedicated CRA mentorship portal to match mentors with mentees, complemented by networking events and workshops designed to strengthen relationships and share knowledge across the community.
- **Develop Sector-Specific Mentorship Tracks:** The CRA will create tailored mentorship programs for key stakeholder groups. Residents will gain life skills, career coaching, and civic engagement support. Business owners will receive guidance on startups, marketing, financial planning, and access to capital. Investors will learn about local markets, impact investing, and CRA incentives, while developers will be assisted with permitting, community engagement, and sustainable design. These targeted tracks will ensure mentorship is impactful and aligned with revitalization goals.
- **Partner with Local Institutions:** The CRA will collaborate with chambers of commerce, universities, and nonprofit organizations to recruit mentors and host training sessions that strengthen local capacity. By leveraging existing programs, the CRA can expand its reach and provide additional resources to support entrepreneurs, residents, and developers. These partnerships will ensure access to expertise, networking opportunities, and technical assistance that align with the CRA's revitalization goals.
- **Host Regular Mentorship Events:** he CRA will organize recurring mentorship events such as "Mentor Meetups," business roundtables, and developer forums to foster relationship-building and knowledge sharing among stakeholders. These gatherings will include interactive opportunities like pitch nights, career fairs, and community design charrettes, creating spaces for collaboration, innovation, and professional growth within the CRA.
- **Provide Incentives and Recognition:** To encourage participation in the mentorship program, the CRA will offer incentives, including stipends, CRA-branded certifications, and public recognition, for mentors who contribute their time and expertise. Success stories can be highlighted through CRA communications, including newsletters and social media, to showcase the program's impact and inspire broader community involvement.

Organizations in Central Florida Providing Mentorship Programs

- **National Entrepreneurship Center**
- **SCORE Orlando**
- **UCF Business Incubation Program**
- **ULI Central Florida – Real Estate Diversity Initiative (REDI)**
- **NAIOP/ULI/CREW "Visionaries of Central Florida"**
- **Valencia College Entrepreneurship & Small Business Programs**

2.5

Invest in robust outreach and engagement initiatives, including community events and interactive activities

Inclusive engagement will build trust, foster collaboration, and empower the community to shape the future of Vine Street, leading to equitable, broadly supported redevelopment outcomes. Ensure that all CRA programs and projects reflect the community's needs, values, and aspirations by actively engaging business owners, residents, and stakeholders throughout the planning and implementation process.

Recommendations:

- **Engage Business Owners, Residents, and Stakeholders for Inclusive Planning:** To ensure inclusive and transparent planning, the CRA will develop a comprehensive community engagement framework that incorporates diverse outreach methods. Stakeholder advisory groups will be formed to guide planning and implementation, while interactive tools such as charrettes, surveys, and pop-up events will be used to gather meaningful input. Feedback loops will be maintained to build trust and accountability throughout the process.
- **Develop Joint Marketing Efforts to Promote the Area:** The CRA will collaborate with City departments, businesses, nonprofits, and institutions to create a unified marketing strategy that promotes the Vine Street area as a vibrant destination for investment and community life. This effort will include a consistent CRA message, a promotional toolkit, and campaigns highlighting local success stories and redevelopment progress. Digital platforms, media partnerships, and community events will be leveraged to maximize visibility and engagement.
- **Host Awareness and Engagement Events:** The CRA will organize recurring events to share updates, celebrate milestones, and strengthen community connections. These events will be co-hosted with local organizations to ensure inclusivity and cultural relevance, featuring educational components, interactive displays, and opportunities for community feedback. Participation will be tracked, and insights will inform continuous improvement of engagement strategies. The CRA can explore signature events such as "Vine Street Voices," "CRA Open House," and "Community Futures Forum." Each event will be designed to reflect CRA priorities—housing, mobility, sustainability, and economic development—while promoting transparency and collaboration.
- **Build Capacity for Participation:** The CRA will strengthen community involvement by offering training on civic engagement, planning processes, and leadership development. Partnerships with nonprofits and educational institutions will support community organizing and advocacy efforts, ensuring residents and stakeholders have the knowledge and tools to actively participate in shaping the CRA's future.

2.6

Strengthen Branding and Marketing to Enhance Outreach and Community Engagement

The CRA will invest in strategic branding and marketing initiatives to create a unified identity for Vine Street, celebrate its unique character, and attract investment. These efforts will support local businesses, promote community pride, and engage residents and visitors. By collaborating with City departments, businesses, nonprofits, and educational institutions, the CRA will showcase the area's assets and opportunities while reinforcing its distinct identity.

Recommendations:

- **Brand Refresh Campaign:** The CRA will launch a brand refresh initiative to strengthen Vine Street's existing identity and ensure consistent application across all platforms. Building on the current logo, the campaign will introduce updated elements such as a refined tagline, refreshed color palette, and modernized design standards. These enhancements will be developed in collaboration with stakeholders to reflect the district's evolving character and vision. The refreshed brand will be applied consistently across signage, websites, social media, and printed materials, creating a cohesive and recognizable image that reinforces Vine Street's unique identity and appeal. Brand refreshes are recommended at key milestones, such as major anniversaries or significant project completions, to keep the identity relevant and aligned with the CRA's progress and future goals.
- **Form a Marketing Task Force:** A marketing task force will be formed to guide these efforts, bringing together representatives from City departments, local businesses, nonprofits, and institutions. This group will meet regularly to coordinate campaigns, share resources, and align messaging—ensuring that all marketing activities reflect the CRA's goals and community values.
- **Maintain Ongoing Communication:** Maintaining ongoing communication will be a priority. The CRA will provide regular updates through newsletters, social media, and community bulletin boards, and will create a feedback dashboard to demonstrate how community input informs decision-making. Promotional materials such as brochures, videos, and digital content will be developed to highlight Vine Street's assets, opportunities, and success stories.
- **Invest and Leverage in Digital Platforms:** Digital platforms will play a key role in outreach, with social media, websites, and email campaigns used to expand engagement and visibility. Local events and initiatives will be promoted through a CRA event calendar, and partnerships with local organizations will help celebrate the area's culture and talent. Additionally, the CRA will work with local media outlets and influencers to amplify its message and attract visitors.

3 Ensure Safety and Comfort

Enhance safety, comfort, and appearance by addressing homelessness, improving streetscapes and buildings, and fostering community pride.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
3.1	Address the Unhoused Population Through Collaborative Solutions	+ Policy & Plans + Awareness &Engagement	Transformational	Medium
3.2	Enhance Public Safety and Community Trust	+ Programs & Incentives + Awareness & Engagement	Transformational	High
3.3	Improve Property Conditions and Aesthetics	+ Programs & Incentives + Projects	Basic	High
3.4	Strengthen Code Compliance to Ensure Properties Meet Standards to Maintain Safety and Aesthetics	+ Policy & Plans + Programs & Incentives	Transformational	High
3.5	Invest in the Transformation of Public Spaces	+ Policy & Plans + Projects	Progressive	Medium
3.6	Develop a Distinct Brand and Wayfinding System	+ Policy & Plans + Projects	Progressive	Medium

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

3.1

Address the Unhoused Population Through Collaborative Solutions

Housing insecurity and the needs of the unhoused population present a complex challenge that demands coordinated action across housing, health, and economic systems. The CRA will work in close partnership with city leadership, law enforcement, health care providers, and community organizations to deliver a holistic approach that integrates safe housing, supportive services, and pathways to economic stability.

Recommendations:

- **Develop an Unhoused Population Reduction Plan:** The CRA will collaborate with elected officials and all City departments to create a coordinated strategy that addresses the needs of the unhoused population from multiple perspectives. This Plan will focus on long-term solutions, including permanent and transitional housing, mental health and addiction recovery services, and workforce development programs that foster stability and independence.
- **Build Cross-Sector Partnerships for Resource Alignment:** The CRA can assist in convening a coalition of public agencies, nonprofit organizations, and community groups to ensure resources are effectively aligned.
- **Support Transitional Housing Programs and the Expansion of Emergency Shelters:** Work with Housing and Community Development to provide safe housing combined with essential services. Assist in securing funds for rental assistance and eviction-prevention programs.
- **Establish a Homelessness Solutions Task Force:** Form a dedicated task force to lead efforts addressing the unhoused population within the Vine Street CRA. This group will include City departments, elected officials, nonprofits, health care providers, Code Enforcement, law enforcement, Police representatives, and local business leaders.

What Is the Community Saying?

One of the top priorities for the community is addressing the needs of the unhoused population in the City and the Vine Street corridor.

City of Orlando, Florida, Unhoused Population Approach

The City of Orlando has appointed a dedicated advisor to coordinate homelessness strategies across agencies, ensuring a unified approach and close collaboration with the Downtown Development Board (DTO) and CRA. The City aims to reduce unsheltered homelessness by 50% by 2027, supported by approximately $30 million in capital funding and $4.5 million annually for housing, mental health, addiction recovery, and workforce programs.

Key Initiatives

- **"407 Connect" Mobile Shelter Buses**: A partnership with DTO introduced two retrofitted buses that provide nightly shelter for approximately 42 individuals. Inspired by a nonprofit model in Vero Beach, the program offers not only safe overnight accommodations but also direct connections to case management and supportive services aimed at transitioning individuals into permanent housing.
- **Coalition for the Homeless Expansion:** A 9,000-square-foot addition for women and children, estimated at $60 million.
- **Drop-In Centers & Resilience Hubs:** Grants for nonprofits and federal funding for Wi-Fi, shade, and backup power to support unsheltered individuals.

SOURCE: HTTPS://WWW.ORLANDO.GOV

3.2

Enhance Public Safety and Community Trust

Strengthen safety through proactive programs, technology, and collaborative engagement in partnership with the Police Department.

Recommendations:

- **Promote Business and Residential Watch Programs:** Collaborate with the Police Department to implement the existing Business and Residential Watch Program. This initiative will empower residents and business owners to work closely with law enforcement, share information, and create a safer environment.
- **Expand Security Measures with Smart Technology:** To deter crime and improve response times, the CRA will work with the Police Department and businesses on deploying connected security cameras in high-risk areas and incentivizing property owners to adopt monitoring systems and other safety measurements.
- **Foster Trust Through Community Policing:** Work with law enforcement to host regular town halls, implement community policing strategies, and share crime trend data. These efforts will promote transparency, strengthen relationships, and ensure residents feel heard and protected.
- **Educate Residents on Safety Practices:** Launch a comprehensive safety education campaign using workshops, social media, and printed guides. Residents will learn practical steps for crime prevention, emergency preparedness, and how to report suspicious activities. This proactive approach builds confidence and strengthens the community's comfort.
- **Launch a Community Cleanliness and Beautification Program:** This program will include clean-up events, recycling drives, and educational campaigns. By improving the physical environment, the CRA will reduce crime perception, enhance neighborhood pride, and encourage community participation.
- **Create a Safety Task Force:** Establish and maintain a Safety Task Force composed of representatives from the Police Department, Code Enforcement, local businesses, neighborhood associations, and CRA staff. This task force will focus on identifying safety priorities, coordinating resources, and monitoring progress. It will serve as a central hub for collaboration—ensuring that public safety initiatives are proactive, data-driven, and community-informed. The task force will also provide recommendations, and oversee outreach programs to build trust and transparency.

Keep Orlando Beautiful

Keep Orlando Beautiful is a City of Orlando program dedicated to engaging and empowering residents to prevent litter, promote recycling, and enhance the city's appearance. Established in 1987 as an affiliate of Keep America Beautiful, the program offers initiatives such as Adopt-A-Street, free electronics and textile recycling events, and creative sustainability projects like Trash 2 Trends and Plastic Free July. Volunteers play a key role through community cleanups, workshops, and event support, helping divert tons of waste from landfills and improving neighborhoods and waterways.

SOURCE: HTTPS://WWW.ORLANDO.GOV/OUR-GOVERNMENT/DEPARTMENTS-OFFICES/PUBLIC-WORKS/STREETS-AND-STORMWATER-DIVISION/KEEP-ORLANDO-BEAUTIFUL



3.3

Improve Property Conditions and Aesthetics

The CRA will invest in strategic branding and marketing initiatives to create a unified identity for Vine Street, celebrate its unique character, and attract investment. These efforts will support local businesses, promote community pride, and engage residents and visitors. By collaborating with City departments, businesses, nonprofits, and educational institutions, the CRA will showcase the area's assets and opportunities while reinforcing its distinct identity

Recommendations:

- **Expand Commercial Improvement Grant Program:** Broaden its existing commercial improvement grant program to include a broader range of eligible upgrades. These will cover façade enhancements, landscaping improvements, and accessibility upgrades to ensure businesses are attractive, welcoming, and ADA compliant. By incentivizing these improvements, the CRA strengthens the corridor's visual identity and supports economic vitality.
- **Launch Residential Improvement Grant Program:** To improve neighborhood aesthetics and housing quality, the CRA will introduce a residential improvement grant program. This program will focus on exterior enhancements, energy-efficiency upgrades, and code-compliance repairs, helping homeowners maintain safe, sustainable, and visually appealing properties.
- **Offer Incentives for Code Compliance and Excellence:** Create additional incentives for properties that meet or exceed code requirements, such as reduced permit fees, expedited review processes, or recognition programs. These measures will encourage proactive compliance, reward best practices, and foster a culture of pride and accountability among property owners.
- **Introduce Sustainability and Green Design Incentives:** Establish an incentive program to encourage property owners to incorporate green building practices into their projects. Eligible improvements may include solar panel installation, rainwater harvesting systems, energy-efficient materials, and native landscaping.

What Is the Community Saying?

The community voted for the top five private property improvements to enhance comfort and safety along Vine Street.

RESULTS:

1 RANKS

1 NUMBER OF VOTES

1 

Landscape 588

2 

Art/Murals 386

3 

Storm Water 343

4 

Building 336

5 

Signage 221

3.4

Strengthen Code Compliance to ensure properties meet standards to maintain safety and aesthetics

This action focuses on ensuring that all properties within the CRA meet established standards to maintain public safety, structural integrity, and neighborhood aesthetics. This action involves stricter enforcement for chronic violators, improved tracking and reporting systems, coordinated inspections with multiple departments, and proactive community engagement. By combining penalties, education, and incentives, the CRA aims to create a cleaner, safer, and more attractive environment that supports revitalization goals. Figure 5 on the following page presents a heat map and related information on Code Enforcement violations within the Vine Street corridor for the years 2021 and 2024.

Recommendations:

- **Target Problem Sites with Stricter Penalties:** The CRA will work with Code Enforcement to prioritize properties with chronic violations, including hotels with repeated issues. Stricter penalties and escalating fines will be applied to deter non-compliance and ensure accountability. The following page includes a comprehensive list and map of all hotels located within the Vine Street corridor.
- **Require Proof of Compliance within Set Timeframes:** Coordinate with Code Enforcement to require property owners to submit documentation verifying compliance by established deadlines. This approach helps prevent prolonged violations and ensures the timely resolution of safety and aesthetic concerns, particularly at high-priority problem sites.
- **Coordinate Enforcement Across Departments:** The CRA will work closely with Police, Fire, and Health Departments to create a unified enforcement approach. Joint inspections and coordinated responses will promptly and comprehensively address violations.
- **Map and Conduct Regular Inspections of High-Risk Properties:** The CRA will develop a systematic approach to identify and map properties with recurring code violations, including those with chronic safety or maintenance issues. Once mapped, these properties will be prioritized for routine inspections to ensure compliance and prevent hazards. This proactive strategy allows the CRA to address problems early, maintain community standards, and reduce the risk of prolonged violations.
- **Provide Clear Communication on Code Requirements:** The CRA can distribute informational brochures, host community workshops, and launch public awareness campaigns to educate property owners and businesses on code compliance. Clear guidelines will reduce confusion and improve adherence.
- **Encourage Community Reporting and Participation**: Residents will be encouraged to report violations through a dedicated hotline or online portal. Additionally, community clean-up events will foster shared responsibility and improve the neighborhood aesthetic.

What Is the Community Saying?

Stakeholders and community members have shared that several hotels along the Vine Street corridor are increasingly being used for longer-term stays, which has contributed to ongoing challenges related to property maintenance and public safety. Addressing safety concerns at hotels has been consistently identified by the community as a high priority for the CRA moving forward.

Hotels Inventory

1. The Lisbon Hotel
ADDRESS: 4311 W Vine St #192
PARCEL ACREAGE: 7.53 Ac
BUILDINGS SF: 81,897 SF
NUMBER OF ROOMS: 170

2. Home 1 Suites Extended Stay
ADDRESS: 4156 W Vine St
PARCEL ACREAGE: 2.75 Ac
BUILDING SF: 71,238 SF
NUMBER OF ROOMS: 130

3. Days Inn
ADDRESS: 4125 W Vine St
PARCEL ACREAGE: 2.32 Ac
BUILDING SF: 25,198 SF
NUMBER OF ROOMS: 51

4. Oak Ridge Inn
ADDRESS: 4131 W Vine St
PARCEL ACREAGE: 1.36 Ac
BUILDING SF: 25,240 SF
NUMBER OF ROOMS: 54

5. Enterprise Motel
ADDRESS: 4121 W Vine St
PARCEL ACREAGE: 2.33 Ac
BUILDING SF: 23,568 SF
NUMBER OF ROOMS: 49

6. Ambassador Inn
ADDRESS: 4107 W Vine St
PARCEL ACREAGE: 1.04 Ac
BUILDING SF: 24,558 SF
NUMBER OF ROOMS: 48

7. Weinan Hotel
ADDRESS: 4104 W Vine St
PARCEL ACREAGE: 3.58 Ac
BUILDING SF: 82,806 SF
NUMBER OF ROOMS: 174

8. Chateau Motel
ADDRESS: 3518 W Vine St
PARCEL ACREAGE: 0.36 Ac
BUILDING SF: 9,876 SF
NUMBER OF ROOMS: 17

9. Staymore Extended Studios
ADDRESS: 2407 W Vine St
PARCEL ACREAGE: 1.9 Ac
BUILDING SF: 67,157 SF
NUMBER OF ROOMS: 48

10. Park Royal Orlando
ADDRESS: 1500 N Thacker Ave
PARCEL ACREAGE: 3.71 Ac
BUILDING SF: 91,269 SF
NUMBER OF ROOMS: 176

11. The Panama Extended Stays
ADDRESS: 1620 W Vine St
PARCEL ACREAGE: 0.81 Ac
BUILDING SF: 17,622 SF
NUMBER OF ROOMS: 50

12. Sunrise Motel
ADDRESS: 801 W Vine St #4162
PARCEL ACREAGE: 0.41 Ac
BUILDING SF: 9,552 SF
NUMBER OF ROOMS: 24

13. Lambert Inn
ADDRESS: 410 W Vine St
PARCEL ACREAGE: 0.79 Ac
BUILDING SF: 19,580 SF
NUMBER OF ROOMS: 44

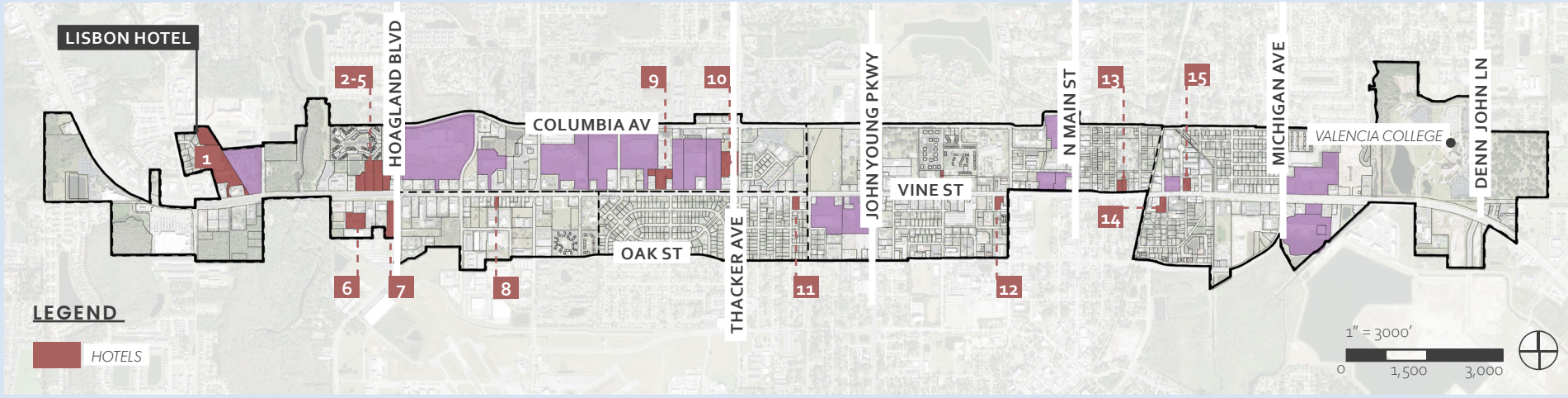
14. Budget Inn-East
ADDRESS: 307 E Vine St
PARCEL ACREAGE: 0.62 Ac
BUILDING SF: 17,433 SF
NUMBER OF ROOMS: 29

15. Motel 9
ADDRESS: 321 E Vine St
PARCEL ACREAGE: 0.52 Ac
BUILDING SF: 13,840 SF
NUMBER OF ROOMS: 26

16. Apollo Inn
ADDRESS: 670 E Vine St
PARCEL ACREAGE: 1.15 Ac
BUILDING SF: 19,558 SF
NUMBER OF ROOMS: 40

17. Flamingo Inn
ADDRESS: 801 E Vine St
PARCEL ACREAGE: 0.88 Ac
BUILDING SF: 18,208 SF
NUMBER OF ROOMS: 40

FIGURE 27. VINE STREET CRA HOTELS LOCATION MAP



Vine Street Landscape Master Plan (March 2022)

The Landscape Master Plan provides guidance for designing and maintaining the Vine Street corridor's landscape, as well as for shaping new development along the corridor. Its purpose is to support health, safety, sustainability, and overall community welfare while creating a consistent framework for long-term physical and financial investment.

Benefits of the Plan include clear landscape design principles; a roadmap for planning and decision-making; a strategy for phased implementation; a budgeting and fundraising tool; and standards for materials that create a unified corridor identity.

The Plan presents the landscape vision and spatial design concepts for Vine Street, supported by design guidelines and implementation steps. Streetscape examples, including improvements near Main Street, illustrate how enhanced walking areas and planting zones could look after redevelopment. Key principles include adding shade trees, improving pedestrian safety, and using cohesive, low-maintenance, drought-tolerant materials. Overall, the design focuses on sustainability, visual interest, and creating a stronger sense of place.



VINE ST @ MAIN ST PROPOSED IMPROVEMENTS

3.5

Invest in the Transformation of Public Spaces

Create vibrant, inclusive public spaces through streetscape upgrades, public art, and cultural programming. These improvements will enhance comfort, aesthetics, and safety along the Vine Street corridor—transforming it into an inviting destination for residents and visitors.

Recommendations:

- **Invest in Streetscape and Public Realm Upgrades:** Prioritize streetscape improvements to create safe, attractive, and pedestrian-friendly environments. Improvements will include landscaping, intersection enhancements, lighting, and street furniture to foster walkability and comfort. These upgrades will strengthen the identity of the Vine Street corridor and encourage economic activity.
- **Continue Implementing the Vine Street CRA Landscape Master Plan:** Building on the existing Landscape Master Plan, the CRA will focus on tree canopy expansion, native plantings, and green infrastructure to improve aesthetics, manage storm water, and reduce heat island effects. These enhancements will create a more sustainable and visually appealing public realm that supports community health and resilience.
- **Promote Art as a Tool for Engagement and Beautification:** Incorporate murals, sculptures, and interactive installations that reflect local culture and history, fostering a sense of place and community pride. Art will catalyze community pride and cultural expression. Examples include:
  - Integrate murals, sculptures, and installations into parks, plazas, and streetscapes.
  - Support local artists through commissions and grants.
  - Partner with businesses to sponsor art projects that reflect local heritage and identity.
  - Create a dedicated mural and public art program or continue partnering with Osceola Arts to transform blank walls and underutilized spaces into vibrant, community-driven art installations. This program will showcase local talent and celebrate the cultural history of the Vine Street CRA.

- **Activate Vacant Lots and Underutilized Spaces:** The CRA will transform vacant lots and underused parking areas into temporary public spaces such as pop-up parks, community gardens, or event venues. These activations will provide immediate benefits while long-term redevelopment plans are underway. To encourage participation, the CRA will offer incentives to property owners who convert their vacant spaces for temporary public use, such as grants, or recognition programs.

3.6

Develop a Distinct Brand and Wayfinding System

Strengthen community identity by building positive perceptions through cohesive branding, inclusive messaging, and storytelling that celebrates local pride and the unique character of each sub-area.

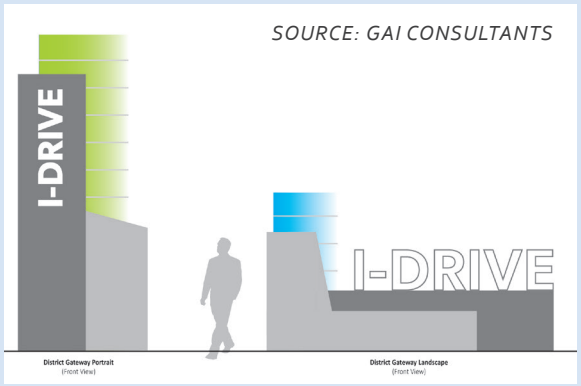
Recommendations:

- Create a unified brand and visioning system for the Vine Street CRA and each sub-area.
- Develop visual identities—logos, color palettes, and thematic design elements—that reflect each area's character and history.
- Implement a coordinated wayfinding system to improve navigation and highlight key destinations.
- Install gateway signage at major entry points to establish a strong sense of arrival and place.
- Use branding and wayfinding elements to create a cohesive, welcoming experience for residents and visitors.

International Drive Gateway and Wayfiding System, Orange County, Florida

Orange County Government, developed a signage and wayfinding program to unify the International Drive District, enhance navigation, and strengthen corridor identity. Building on the I-Drive 2040 and Vision 2050 frameworks, the project integrates cohesive signage and gateway landscape enhancements to improve access and visibility for businesses and destinations. The signs are designed to simplify navigation while showcasing the vibrant character and dynamic energy of the I-Drive District, with adaptable features that illuminate subdistrict colors at night while maintaining a sleek, professional appearance during the day. Dynamic, context-sensitive design reinforces district character while improving circulation and reducing visual clutter. Strategic placement during implementation ensures compatibility with existing utilities and site conditions.





4 Attract and Retain Business

Collaborate with local and regional businesses, industries, and partners to position the area as a thriving economic center and ensure the retention and attraction of businesses that contribute to the prosperity of the area and city.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
4.1	Strengthen Economic Development Partnerships and Targeted Incentive Programs	+ Programs & Incentives + Awareness &Engagement	Progressive	High
4.2	Market and Position Vine Street as a Premier Hub for High-Value Industries	+ Programs & Incentives + Awareness & Engagement	Progressive	Medium
4.3	Build and Maintain a Business and Property Inventory	+ Policy & Plans	Basic	High
4.4	Expand Small Business Incentives and Grants	+ Programs & Incentives	Basic	Low
4.5	Engage and Celebrate Businesses	+ Programs & Incentives + Awareness & Engagement	Basic	Medium
4.6	Foster Innovation and Build Workforce Talent	+ Awareness & Engagement	Progressive	Medium
4.7	Form a Vine Street Business Committee to Drive Local Economic Vitality	+ Awareness & Engagement + Capacity Building	Progressive	High
4.8	Establish a Business Liaison Position	+ Awareness & Engagement + Capacity Building	Progressive	Low

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

4.1

Strengthen Economic Development Partnerships and Targeted Incentive Programs

Leverage the City's Economic Development Department and CRA resources to drive growth in health care, aerospace, and technology sectors. Focus on attracting businesses that complement NeoCity's innovation ecosystem within the NeoVine sub-area. This strategy integrates targeted industry incentives with CRA grant programs to stimulate investment, enhance property conditions, and align business development with broader redevelopment objectives.

Recommendations:

- **Expand Medical Arts District:** Grow the Medical Arts District, building on $300 million in recent health care investments. Utilize existing incentives like job creation bonuses, permit fee reimbursements, and equipment grants.
- **Advance Aerospace Industry Development:** Work with Kissimmee Gateway Airport and regional partners to leverage the Aerospace Advancement Initiative, positioning the Airport as a leading destination for aerospace businesses through its strategic location and skilled workforce.
- **Attract Technology and Innovation Businesses to NeoVine:** Collaborate with Osceola County and regional organizations to target tech, research, and advanced manufacturing firms aligned with NeoCity. Highlight proximity to NeoCity and Valencia College, and create new incentives for tech and innovation.
- **Promote and Attract the Eco-Tourism Industry:** Leverage Shingle Creek's access to the creek and regional trail to connect with US 192. Support nature-based businesses, collaborate with partners, and incentivize eco-tourism ventures to boost environmental stewardship and economic vitality.



KISSIMMEE AIRPORT



NEOCITY DEVELOPMENT RENDERING



SHINGLE CREEK

Kisssimme's Economy and Workforce and their Impact on the CRA

Kissimmee's economy and workforce are supported by a diverse mix of sectors that drive both local and regional growth. Many of these economic assets and industries are located in close proximity to the Vine Street CRA, benefiting the area by fostering economic opportunities, attracting investment, and supporting community development. These industries include:

- **Tourism and Hospitality:** As a major gateway to Orlando's theme parks and attractions like Walt Disney World, Universal Orlando, and SeaWorld, Kissimmee's tourism and hospitality sector is one of its largest economic drivers. The city hosts numerous hotels, resorts, restaurants, and entertainment venues, which generate significant revenue and employment opportunities.
- **Health Care:** The health care industry, including medical services, hospitals, and professionals, plays a vital role in the local economy. Kissimmee is home to health care facilities like HCA Florida Osceola Health Care, and Advent Health Kissimmee, which provide jobs in both clinical and administrative fields.
- **Retail and Commercial Services:** Kissimmee is a commercial hub for both locals and tourists, with a variety of shopping centers, retail stores, and service-based businesses. The retail sector supports a wider range of jobs, from sales to management, and is closely tied to the city's tourism industry.
- **Transportation and Logistics:** With strategic access to major highways (like I-4, Florida's Turnpike, and State Roads 417 and 429), as well as Kissimmee Gateway Airport and the SunRail commuter system, transportation and logistics are significant components of the local economy. The city's proximity to freight routes and the airport provides employment opportunities in warehousing, transportation services, and logistics management.



HCA FLORIDA OSCEOLA HOSPITAL



SHINGLE CREEK

- **Aviation and Aerospace:** The Kissimmee Gateway Airport supports a growing general aviation industry, including flight training, corporate aviation, and aviation-related maintenance services. This sector contributes both directly and indirectly to the economy through related services.
- **Education:** The educational sector is a vital part of Kissimmee's economic, with institutions like Valencia College and Northbridge University-Kissimmee. The Valencia College Osceola campus provides workforce development programs in the high-demand fields of technology, health care, and business.
- **Recreation:** Shingle Creek and Lake Toho are both valuable regional assets for Kissimmee, contributing to the city's environmental, recreational, and economic vitality. Shingle Creek, the headwaters of the Florida Everglades, plays a critical role in water quality and flood control while offering opportunities for eco-tourism and outdoor activities such as kayaking and fishing. Similarly, Lake Toho is a popular destination for boating, fishing, and water sports, enhancing the city's appeal for residents and visitors alike. Together, these natural resources support Kissimmee's sustainability efforts and foster eco-tourism and recreation-based economic growth.

Kissimmee Airport Master Plan (2024)

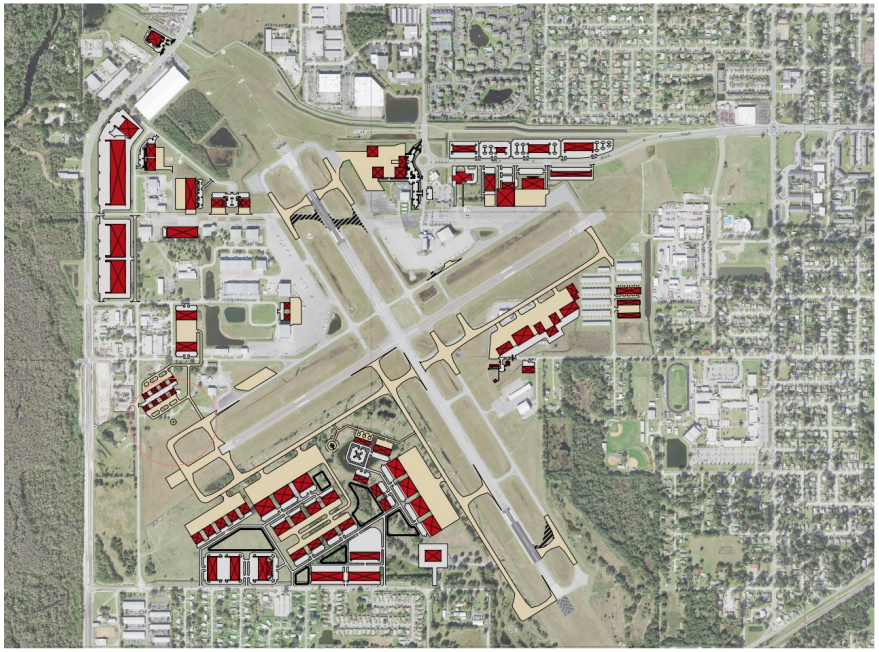
The Kissimmee Gateway Airport supports a growing general aviation industry, including flight training, corporate aviation, and aviation-related maintenance services. The airport generates significant economic benefits for the city, including employment opportunities and revenue from tenants and businesses. Indirect impacts come from the spending of visitors and businesses using the airport. Additionally, the airport supports related industries such as tourism, hospitality, and retail—especially benefiting the Vine Street CRA.

In January 2024, an Airport Master Plan was created to evaluate the current and future use of airport facilities, as required by the FAA for federal funding. It is unclear if the plan has been approved by the FAA.

The plan proposes additional development within the airport property, including warehouses, hangars, hotels, and student housing. The plan also includes an exhibit of runway-protected zones, some of which extend beyond the airport's property and must remain vacant. See figures below.

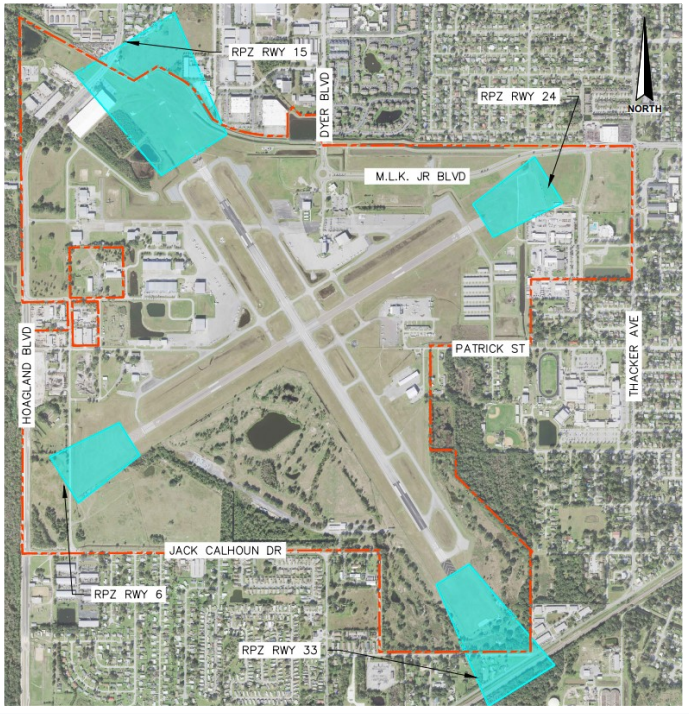
While the Master Plan does not indicate expansion beyond current boundaries, the industrial area north of the airport between Dyer Boulevard and Armstrong Boulevard could potentially be used for airport-supported services—with some parcels in the Vine Street CRA. Dyer Boulevard and MLK Boulevard, the main streets leading to the airport, have the potential to become primary gateway streets.

AIRPORT DEVELOPMENT COMPOSITE (OPT 1)



SOURCE: KISSIMMEE GATEWAY AIRPORT MASTER PLAN

AIRPORT PROTECTION ZONES MAP



SOURCE: KISSIMMEE GATEWAY AIRPORT MASTER PLAN

NeoCity

Osceola County's NeoCity development, located at the edge of the Vine Street CRA, is a 500-acre innovation district designed to position the region as a hub for advanced technology and mixed-use urban living. The centerpiece, NeoCity City Center, spans 13 acres and will deliver approximately 1.5 million square feet of retail, office, entertainment, and cultural space, along with 1,150 residential units overlooking Lake Toho. Construction began in 2024 and will proceed in phases through the early 2030s. Complementing the urban core, NeoCity South includes a high-tech campus with a projected $370 million investment and an AdventHealth hospital campus (80 beds, expandable to 200) over an eight-year timeline. Supported by major industry partners and federal grants, NeoCity integrates technology, health care, and lifestyle amenities, creating a sustainable, walkable district that will be substantially complete by the mid-2030s.







SOURCE: WWW.NEOCITYFL.COM

4.2

Market and Position Vine Street as a Premier Hub for High-Value Industries

Advance the corridor into a competitive, high-value industry destination while fostering existing businesses through strategic branding, partnerships, and targeted marketing initiatives.

Recommendations:

- Highlight Strategic Connectivity and Regional Assets: Promote access to I-4, Florida's Turnpike, Kissimmee Gateway Airport, SunRail, and proximity to NeoCity, Valencia College, and the Medical Arts District.
- Create Unique Branding for Each Sub-Area: Develop distinct identities for all six sub-areas (e.g., NeoVine as an education/tech hub, NOVI as mixed-use, Gateway as airport extension) to reinforce their roles and attract targeted investment.
- Launch an Innovation and Investment Portal: Build a digital platform featuring available sites, incentives, demographic data, success stories, and interactive maps to support investor decision-making.
- Forge Strategic Partnerships: Collaborate with UCF Business Incubator, Prospera, chambers, and regional organizations for technical assistance, co-marketing, and resource sharing.
- Activate the Corridor Through Events: Host "Innovation on Vine" forums and investor tours showcasing opportunities in aerospace, health care, and technology.
- Create a Comprehensive Branding Campaign & Materials: Develop a cohesive brand identity emphasizing the economic development potential of the CRA. Produce high-quality brochures, videos, and social media content featuring success stories, demographic data, and investment opportunities. Leverage digital advertising for regional and national reach.
- Promote at Trade Shows and Industry Events: Participate in economic development conferences and expos to showcase the corridor. Prepare presentations and promotional packages for site selectors, developers, and industry leaders.

4.3

Build and Maintain a Business and Property Inventory

Develop and maintain a comprehensive business and property inventory to support economic development and strategic decision-making for the Vine Street corridor. This inventory will serve as a foundational tool for marketing, outreach, and investment planning.

Recommendations:

- **Develop a Centralized Business and Property Database:** Create a digital platform that consolidates key data—business names, addresses, contacts, and property details—into a regularly updated system. Integrate this inventory with GIS for spatial analysis and visualization, enabling CRA staff and stakeholders to identify clusters, gaps, and opportunities. This tool will make data actionable for strategic planning, positioning, and marketing.

4.4

Expand Small Business Incentives and Grants

Strengthen the corridor's economic diversity by partnering with the City's Economic Development Department and expanding CRA programs to help small businesses thrive, provided that each program is directly tied to eliminating slum and blight and supporting redevelopment within the CRA boundary; with this nexus established, the proposed activities are consistent with statutory requirements.

Key Strategies:

- **Expand CRA Grant Programs:** Broaden existing CRA general grant programs to assist with operational enhancements for small businesses.
- **Offer Targeted Incentives:** Develop new incentive programs focused on retaining existing businesses and attracting new small enterprises that complement the corridor's redevelopment goals.
- **Provide Technical Assistance:** Support small businesses with access to training, permitting guidance, and connections to regional resources for long-term sustainability.

Small Business Incentives, Programs and Support Samples from other CRA's

Cape Coral CRA (Cape Coral, FL)

- **"Breaking Barriers to Business" (B2B) Program:** Zero-interest, 5-year forgivable loans up to $50,000 to help new startups, expanding businesses, or relocating firms.
- **Demolition Assistance Grant:** Reimburses up to $75,000 for demolishing obsolete buildings to enable new development.
  CRA Tax Increment Financing (TIF): Rebates a portion of increased property tax revenue for eligible public improvements and development.
- **Business Infrastructure Grant:** Covers 10% of infrastructure costs, capped at $250,000.
- **Creative Arts Incentive Program:** Grants between $5,000–$250,000 to support arts organizations.

City of Oakland Park CRA (Broward County, FL)

- **Small Business Incentive Program (BIP):** Reimbursement grants supporting interior/exterior property improvements, expansions, relocations, and new openings.
  - Up to $20,000 for general commercial uses,
  - Up to $35,000 for culinary arts businesses.
- Requires a 1:1 matching contribution.

City of Jacksonville Beach CRA (Nassau County, FL)

- **CRA Steering Committee & Business Liaison:** Jacksonville Beach's CRA has established a CRA Steering Committee oriented toward:
  - Simplifying processes for businesses seeking CRA support and funding.
  - Facilitating dialogue and coordination between the CRA and local business interests.
  - Enhancing operational efficiency through streamlined approvals and clarified roles.

4.5

Engage and Celebrate Businesses

Foster strong relationships with business owners through consistent engagement, feedback, and recognition programs that build trust, encourage excellence, and promote corridor visibility.

Recommendations:

- **Host Quarterly Roundtables and Networking Events:** Create forums for business owners to share feedback, discuss opportunities, and learn about CRA programs. Include guest speakers and resource sharing to strengthen collaboration.
- **Conduct Annual Business Surveys:** Gather insights on operational challenges, workforce needs, and desired improvements. Use results to inform policy, grant programs, and infrastructure priorities.
- **Establish a Dedicated Business Liaison:** Assign a CRA staff member as the primary contact for ongoing communication, ensuring timely support and personalized assistance.
- **Launch a "Vine Street Business Excellence" Awards Program:** Recognize outstanding businesses for innovation, customer service, sustainability, and community impact through an annual awards initiative.
- **Promote Achievements Through Media and Marketing:** Publicize award winners and notable milestones via social media, press releases, and newsletters to amplify recognition and enhance corridor visibility.

4.6

Foster Innovation and Build Workforce Talent

Create spaces and programs that support entrepreneurship, attract startups, and develop a skilled workforce aligned with the Vine Street corridor's economic vision.

Recommendations:

- **Establish Innovation Hubs and Incubators:** Develop co-working and incubator spaces in partnership with Valencia College, Orlando Economic Partnership, and other organizations to provide resources, collaboration opportunities, and access to research and talent pipelines.
- **Target High-Value Sectors:** Focus on industries that complement the corridor's goals, such as technology, creative enterprises, and small-scale manufacturing, to reinforce identity and economic vitality.
- **Organize Training Workshops:** Deliver sessions on finance, marketing, digital tools, and e-commerce to strengthen business competitiveness.
- **Create a Mentorship Network:** Pair emerging entrepreneurs with experienced mentors for guidance on planning, operations, and growth strategies.
- **Collaborate with Chambers and Regional Partners:** Work with Osceola Chamber, Hispanic Chamber of Metro Orlando, and others to share resources, provide toolkits, and expand networking opportunities.
- **Develop Internship and Apprenticeship Programs:** Partner with educational institutions to connect students with corridor businesses through hands-on learning experiences.
- **Offer Industry-Aligned Workforce Training:** Coordinate specialized training and certifications in sectors such as hospitality, technology, and creative industries.
- **Host Career Fairs and Job Placement Events:** Organize hiring events with resume workshops, interview coaching, and on-site recruitment to connect employers with qualified candidates.

4.7

Form a Vine Street Business Committee to Drive Local Economic Vitality

Establish a Vine Street Business Committee to serve as a collaborative leadership group that drives economic vitality, strengthens business engagement, and advises on CRA initiatives. This committee will ensure that local businesses have a voice in shaping the corridor's future.

Recommendations:

- **Recruit Representatives from Diverse Business Sectors:** Invite owners and leaders from retail, dining, professional services, creative industries, and emerging sectors to ensure broad representation. Diversity in membership will foster inclusive decision-making and reflect the corridor's economic mix.
- **Develop an Annual Action Plan for Business Development:** Work with committee members to identify priorities, set measurable goals, and outline initiatives such as marketing campaigns, events, and advocacy efforts. This plan should align with CRA objectives and be reviewed annually for progress.
- **Serve as an Sdvisory Body for CRA Initiatives and Marketing Efforts:** Engage the committee in reviewing proposed programs, grant opportunities, and promotional strategies. Their input will help tailor CRA efforts to real business needs and strengthen buy-in from the local business community.

4.8

Establish a Business Liaison Position

Designate a dedicated staff member or contractor to serve as the primary point of contact for local businesses within the CRA. This liaison will assist with permitting processes, connect businesses to available CRA incentives, and facilitate clear communication between business owners and the CRA to ensure timely support and streamlined access to resources.

Recommendations:

- **Streamline Processes:** Simplify application procedures for CRA incentives and grants through liaison-led guidance.
- **Enhance Communication:** Use the liaison to maintain consistent, proactive communication with business owners about opportunities and regulatory changes.
- **Promote Collaboration:** Partner with local chambers, business associations, and workforce agencies to align CRA goals with broader economic development efforts.
- **Support Business Growth:** Offer technical assistance and connect businesses to resources for marketing, financing, and workforce development.
- **Measure Impact:** Track metrics such as number of businesses assisted, grants awarded, and job creation to evaluate success and adjust strategies.

5 Support Connectivity

Improve the area's connectivity and transportation by upgrading streets, redesigning key roads, and expanding trail networks, while coordinating land use strategies that support walkable, mixed-use, and accessible development.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026–31)
5.1	Strengthen Agency Partnerships to Advance Safety, Mobility, and Livability Improvement	+ Capacity Building	Progressive	High
5.2	Support City and Regional Transportation, Trail, and Pedestrian Projects	+ Plans & Policy + Projects	Progressive	Medium
5.3	Prioritize Street and Intersection Upgrades in the CRA	+ Plans & Policy + Projects	Progressive	High
5.4	Redesign Columbia Avenue, Oaks Street, Dyer Boulevard, and Thacker Avenue	+ Plans & Policy + Projects	Transformational	High
5.5	Invest in Mobility and Transportation Planning to Guide Future Improvements	+ Plans & Policy + Projects	Progressive	Low
5.6	Expand Micro Transit and Last-Mile Services	+ Programs & Incentives + Projects	Progressive	Low
5.7	Incentivize Walkable, Bike-Friendly Infrastructure and Site Design	+ Programs & Incentives + Projects	Basic	Medium
5.8	Pursue Grants for Active Transportation and Trail Connectivity	+ Programs & Incentives + Projects	Basic	Low
5.9	Complete the Street Grid Through Redevelopment	+ Plans & Policy + Programs & Incentives	Basic	High
5.10	Promote Trail Use and Key Destinations	+ Plans & Policy + Programs & Incentives + Projects	Progressive	Medium
5.11	Launch a Safe Streets Awareness Campaign	+ Awareness & Engagement	Basic	Medium

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

5.1

Strengthen Agency Partnerships to Advance Safety, Mobility, and Livability Improvements

Establish a coordinated partnership framework with transportation agencies to implement safety focused, multimodal improvements that enhance livability and connectivity in the Vine Street corridor. This action ensures that CRA priorities align with ongoing regional initiatives and leverages partner agency resources for maximum impact.

Recommendations:

- **Formalize Interagency Coordination on Active Transportation and Safety Projects:** Establish recurring coordination meetings with LYNX, MetroPlan Orlando, FDOT, and Osceola County to align Vine Street CRA priorities with active projects. Use these meetings to share data, coordinate timelines, streamline design consistency, and identify joint funding opportunities. This structure ensures that CRA investments complement efforts such as the US 192 buffered bike lanes, Central Avenue Planning Study, and Michigan Avenue Safety Improvements.
- **Leverage MetroPlan Orlando's Vision Zero Action Plan to guide corridor safety upgrades:** Apply Vision Zero tools and data—including speed management strategies, enhanced pedestrian crossings, corridor lighting audits, and High Injury Network analyses—to prioritize improvements where distraction and speeding are significant contributing crash factors. Align CRA safety projects with regional crash-reduction strategies to maximize impact and funding competitiveness.
- **Coordinate with LYNX to Improve Transit Access, ADA Compliance, and Future Service Connectivity:** Work closely with LYNX to integrate compliant, cost-effective transit enhancements into CRA streetscape and mobility projects. Support LYNX's ADA sidewalk survey and "Bus Stop Design Guidelines" update—ensuring new CRA projects incorporate safe, accessible stops. Collaborate on expanding Neighborhood Link micro-transit service and prepare for improved connectivity associated with the future LYNX southern operations base near the Tupperware SunRail Station by planning for designated pick-up/drop-off areas and strengthened pedestrian access.

5.2

Support City and Regional Transportation, Trail, and Pedestrian Projects

Collaborate with city, county, and regional partners to advance transportation and trail projects that improve connectivity, safety, and multimodal access throughout the Vine Street corridor. This action ensures CRA investments complement broader mobility initiatives and leverage external funding opportunities.

Recommendations:

- **Align CRA Priorities with City Transportation Plans and Studies:** Support implementation of the Onward Kissimmee Mobility Plan, Central Avenue Planning Study, and any other City-led transportation initiatives affecting the Vine Street CRA. Prioritize delivering mid-block crossings, widened sidewalks, upgraded bus shelters, and gateway features as co-funded CRA projects to accelerate improvements and enhance corridor livability.
- **Advocate for Trail Projects that Strengthen Regional Connectivity:** Champion the advancement of key trail initiatives—including the Kissimmee–St. Cloud Connector Trail, Fortune Lake Trail, and Lake Toho Restoration Pond Trail—that expand access between the CRA, waterfront destinations, and regional parks. Coordinate supporting elements such as wayfinding, shade, and streetscape enhancements to create seamless, inviting trail linkages.
- **Support Transportation and Public Works in Securing Mobility-Focused Grants:** Partner with City staff to prepare strong, competitive grant applications for Complete Streets, pedestrian safety, and active transportation funding programs offered through FDOT, MetroPlan Orlando, and other regional sources. Provide CRA match funding when feasible to increase competitiveness and keep Vine Street projects prioritized.
- **Allocate CRA Funds to Advance Multimodal Streets and Infrastructure Upgrades:** Dedicate CRA resources to critical corridor enhancements—including sidewalk widening, protected bike lanes, intersection safety upgrades, and full street reconstruction where needed—to upgrade aging infrastructure and support a safer, more accessible multimodal network.

5.3

Prioritize street and intersection upgrades in the CRA

Focus CRA investments on critical street and intersection upgrades that improve safety, reduce congestion, and support multimodal mobility. This strategy prioritizes high-crash locations, accessibility improvements, and streets near redevelopment sites to maximize impact.

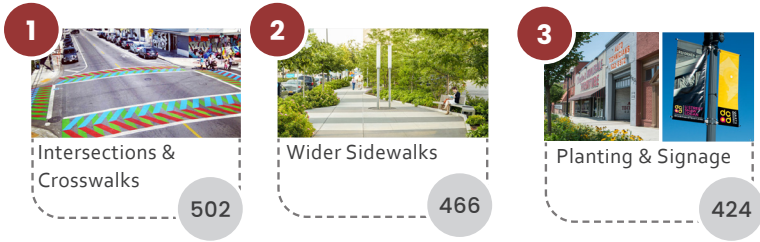
Recommendations:

- **Identify and Map High Crash and Congestion Locations for Targeted Improvements:** Use traffic studies, crash reports, and available transportation data to pinpoint intersections and corridors in need of upgrades. Prioritize locations along high injury corridors such as Hoagland Boulevard, John Young Parkway, and Central Avenue, guided by Vision Zero findings. Incorporate community and stakeholder input to address additional priority streets such as Rose Avenue and Oak Street.
- **Advance Pedestrian Safety Enhancements Across the Corridor:** Install mid-block crossings with refuge islands in areas with high pedestrian activity, ensuring ADA-compliant curb ramps and continuous, accessible sidewalks. Include wider sidewalks in locations where pedestrian demand is high or where redevelopment will increase foot traffic, creating safer and more comfortable pedestrian environments.
- **Support Redevelopment Areas with New and Improved Street and Mobility Infrastructure:** Prioritize improvements on streets adjacent to major redevelopment sites—including the former Kmart property and other redevelopment projects—to provide safe, connected, and upgraded infrastructure that supports future growth and enhances development readiness. It is imperative that these transportation improvements are closely aligned with FLU patterns, ensuring that street design, access, and multimodal connections support walkable, mixed-use development and the long term vision for the corridor.

What Is the Community Saying?

Below are the top three streetscape improvements the community prioritized, along with the desire enhancements and additions to open spaces.

Top 3 streetscape improvements needed Vine Street



Open Space Enhancements/Additions



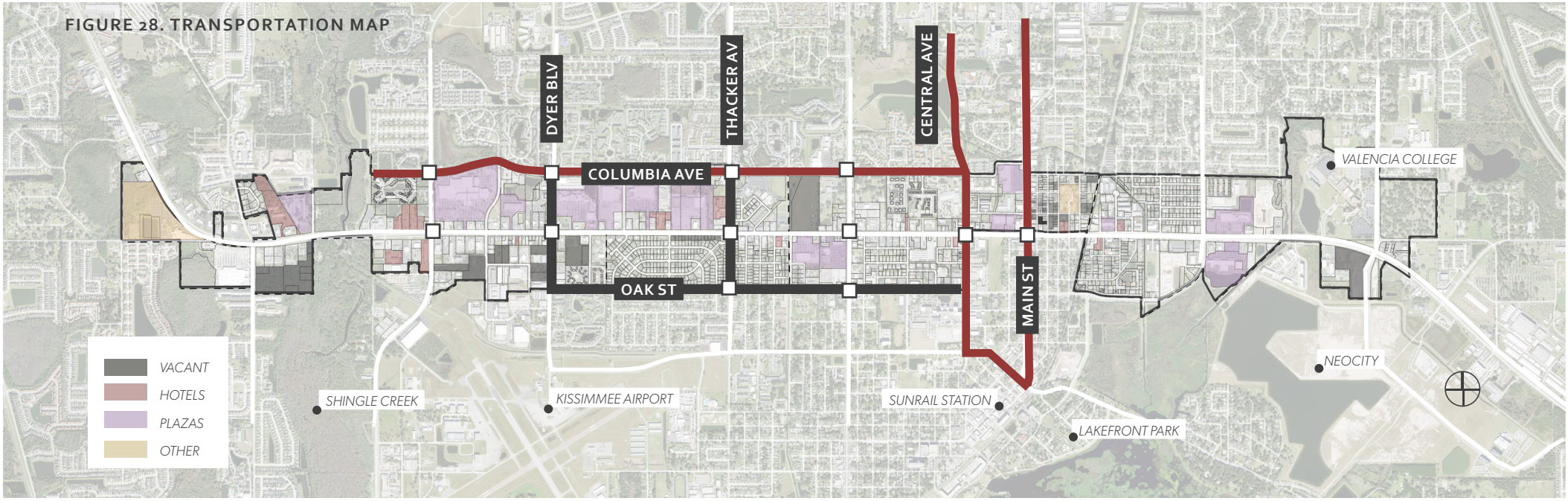
The results above provide a summary of input gathered during the November 13, 2024 open houses, the June 14, and 2025 Juneteenth Festival event

RE-DESIGN DYER BLVD, OAK ST, AND THACKER AVE

CITY'S COMPLETE STREET PROJECTS (COLUMBIA AVE, CENTRAL AVE AND MAIN ST)

POSSIBLE LOCATIONS FOR INTERSECTION UPGRADES

FIGURE 28. TRANSPORTATION MAP



5.4

Redesign Columbia Avenue, Oaks Street, Dyer Boulevard, and Thacker Avenue

Transform Columbia Avenue, Oak Street, Dyer Boulevard, and Thacker Avenue into Complete Streets that enhance safety, connectivity, and multimodal access throughout the Vine Street corridor. These redesigns will create comfortable environments for walking, biking, and transit use while supporting surrounding neighborhoods and redevelopment areas. Implementation will require close coordination with other City departments and regional transportation agencies—including FDOT, LYNX, and MetroPlan Orlando—to ensure consistent design standards, funding alignment, and effective project delivery. All corridor redesigns should also evaluate needed utility upgrades and incorporate green infrastructure elements, such as storm water managing planters, to improve drainage and support long term sustainability.

- **Columbia Avenue:** Upgrade Columbia Avenue—currently a three lane suburban street with narrow bike lanes—into a safer, more inviting multimodal corridor. Widen bicycle facilities, modernize utilities, and strengthen its function as part of the Kissimmee Trail system. Integrate enhanced connections to the Kissimmee Loop Trail and Shingle Creek Regional Trail. Streetscape improvements should include landscaping, upgraded lighting, pedestrian amenities, storm water-managing planters, and other green infrastructure features that support environmental performance.
- **Oak Street:** Oak Street as a major collector that prioritizes safe and comfortable walking and biking. Incorporate protected bike lanes, wider sidewalks, shade trees, enhanced crossings, and planters or landscape zones designed to manage storm water runoff. Evaluate the need for coordinated utility improvements to support redevelopment and long term corridor resilience.
- **Dyer Boulevard:** Apply Complete Streets principles to improve safety and multimodal access along Dyer Boulevard, which serves as the primary gateway to the Kissimmee Airport. Integrate continuous bike lanes, pedestrian paths, transit friendly features, and storm water managing planters. Prioritize intersection upgrades, traffic calming, and necessary utility improvements.
- **Thacker Avenue:** Envision Thacker Avenue as a safe, connected, and reinvested north–south corridor that supports neighborhood access, unlocks key redevelopment sites within the Vine Street CRA, and transitions over time into a more multimodal, economically productive, and visually improved urban street.



COLUMBIA AVENUE BIRD'S EYE AND STREET-LEVEL VIEW



OAK STREET BIRD'S EYE AND STREET-LEVEL VIEW

5.5

Invest in Mobility and Transportation Planning to Guide Future Improvements

Support the development and updating of mobility, transportation, bicycle, and pedestrian plans and parking studies to ensure that CRA priorities are fully integrated into citywide and regional planning efforts. Investing in these studies will provide a coordinated framework for improving safety, expanding multimodal connectivity, and supporting redevelopment throughout the Vine Street corridor. This action ensures that walking, biking, transit access, and safe streets are embedded in the CRA'S long term vision.

Recommendations:

- **Update the Bicycle and Pedestrian Master Plan with CRA Priorities:** Collaborate with City departments and regional partners to refresh the Bicycle and Pedestrian Master Plan, ensuring the document reflects CRA needs such as improved safety, enhanced connectivity, redevelopment support, and equitable access for all users. Incorporate CRA-specific corridor priorities and emerging mobility opportunities.
- **Review Existing Mobility Plans and Align Them with CRA Goals:** Evaluate existing transportation, mobility, and trail plans to identify gaps and integrate CRA objectives. Focus on improving access to redevelopment sites, strengthening multimodal connections, and enhancing routes to community destinations, schools, and transit stops.
- **Embed Vision Zero Principles into Planning and Design:** Integrate Vision Zero speed management and safety strategies across all relevant plans and studies. Prioritize design-based solutions—such as narrower lanes, raised crossings, curb extensions, and improved lighting—to reduce crash severity and improve safety for vulnerable users.
- **Invest in Studies to Close Sidewalk and Trail Gaps:** Conduct targeted planning and design studies to identify, prioritize, and program critical sidewalk, crosswalk, and trail gap closures. Ensure new facilities create continuous, ADA-compliant, and safe walking and biking routes throughout the CRA.
- **Improve Park and Community Destination Access Through Planning and Wayfinding:** Ensure mobility studies address safe and direct access to key destinations such as Oak Street Park & Community Center and Rainbow Park. Include wayfinding concepts, signage plans, and route enhancements so residents and visitors can easily walk or bike to parks, schools, and neighborhood assets.
- **Expand Trail Planning, Safe Routes to School Projects, and New Multimodal Connections:** Include new trail segments, neighborhood greenways, and Safe Routes to School improvements in mobility planning efforts. Prioritize routes that minimize exposure to high-traffic roadways, add safe crossings, and create direct connections between neighborhoods, schools, parks, and future redevelopment areas.
- **Establish Performance Metrics to Measure Walkability and Bike Access:** Incorporate measurable indicators into all mobility and transportation plans to track progress over time. Metrics may include:
  - Percentage of streets with sidewalks
  - Miles of connected bike lanes and trails
  - Number of upgraded crossings and safety improvements
  - Access to transit stops within a 5-minute walk
- **Pursue Funding for Mobility and Transportation Planning Efforts:** Work with Transportation & Public Works, Planning, FDOT, LYNX, and MetroPlan Orlando to pursue grant funding for transportation studies, parking studies, small area plans, and multimodal feasibility studies. Utilize CRA match funding when beneficial to accelerate Plan development and ensure Vine Street priorities remain prominent.

5.6

Expand Microtransit and Last-Mile Services

Enhance mobility within the CRA by expanding micro transit and on demand transportation services that close first/last mile gaps, improve accessibility, and better connect residents and visitors to key destinations. These services support equitable mobility, reduce reliance on personal vehicles, and complement regional transit options.

Recommendations:

- **Continue Funding and Expanding Microtransit Services:** Maintain and expand financial support microtransit and on-demand transportation programs to ensure reliable, flexible mobility throughout the CRA. Ongoing funding will help meet growing ridership demand, provide equitable transportation access, and strengthen connections to jobs, schools, and essential services.
- **Partner with Microtransit Providers for On-Demand Rides:** Develop partnerships with established micro transit providers to offer flexible, cost effective on demand rides within the CRA. Coordinate service zones, stop spacing, and operating hours with LYNX's planned Neighborhood Link on demand service to ensure seamless coverage in priority areas, including: Columbia Avenue, Dyer Boulevard, Oak Street, schools and educational campuses, and major trailheads and recreational access points
- **Create Designated Pick-Up and Drop-Off Zones Throughout the Corridor:** Install clearly marked, safe, and accessible micro transit pick up and drop off zones to streamline operations and improve user experience. Prioritize locations near medical facilities, schools, employment centers, community parks, and key multimodal nodes to maximize convenience and reduce conflicts with other roadway users.
- **Launch a Simple Awareness Campaign About Micro Transit Services:** Create a targeted outreach campaign to inform residents and visitors about available microtransit, on-demand transportation, and other mobility options. Use social media, community events, and signage to promote how the services work, key destinations served, and the benefits of zero fare, accessible micro transit.

5.7

Incentivize Walkable, Bike-Friendly Infrastructure and Site Design

Promote development patterns that prioritize pedestrian and bicycle access, enhance multimodal connectivity, and support transit oriented growth within the CRA. This action—implemented in collaboration with other City departments, including Planning, Transportation & Public Works, Utilities, and Parks & Recreation—uses incentives and updated design requirements to create safer, more vibrant, and walkable development that aligns with long-term mobility and redevelopment goals.

Recommendations:

- **Offer Incentives for Developments that Include Pedestrian-Friendly Features:** Provide grants, design assistance, or density bonuses for projects that incorporate high quality walkability improvements, such as: Wide sidewalks and shaded seating areas; pedestrian scale lighting; and active ground-floor uses that encourage walking and street-level activity.
- **Require Bike-Friendly and Shaded, Connected Site Design Elements:** Update development standards to ensure new projects include essential multimodal amenities, such as: secure bicycle parking at commercial and mixed-use sites; shade trees along sidewalks and pathways for comfort; and direct, safe connections between buildings, sidewalks, and nearby trails.
- **Encourage Mixed-Use Development Near Transit Stops:** Provide incentives for mixed-use projects located within walking distance of LYNX stops and future micro transit hubs. These developments support transit ridership, reduce car dependency, and foster vibrant, walkable neighborhoods.
- **Require Site Plans to Show Direct Trail and Transit Connections with Bus-Friendly features:** Ensure new developments demonstrate clear connections to nearby trails, sidewalks, and transit routes. Require the inclusion of bus friendly design elements—such as shelters, seating, and lighting—consistent with evolving LYNX guidelines to support safe and comfortable transit access.

5.8

Pursue Grants for Active Transportation and Trail Connectivity

Secure external funding to accelerate the development of pedestrian, bicycle, and trail infrastructure that supports safe, connected, and multimodal travel within the CRA. This action—implemented in coordination with Planning, Transportation & Public Works, Parks & Recreation, and regional partners—builds a strong and competitive funding pipeline to advance priority mobility projects.

Recommendations:

- **Apply for FDOT, Safe Routes to School, and Transportation Alternatives Program Funding:** Pursue a range of state and federal grant sources to support high impact multimodal improvements, including:
  - FDOT and MPO initiatives that align with Vision Zero and regional safety goals.
  - Safe Routes to School funding for projects improving access to educational facilities.
  - Transportation Alternatives Program (TAP) grants for bicycle and pedestrian enhancements.
  - Priority project areas such as US 192, Central Avenue, and trail connections to Lake Toho and St. Cloud to maximize safety, connectivity, and economic benefit.
- **Leverage CRA Funds as Local Match to Strengthen Applications:** Use CRA resources strategically as matching funds to:
  - Increase competitiveness of multimodal grant applications.
  - Demonstrate strong local commitment to active transportation.
  - Accelerate delivery of essential infrastructure through blended funding.
- **Track Grant Cycles and Maintain a Pipeline of Ready Projects:** Develop a proactive and organized grant management process by:
  - Monitoring application timelines, eligibility requirements, and recurring opportunities.
  - Maintaining a list of design-ready projects for rapid submission when grants open.
  - Coordinating with MetroPlan Orlando, FDOT, and Osceola County to align priorities and secure consistent funding.

5.9

Complete the Street Grid Through Redevelopment

Strengthen overall connectivity and multimodal circulation within the CRA by closing gaps in the street network as redevelopment occurs. This action—implemented in coordination with Planning, Transportation & Public Works, and future private development activity—focuses on creating a more continuous, walkable, bike friendly, and transit ready street grid that supports long term mobility and redevelopment goals.

Recommendations

- **Identify missing links and prioritize future street connections:** Develop a street connectivity map that highlights north–south and east–west gaps in the network and identifies priority areas for completing the grid. This approach ensures future redevelopment contributes to a safe, cohesive circulation network for all travel modes.
- **Require developers to extend streets and sidewalks to close network gaps:** Update development requirements to ensure all applicable redevelopment projects help complete the public street grid. Required improvements may include:
  - Extensions of public streets and sidewalks to connect with adjacent roadways.
  - Safe, direct connections to existing or planned trails, multi-use paths, and bike lanes wherever feasible.
  - Installation of pedestrian- and bicycle-friendly features that enhance comfort and safety.
- **Require a comprehensive internal street network within new infill developments:** Ensure new developments are designed with internal circulation patterns that support walkability and long term connectivity. Site plans should include:
  - A connected internal street framework that accommodates vehicles, pedestrians, and bicycles.
  - Logical extensions to future planned roadway and trail connections.
  - Safe, direct routes that link buildings to sidewalks, transit stops, and nearby destinations.

NOVI: Former Kmart Site Vision

The City of Kissimmee envisions the former Kmart site as a vibrant mixed-use destination that blends housing, retail, and public space—creating a walkable, connected hub that supports community, commerce, and sustainable growth.

Central to achieving this vision is the establishment of a well-defined interior street system across the 20+ acre infill site. Rather than a single-use or auto-oriented layout, the development should incorporate a fine-grained street grid that enhances connectivity, disperses traffic, and creates a network of smaller, pedestrian-friendly blocks. This interconnected framework will improve access for residents, visitors, and businesses while supporting multimodal circulation, including walking, biking, and transit.



KMART SITE TODAY (2026)

5.10

Promote trail use and key destinations

Encourage active transportation and recreation by improving visibility, accessibility, and community engagement around trails and parks. This strategy strengthens connections to major destinations and fosters a culture of walking and biking.

Recommendations:

- **Install Wayfinding Signage for Trails, Parks, and Major Destinations**
- **Develop Marketing and Outreach campaigns promoting Trail Access to Shingle Creek and Other City Trails**: Launch targeted campaigns using social media, local media, and community newsletters to promote easy access to Shingle Creek, and health and wellness benefits of walking and biking.
- **Organize Community Events Like Bike Rides and Walking Tours:** Host recurring or seasonal events along trail corridors to encourage community use and build familiarity with new improvements. Events may include:
  - Group bike rides highlighting new or improved trail segments.
  - Guided walking tours showcasing safer crossings, waterfront amenities, and redevelopment projects.
  - Partnerships with local businesses, community groups, and institutions for sponsorship, prizes, or participation.

5.11

Launch a Safe Streets Awareness Campaign

Promote a culture of safety for pedestrians, cyclists, and drivers through education, outreach, and visibility initiatives. This strategy reinforces Vision Zero principles and engages the community in creating safer streets.

Recommendations:

- **Create Educational Materials on Pedestrian and Cyclist Safety:** Develop and distribute materials that emphasize: Develop and distribute user-friendly safety materials that emphasize key Vision Zero messages and support regionwide efforts. Materials could highlight:
  - Vision Zero messaging focused on speed reduction, avoiding distractions, and improving nighttime visibility.
  - Co-branding with MetroPlan's regional safety campaign for consistency and broader reach.
  - Targeted outreach at high-risk intersections and corridors.
- **Partner with Schools and Local Organizations to expand community outreach:** Collaborate with schools, neighborhood associations, and community groups to:
  - Deliver safety presentations and distribute educational materials.
  - Incorporate pedestrian and bike safety into school programs.
  - Engage local businesses in promoting safe travel behavior.
- **Use Social Media and Corridor Signage to Reinforce Messaging:** Launch a multi-channel communication effort that keeps safety messaging visible and consistent throughout the CRA. Elements may include:
  - Social media posts with safety tips and event announcements.
  - Corridor signage reminding drivers to slow down and watch for pedestrians.
  - Seasonal campaigns tied to high-traffic periods or new infrastructure openings.

6 Invest in Housing

Invest in developing diverse, high-quality, safe, affordable housing options to support the city's population growth by prioritizing mixed-use developments and flexible housing solutions.

#	ACTION	TYPE	EFFORT/IMPACT	PRIORITY (2026-31)
6.1	Develop and Maintain a Current Inventory of Vacant or Underutilized Sites Suitable for Housing Development	+ Development Planning & Preparation + Awareness & Engagement	Basic	High
6.2	Facilitate and Support Infill Housing Development, Strategic Land Acquisition, and Assembly	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Progressive	High
6.3	Expand Housing Stability, Assistance, and Homeownership Programs	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Progressive	Low
6.4	Support Missing Middle Housing and Innovative Housing Models	+ Development Planning & Preparation + Programs & Incentives + Plans & Policy	Basic	High
6.5	Support a Citywide Housing Plan and Related Studies	+ Plans & Policy	Basic	High
6.6	Incentivize Affordable Housing Development by Developers, Nonprofits, and Faith Groups	+ Programs & Incentives + Plans & Policy	Basic	High
6.7	Partner with Employers to Encourage Local Living	+ Capacity Building	Basic	Low
6.8	Create a Housing Resource Guide for Residents and Stakeholders	+ Awareness & Engagement	Basic	Low

NOTE: The priority levels should be re-assessed annually during the work plan and budget development process to ensure they remain aligned with available resources and evolving area needs.

6.1

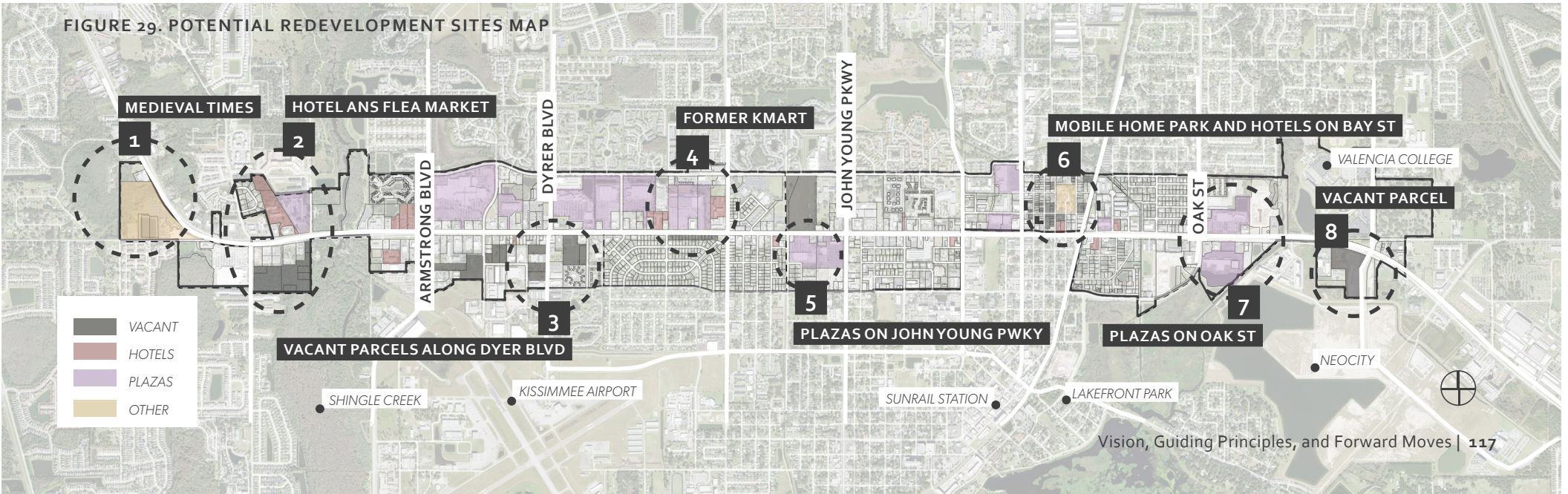
Develop and Maintain an Up-To-Date Inventory of Vacant or Underutilized Sites Suitable for Housing Development

Maintain an up-to-date inventory of vacant and underutilized sites suitable for housing, prioritizing locations based on infrastructure, access, and neighborhood needs. Encourage adaptive reuse of aging properties—such as older hotels and commercial plazas—to expand housing opportunities and reduce blight. As illustrated in the figure below, most identified sites are well-suited for mixed-use redevelopment that includes housing units.

Recommendations:

- **Develop and Maintain a Parcel and Property Inventory to Guide Investment Decisions**: Create and maintain a current inventory of vacant, underutilized, and redevelopment-ready parcels within the CRA, including key data on zoning, ownership, infrastructure, and nearby amenities. Update it annually to reflect market conditions and use it to guide investment, partnerships, and implementation.
- **Promote Adaptive Reuse of Aging Commercial, Lodging, and Industrial Buildings:** Identify older hotels, strip plazas, warehouses, and large-format commercial buildings suitable for conversion into housing, mixed-use, or community-serving facilities. Provide guidance and incentives to support viable adaptive reuse concepts, reduce blight, and accelerate redevelopment on parcels where new construction may be less feasible. This strategy increases housing options while preserving the corridor's character and reducing demolition waste.
- **Identify and Prioritize Sites with High Potential for Affordable and Workforce Housing:** Evaluate parcels based on access to transit, proximity to jobs, availability of utilities, and alignment with state and local housing incentives. Flag priority sites and coordinate with housing developers to advance mixed income, workforce, or attainable housing projects. This supports corridor housing goals while addressing broader community needs.

FIGURE 29. POTENTIAL REDEVELOPMENT SITES MAP



6.2

Facilitate and Support Infill Housing Development, Strategic Land Acquisition, and Assembly

Establish a coordinated approach to advance infill housing within the CRA through strategic land acquisition, targeted site assembly, and partnerships with private and nonprofit developers. Encourage developers and investors to acquire and assemble properties in priority areas. Maintain an updated inventory of sites identified in Figure 26 (Potential Redevelopment Sites Map) to guide acquisition and assembly efforts.

Recommendations

- **Create a land banking program to assemble and secure strategic parcels:** Launch a CRA-supported land banking initiative to proactively acquire, hold, and prepare underutilized or blighted parcels for future housing development. Focus acquisitions on locations with the potential to catalyze neighborhood reinvestment and support long-term affordability goals. Establish policies for holding costs, maintenance, and interim uses to ensure responsible stewardship.
- **Define a transparent land acquisition process and partnership framework:** Develop clear procedures for property acquisition—including due diligence, valuation, negotiation, and public communication—to ensure predictability for property owners and development partners. Establish collaboration pathways with private developers, community land trusts, and nonprofit housing organizations to accelerate project delivery and maximize public benefit.
- **Leverage diverse funding sources and incentives to support acquisition and development:** Pursue state and federal housing grants, CRA funding tools, tax-increment financing strategies, and public private partnerships to reduce acquisition and development barriers. Coordinate with local housing agencies and statewide programs to align funding opportunities with CRA priorities and maximize return on public investment.
- **Offer CRA-supported financing tools to reduce barriers and incentivize infill housing:** Develop financial assistance tools—such as acquisition loans, predevelopment grants, gap financing, or infrastructure cost participation—to attract private and nonprofit partners and make challenging infill projects financially feasible. Prioritize support for developments that deliver affordable or workforce housing and align with CRA redevelopment goals.

6.3

Expand Housing Stability, Assistance, and Homeownership Programs

Establish a comprehensive, coordinated framework to support homeowners, tenants, landlords, and homebuyers through expanded assistance, rehabilitation incentives, and homeownership opportunities within the CRA. In partnership with the City of Kissimmee Housing & Community Development Department, increase funding, outreach, and alignment of programs to strengthen housing stability, preserve existing housing stock, and promote long-term neighborhood revitalization.

Recommended Programs:

- **Essential Repairs and Health & Safety Improvements:** Support critical repairs that address immediate health, safety, and building code issues.
- **Energy Efficiency and Weatherization Upgrades**: Provide incentives that reduce utility costs.
- **Exterior Enhancements and Curb Appeal Improvements:** Improve visible property conditions.
- **Rental Property Rehabilitation Support (Landlord Incentive Track):** Provide incentives for landlords to reinvest in rental properties while ensuring long-term maintenance and tenant stability. Program features may include matching repair grants, incentives tied to affordability or tenant retention, required maintenance plans, and assistance to bring substandard units up to code.

- **Accessibility, Visitability, and Aging-in-Place Modifications:** Support upgrades that allow seniors, individuals with disabilities, or mobility limited residents to remain safely in their homes.
- Resident Education and Technical Assistance: Provide homeowners, tenants, and landlords with resources to strengthen long term property management and financial stability.
- **Strengthen Existing Housing Assistance Programs:** Enhance current offerings in partnership with the City's Housing Department, including: 1) Eviction prevention assistance; 2) Utility and rental deposit support; 3) Foreclosure prevention; 3) Owner-occupied rehabilitation grants; and 4) Increase funding thresholds and eligibility to reflect current housing costs and community needs.
- **Integrate CRA Resources as Local Match:** Use CRA funds to complement City's Housing Department programs, making grant applications more competitive and expanding the number of households served.
- **Launch Joint Pop-Up Housing Clinics:** Host regular events in the CRA where residents can receive assistance with applications, learn about housing programs, and connect with financial counseling services.
- **Target CRA Residents for Priority Assistance:** Work with the City's Housing Department to prioritize households within the Vine Street CRA for emergency assistance, rehab grants, and down payment support.
- **Launch Transitional Housing and Supportive Services:** Develop transitional housing programs paired with wraparound services to help individuals reintegrate into society. Transitional housing will serve as a bridge for unhoused individuals as they move toward permanent housing. These programs should include: 1) Counseling and mental health support; 2) Financial literacy training; and 3) Workforce readiness programs.
- **Home Purchase Incentive Grants:** Provide financial incentives for purchasing homes within the CRA. .
- **Down Payment and Closing Cost Assistance:** Offer grants or low-interest loans to first-time homebuyers and low-to-moderate income households to overcome initial cost barriers and promote equitable access to homeownership.
- **Rehabilitation and Renovation Grants:** Support new homeowners with funding for essential repairs or upgrades, particularly in older or distressed properties, to improve housing quality and enhance neighborhood aesthetics.
- **Workforce Housing Incentives:** Target grants toward essential workers—such as teachers, health care professionals, and first responders—to encourage them to live within the community they serve.
- **Employer-Assisted Housing Programs:** Partner with local employers to co-fund homeownership grants for employees, helping attract and retain a stable workforce while reducing commute times.
- **Homeownership Education Grants:** Provide grants to support programs offering financial literacy, home maintenance training, and pre-purchase counseling to ensure long-term success for new homeowners.

Kissimmee Housing Assistance Program

The City of Kissimmee Housing Assistance Program provides a range of grant-funded services designed to help low- to moderate-income residents access safe, stable housing and avoid displacement. Administered through the City's Housing & Community Development Division, the program focuses on preventing homelessness, preserving homeownership, and improving the long-term affordability and condition of housing within city limits. The program offers multiple types of direct assistance, each tailored to address a specific housing challenge.

- **Eviction Prevention Assistance:**
- **Utility & Rental Deposit Assistance**
- **Owner-Occupied Rehabilitation Assistance:**

Lauderdale Lakes Residential Preservation and Enhancement Program



SOURCE: WWW.LAUDERDALELAKES.ORG

The Lauderdale Lakes CRA's Residential Preservation and Enhancement Program is a pilot initiative focused on revitalizing aging multi-family housing stock within the NW 31 Avenue Overlay District. The program targets more than 95 multi-family buildings—totaling over 424 affordable rental units—constructed in the early 1970s and experiencing long-term physical decline. Through substantial investments in exterior repairs, façade enhancements, and site improvements, the program aims to stabilize neighborhoods, improve housing quality, and elevate the visual character of the corridor. This initiative exemplifies how a CRA can strategically use incentives to improve private properties while supporting broader community development goals, including safety, affordability, and reinvestment.

The purpose of the program is to improve housing conditions, enhance neighborhood aesthetics, reduce blight, and support long-term residential stability within the targeted area. By offering reimbursement-based grants for eligible improvements, the CRA aims to encourage responsible property management and elevate the quality of life for residents of older multi-family communities.

Program Structure and Funding: The program provides reimbursement of up to 80% of eligible project costs, subject to CRA budget availability. Property owners must obtain CRA Board approval before any work begins, and all improvements must comply with city codes, land development regulations, and the architectural guidelines adopted for the Overlay District. Additional program features include:

- A 3-year maintenance requirement to ensure lasting preservation of improvements.
- Mandatory use of licensed contractors in good standing.
- Ineligible uses such as interior renovations, code violation corrections, permit fees, or unlicensed labor.
- A virtual pre-application meeting required for all applicants.

Eligible Improvements (Exterior-Focused): The program emphasizes visible exterior improvements that reinforce corridor identity and neighborhood standards. Eligible improvements include:

- Roof replacement and painting.
- Exterior façade upgrades (windows, doors, siding.)
- Driveway and parking lot resurfacing.
- Lighting for safety and visibility.
- Landscaping, fencing, and hedging.
- Removing or screening trash receptacles.
- Enhancements to meet Overlay District architectural requirements.

Program Outcomes and Impact: The Lauderdale Lakes CRA has allocated $300,000 to support significant residential upgrades, with multiple properties already receiving funding approvals for façade improvements, roof replacements, painting, and site enhancements. These investments demonstrate measurable improvement in building appearance, onsite safety, and overall livability.

Recent CRA resolutions show reimbursements ranging from $23,000 to $30,000 per property, illustrating the scale of individual improvements in aging multi-family structures.

6.4

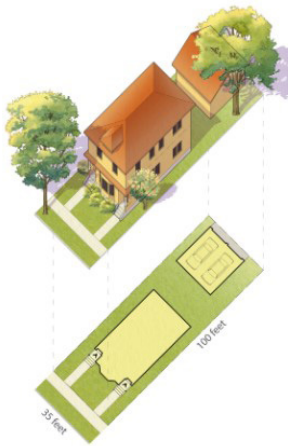
Support Missing Middle Housing and Innovative Housing Models

Leverage the Vine Street corridor's form-based code to encourage and incentivize housing types that fit neighborhood character while providing diverse, attainable options. Missing middle housing refers to multi-unit or clustered housing types—such as duplexes, triplexes, fourplexes, townhomes, and cottage courts—that are compatible in scale with single-family neighborhoods. These housing types historically offered affordable, walkable living options but have become rare due to traditional zoning restrictions

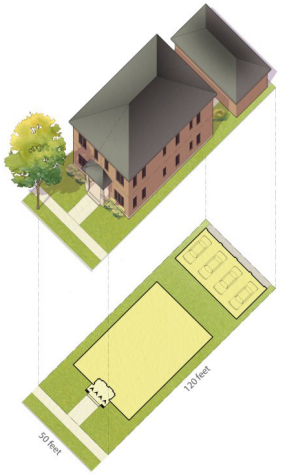
Recommendations:

- **Encourage Construction of Diverse Housing Types:** Actively promote townhomes, duplexes, triplexes, and fourplexes as part of infill and redevelopment projects. Provide design guidelines and incentives to ensure compatibility with neighborhood character and walkability goals.
- **Encourage Accessory Dwelling Units (ADUs):** Promote ADUs as a way to increase housing supply without altering neighborhood character. Provide design guidelines and incentives for ADUs that complement primary structures.
- **Provide Gap Financing Incentives:** Offer CRA-backed gap financing for missing middle housing projects to close funding shortfalls and make smaller-scale developments financially feasible. This could include low-interest loans, forgivable grants, or matching funds for construction costs.
- **Educate Developers and Property Owners:** Host workshops and publish design guides that illustrate how missing middle housing can be implemented under a form-based code, ensuring compatibility with community aesthetics.
- **Pilot Projects in Strategic Locations:** Identify priority sites near transit, parks, and employment centers for demonstration projects that showcase missing-middle housing and innovative models.

DUPLEX: STACKED



FOURPLEX: STACKED



LIVE WORK

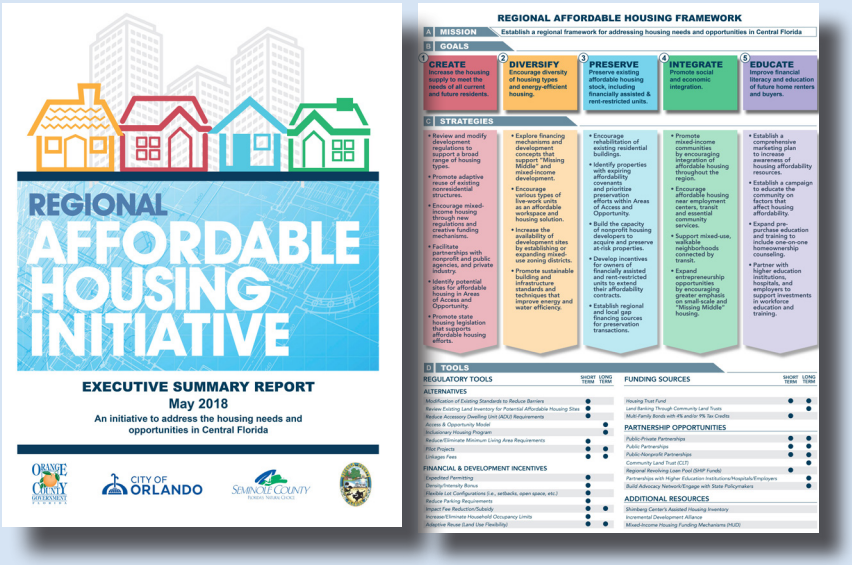


COTTAGE COURT



SOURCE: MISSINGMIDDLEHOUSING.ORG

Central Florida Regional Housing Initiative



The Regional Affordable Housing Initiative—led by Orange, Osceola, and Seminole counties and the City of Orlando—responds to Central Florida's worsening housing crisis, where 230,344 households spend over 30% of income on housing. With population growth projected to add nearly 1 million residents by 2040, housing production lags far behind demand, driving prices and rents beyond reach. The report outlines regional trends, income-cost mismatches, and transportation burdens, then establishes a shared framework of five goals: Create, Diversify, Preserve, Integrate, and Educate. It recommends regulatory reforms, financial tools, and cross-sector partnerships to expand affordable, diverse, and sustainable housing options.

SOURCE: HTTPS://WWW.ORANGECOUNTYFL.NET/NEIGHBORSHOUSING/REGIONALAFFORDABLEHOUSINGINITIATIVE.ASPX

6.5

Support a Citywide Housing Plan and Related Studies

Collaborate with City leadership, departments, and regional partners to develop a comprehensive housing strategy that addresses affordability, housing supply, and future demand within the CRA, the City, and the broader region. This initiative should include both citywide and CRA-specific housing studies to inform policy development and guide strategic investment decisions.

Recommendations:

- **Establish a City/County Housing Task Force:** Form a cross-jurisdictional working group that includes Osceola County, municipalities such as St. Cloud and Poinciana, major employers, and economic development organizations. The goal is to align housing resources and strategies across the region. Example: Orange County's Regional Affordable Housing Initiative brings together public and private partners to explore shared solutions and best practices.
- **Conduct a Comprehensive Housing Needs Assessment:** Evaluate current and projected housing demand, affordability challenges, and demographic trends. This study should identify gaps in housing types, income-level needs, and geographic priorities to guide policy and investment decisions.

6.6

Incentivize Affordable Housing Development by Developers, Nonprofits, and Faith Groups

Expand the CRA's incentive programs—building on successful nonprofit-led projects like Haven on Vine—to encourage affordable and mixed-income housing throughout the Vine Street corridor. These efforts should leverage available CRA resources and partnerships to attract diverse development partners and maximize community impact.

Recommendations

- **Prioritize Partnerships with Nonprofits and Faith-Based Organizations:** Create a formal partnership program that streamlines approvals and provides technical assistance for mission-driven housing projects. The CRA can support these partners through pre-development assistance, site identification, and consistent communication channels. Build on successful collaborations like Haven on Vine and expand partnerships with:
  - Habitat for Humanity.
  - Community Land Trusts (CLTs).
  - Other affordable housing developers and organizations.
- **Provide Gap Financing for Affordable Housing Projects:** Offer CRA-backed gap financing to make affordable housing development financially feasible for nonprofits, faith-based groups, and private developers. Gap financing should follow clear criteria and be supported through dedicated annual budget allocations. Tools may include:
  - Low-interest or zero-interest loans.
  - Forgivable loans or grants tied to long-term affordability commitments.
  - Matching funds for infrastructure, site preparation, or construction.
  - Layering with state and federal programs (e.g., SHIP, SAIL, HOME, LIHTC) to strengthen competitive applications.
- **Create CRA-Specific Policies:** Develop a set of formal CRA policies that define the tools, incentives, and priorities for affordable housing within the Vine Street CRA. These policies should include:
  - Affordable Housing Incentive Criteria.
  - CRA Land Disposition Policy.
  - Anti-Displacement and Preservation Policy.
  - Mission-Driven Development Preference.

6.7

Partner with Employers to Encourage Local Living

Collaborate with major employers to create housing incentives that reduce commute times, strengthen workforce stability, and promote reinvestment in the CRA and City neighborhoods.

Recommendations:

- **Employer-Assisted Housing Programs:** Work with employers to offer down payment assistance, rental subsidies, or forgivable loans for employees who choose to live within the CRA or City limits.
- **Preferred Leasing Agreements:** Partner with property owners and developers to provide discounted rental rates or priority leasing for employees of local businesses.
- **Live-Work Marketing Campaign:** Develop a joint marketing initiative with employers highlighting the benefits of living near work, such as reduced transportation costs and improved quality of life.
- **Public-Private Partnerships:** Explore partnerships where employers contribute to housing development funds or invest in mixed-use projects that include workforce housing.
- **Transportation Incentives:** Pair housing incentives with transit benefits (e.g., free or discounted bus passes) to further reduce commuting barriers.
- **Employer Engagement Forums:** Host regular meetings with HR leaders and business owners to identify housing needs and tailor incentive programs accordingly.

6.8

Create a housing resource guide for residents and stakeholders

Building on the City's expanded Housing Assistance Program, the CRA will establish a Residential Ownership Program to increase homeownership opportunities, stabilize neighborhoods, and promote equitable access to housing. This program will feature a suite of grants and incentives tailored to diverse community needs and housing goals. By partnering with employers and nonprofits, the CRA can strengthen its role in revitalization and complement existing citywide housing initiatives.

Recommendations:

- **Develop Comprehensive and Accessible Content:** This content should be written in plain language to serve a wide range of users, including residents, stakeholders, and partner organizations. Include clear, up-to-date information on:
  - Affordable housing programs
  - First-time homebuyer assistance
  - Rental support services
  - Rehabilitation and home repair grants
  - CRA-specific incentives and funding tools
- **Provide Digital and Print Formats:** Create an interactive online version featuring searchable tools, clickable links, and program filters, along with a downloadable PDF for easy distribution at community events, service agencies, and City facilities.
- Ensure Multilingual Access: Translate the guide into Spanish and Haitian Creole to support inclusivity and ensure accessibility for Kissimmee's diverse population.
- Use Clear, Visual Navigation Tools: These visuals help make the guide intuitive and approachable for all users. Integrate infographics, step-by-step diagrams, and flowcharts to simplify complex processes such as:
  - Applying for financial assistance:
  - Accessing rental support
  - Understanding housing development incentives
- Maintain Regular Updates: Establish a maintenance schedule—such as quarterly or semiannual updates—to incorporate new programs, policy changes, grant cycles, or CRA funding opportunities.
- Create a Stakeholder Toolkit: This toolkit can help attract and support mission-driven and private-sector development within the CRA. Include a dedicated section for developers, real estate professionals, and nonprofit partners outlining:
  - CRA incentives
  - Permitting and approval processes
  - Land use and design guidelines
  - Application requirements and timelines
- Implement a Broad Community Outreach Strategy: This broad outreach will ensure the guide reaches residents who may benefit most from its resources. Distribute the guide through:
  - Local employers
  - Schools and libraries
  - Community centers
  - Faith-based organizations
  - Social service agencies



DYER BOULEVARD AERIAL VIEW (2025)

04

TIF Projections and CIP Plan

IN THIS CHAPTER

4.1 Overview

4.2 Major Assumptions

4.3 Investment & Redevelopment Opportunity Index

4.4 Tax Increment Projections

4.5 Capital Improvement Plan

This chapter outlines the financial framework for implementing the Vine Street CRA Redevelopment Plan, focusing on projected Tax Increment Financing (TIF) revenues and the Capital Improvement Plan (CIP). It summarizes historic and projected taxable value growth, key assumptions and revenue scenarios through the Agency's 2042 sunset, and the methodology used to identify investment and redevelopment opportunities. Together, these analyses establish a fiscally sound and flexible strategy for prioritizing and funding capital projects and programs within the Vine Street CRA.

4.1 Overview

The Community Redevelopment Act authorizes a county or municipality to create a Community Redevelopment Agency (CRA) as a means of redeveloping areas experiencing slum and blighted conditions. Agencies administer programs and activities which implement goals as defined within an adopted Community Redevelopment Plan. These programs and activities are primarily funded by Tax Increment Financing (TIF) revenue, which is used to leverage public funds to promote redevelopment activities within CRAs.

TIF revenues are generated from increases in property values above their value at the time the CRA was created. TIF revenues accrue into a Redevelopment Trust Fund which is created for that express purpose. The ordinance creating the Redevelopment Trust Fund specifies the base valuation of all property located within the boundaries of the CRA. Thereafter, 95% of taxes assessed by qualified taxing authorities on increases in the value of all property contained in the CRA accrue into the Redevelopment Trust Fund.

In 1992, the current operational term of the Kissimmee Community Redevelopment Agency (CRA) began with the creation of the Downtown CRA Subsequently, the Vine Street CRA was established in 2012, with a base year taxable value of $377,200,930. The CRA is due to "sunset" in 2042.

In 2024, the Vine Street CRA had a total taxable value of nearly $712.4 million, with approximately $3,044,800 realized as TIF revenues to the Redevelopment Trust Fund. Over the past 10-year period from 2015 to 2024, the Vine Street CRA experienced a Compound Annual Growth Rate (CAGR) of 6.9% in total taxable value and collected approximately $10,209,700 in TIF revenues.

In 2025, the initial year of projections, the Vine Street CRA is estimated to have a total taxable value of nearly $739.1 million which equates to about $3.3 million realized as TIF revenues. From 2025 through the current sunset date in 2042, the Vine Street CRA is projected to generate between $96.2 million and $111.6 million in TIF revenues, which equates to an annual average of roughly $5.3 million to $6.2 million. During this same projection period, the Vine Street CRA is projected to experience a CAGR of 3.0% in total taxable value through 2042. This rate of annual growth is consistent with what the Vine Street CRA has historically been realizing in TIF revenue growth since its adoption.

4.2 Major Assumptions

This analysis reflects a projected level of property values and the manner in which these property values are taxed, evaluated, and collected throughout the Vine Street CRA's existence. A reasonable and diligent effort has been made to confirm all assumptions.

In the course of estimating TIF revenues, data provided by the Florida Department of Revenue (FDOR), Osceola County Property Appraiser, and City of Kissimmee was considered. The projections reflect levels of tax increment that could be achieved based on expected development and redevelopment which may occur within the Vine Street CRA throughout the projection period, 2025 to 2042.

The following major assumptions were utilized within the projections:

- The TIF revenue projections reflect a projection period through the current 2042 sunset data, from 2025 through 2042.
- Average annual increase (appreciation) of existing and new taxable value includes value from residential and commercial development and redevelopment within the redevelopment area(s), as well as an annual inflation rate of 2%.
- Assumes full build-out of new development within 15 years and redevelopment

construction within 25 years. New development includes converting tax-exempt properties to taxable and development on existing undeveloped properties.

- The Kissimmee Vine Street CRA was established in 2012, with a base year value of $377,200,930.
- Ad valorem tax millage rates utilized were 6.7000 for Osceola County and 4.6253 for the City of Kissimmee. The City is required to contribute 95% of the incremental property taxes levy increase each year. Per Interlocal agreement (Resolution #12-064R), Osceola County agrees to reserve and retain yearly up to thirty percent (30%) incremental property tax levy increase. The millage rates for the County and City are reflective of the final 2024 millage rates.
- The Annual TIF Revenues are provided in three scenarios, high-moderate-low (H-M-L). This model provides a range of potential taxable value and annual TIF collections for the Vine Street CRA Redevelopment Trust Fund.
- The *moderate* projection scenario is considered the 'most likely' for any given year over the projection period, whereas the low and high projection scenarios present a range of possible outcomes.

In addition, the projections take into consideration the likely components of change in total taxable value from the current taxable value given the composition of properties within the Vine Street CRA. Projected future taxable value is anticipated to be a function of (1) growth in market values of existing improved properties over time (e.g., inflationary growth); (2) redevelopment of some portion of existing improved properties; (3) development of available vacant land area; and (4) additional growth in market value on newly developed or redeveloped properties over time. The causes of change are reflected in the table below.

The potential development and redevelopment opportunities for both commercial and residential markets within the Vine Street CRA are based on existing land use data, as well as an Investment and Redevelopment Opportunity Index (IROI) model.

TABLE 2. COMPONENTS OF CHANGE

	Vine Street CRA
Fiscal Year 2024 Taxable Value	**$712,385,689**
Causes of Change	
Base Inflation Growth	$227,593,400
Residential Development & Redevelopment	$59,653,850
Commercial Development & Redevelopment	$186,288,160
New Development Inflation Growth	$51,251,100
Other	$28,583,100
Subtotal Change	*$553,369,610*
Fiscal Year 2042 Taxable Value	**$1,265,755,300**

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS.

4.3 Investment & Redevelopment Opportunity Index

The Investment and Redevelopment Opportunity Index (IROI) included in this analysis has been developed using weighted values that can identify potential investment and redevelopment properties located within a specific area. For the purpose of this analysis, investment and redevelopment opportunities were examined for the entire Vine Street CRA.

The IROI model defines investment opportunities as current for-sale commercial properties or available vacant land, whereas redevelopment opportunities are defined as select properties—including commercial, residential, and industrial/flex—based on Department of Revenue (DOR) property use codes, with an opportunity index score greater than 80. These redevelopment opportunities generally represent developed properties that may be in active use and are, in most cases, not currently on the market for sale. While many legal, physical, and economic factors ultimately play a role in the viability of redeveloping properties, the general factors used in the IROI model include the following:

- Property Utilization in terms of Floor Area Ratio (FAR).
- Age of the Improvements.
- Relationship Between Land and Improvement Value.
- Total Market Value, Including Land and Improvements per Square Footage of property.
- Size of the Parcels.

Each of these factors for these properties are weighted to provide a measure between 0 and 100. Values closer to 100 reflect factors in favor of redevelopment, and values closer to 0 reflect less favorable indicators for redevelopment.

For this analysis, properties scoring 80 or above are considered significant redevelopment targets. The potential taxable value of these redevelopment targets is then estimated and applied to the TIF revenue projection model(s) utilizing the taxable value per square foot of existing properties recently built within the Vine Street CRA delineated by property use. It is important to note, the IROI model does *not* consider any other legal, physical, or economic factors that may influence development opportunity.

4.4 Review of Millage Rates

The millage rates within both the County and City have remained consistent over the last 10-years, as illustrated in the table below. In an effort to remain conservative, the tax increment projections apply the 2024 final property millage rates for both the County and the City as a constant 6.7000 and 4.6253 per $1,000 of taxable real property value, respectively, throughout the projection period. Although it is likely the millage rates may vary marginally during the projection period, the *moderate* projection scenario remains the most likely and reasonable estimate of TIF revenues anticipated to be generated by the Vine Street CRA through the sunset date, 2042.



COLUMBIA AVENUE AERIAL
PHOTO SOURCE: GAI CONSULTANTS

The Vine Street CRA is projected to generate $96.2 million to $111.6 million in tax increment by the Agency's sunset date, 2042.

TABLE 3. MILLAGE RATE

	Osceola County	City of Kissimmee
2015	6.7000	4.6253
2016	6.7000	4.6253
2017	6.7000	4.6253
2018	6.7000	4.6253
2019	6.7000	4.6253
2020	6.7000	4.6253
2021	6.7000	4.6253
2022	6.7000	4.6253
2023	6.7000	4.6253
2024	6.7000	4.6253
2025	6.7000	4.6253

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE.

The Vine Street CRA Trust Fund was established in 1992, prior to the Florida Statutes provision stating that a taxing authority may not contribute an amount that exceeds that provided by the governing body that created the Redevelopment Trust Fund *(Chapter 163.387, section b1, F.S.)*. Therefore, the County may contribute a greater amount to the CRA Redevelopment Trust Fund than the City for any given year.

4.5 Tax Increment Projections

Based on prior rates of growth and change in market driven opportunities throughout the Vine Street CRA, the projection model takes a conservative approach in providing a H-M-L scenario for tax increment through 2042. While the *moderate* projection is considered most likely scenario for any given year, the *low* and *high* projection scenarios present a range of possible outcomes for the same period. Conditions assumed to create each path of the *low* and *high* projection scenarios are not mutually exclusive and do not indicate an either/or path of potential revenue projections through 2042.

The ***moderate scenario*** assumes a continuation of historical inflationary growth plus development of vacant land and redevelopment of existing improved properties. Any general disruption of economic activity is considered short-lived and has a minimal impact on the region or the commercial and residential development sector in general.

The ***low scenario*** considers a high possibility of a general U.S. economic recession occurring within the initial years of the projection period as a result of the current economic disruptions followed by long-term, slower market performance as a result of relative commercial and residential development market maturity. The *low scenario* assumes that the Vine Street CRA will be unable to maintain historical growth rates and should be viewed as a worst-case scenario.

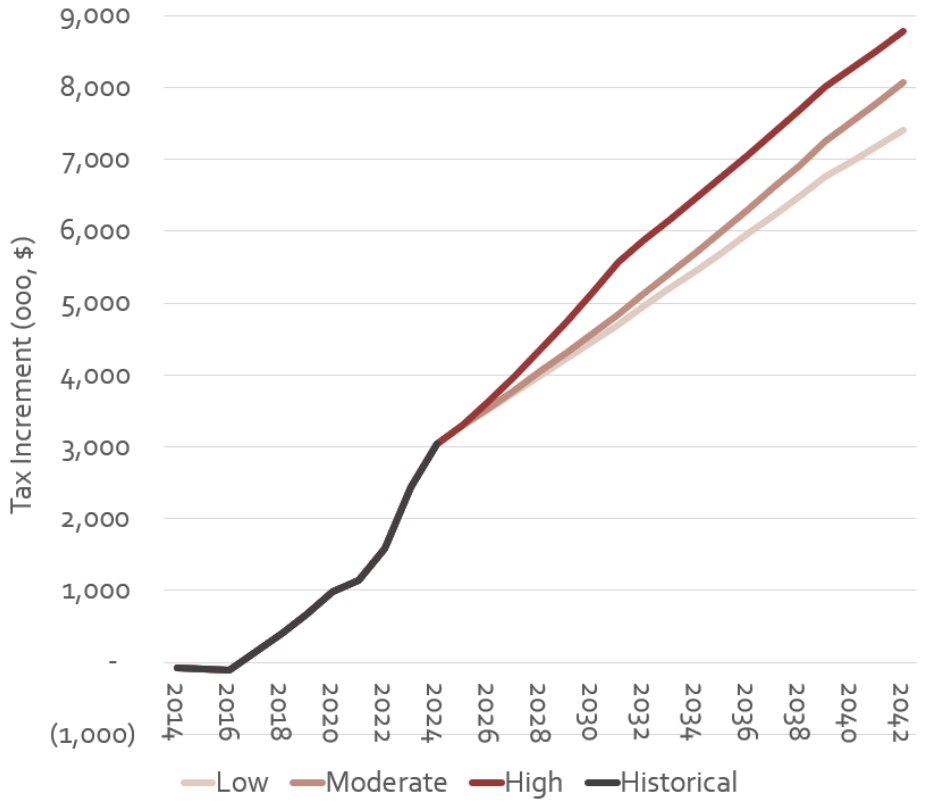
The ***high scenario*** is the most synergistic of the three scenarios and incorporates the optimal general economic conditions and continued robust market performance. This scenario assumes no disruption of general economic activity in the near-term or an historically short and very shallow U.S. recession followed by relatively robust growth. This scenario also assumes an improved capture of commercial and residential development in the Vine Street CRA compared with other areas of the City and County.

The projection model predicts that the taxable value for current improved land, existing vacant land, and new development within the Vine Street CRA will bring in approximately $96.2 million to $111.6 million in tax increment through the Agency's sunset date, 2042. Over the next 10 years, 2025 to 2034, the Vine Street CRA has the potential to generate, in total, as much as $43.5 million to $49.2 million in additional receipts, equating to an average increment projected to be roughly between $4,352,850 and $4,918,570 realized annually.

Over the full projection period, 2025 to 2042, the projections reflect an average compound annual growth rate (CAGR) in tax increment between 4.6% and 5.6%. By comparison, the historic tax increment average annual growth rate for the Vine Street CRA over the last 10 years, 2015 to 2024, was about 24%. The historic tax increment, as well as the H-M-L increment projections for the Vine Street CRA from 2013 to 2042 are illustrated in following figure.

In addition, the moderate scenario for projected total increment value, as well as the County and City's contribution to tax increment revenue is detailed in the table on the following page. Additional detailed tables of the low and high projections can be located in the Appendix which accompanies this document.

FIGURE 30. TAX INCREMENT REVENUES (HISTORIC AND PROJECTED), H-M-L SCENARIOS, 2013–2042



SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS.

TABLE 4. TAX INCREMENT REVENUES (2025-2042), MODERATE PROJECTION SCENARIO

FY Year	Total Taxable Value	Total Increment Value less Base Year[1]	City Contribution at 95%[2]	County Contribution at 70%[2,3]	Total Annual Tax Increment
2025	$739,101,100	$361,900,200	$1,590,200	$1,697,300	$3,287,500
2026	$766,346,500	$389,145,600	$1,709,900	$1,825,100	$3,535,000
2027	$794,136,700	$416,935,800	$1,832,000	$1,955,400	$3,787,400
2028	$822,482,700	$445,281,800	$1,956,600	$2,088,400	$4,045,000
2029	$851,395,800	$474,194,900	$2,083,600	$2,224,000	$4,307,600
2030	$880,887,000	$503,686,100	$2,213,200	$2,362,300	$4,575,500
2031	$910,968,000	$533,767,100	$2,345,400	$2,503,400	$4,848,800
2032	$941,650,600	$564,449,700	$2,480,200	$2,647,300	$5,127,500
2033	$972,947,100	$595,746,200	$2,617,700	$2,794,000	$5,411,700
2034	$1,004,869,400	$627,668,500	$2,758,000	$2,943,800	$5,701,800
2035	$1,037,430,100	$660,229,200	$2,901,100	$3,096,500	$5,997,600
2036	$1,070,642,100	$693,441,200	$3,047,000	$3,252,200	$6,299,200
2037	$1,104,519,200	$727,318,300	$3,195,900	$3,411,100	$6,607,000
2038	$1,139,072,700	$761,871,800	$3,347,700	$3,573,200	$6,920,900
2039	$1,174,318,300	$797,117,400	$3,502,600	$3,738,500	$7,241,100
2040	$1,204,195,800	$826,994,900	$3,633,800	$3,878,600	$7,512,400
2041	$1,234,670,800	$857,469,900	$3,767,800	$4,021,500	$7,789,300
2042[4]	$1,265,755,300	$888,554,400	$3,904,300	$4,167,300	$8,071,600
		Total	**$48,887,000**	**$52,179,900**	**$101,066,900**

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS. NOTES: REPRESENTS THE MODERATE SCENARIO. TOTALS MAY NOT ADD DUE TO ROUNDING. (1) ASSUMES 2012 BASE YEAR OF $377,200,930. (2) APPLIES MILLAGE RATE OF 4.6253 FOR THE CITY AND 6.7000 FOR THE COUNTY. (3) 70% PARTICIPATION RATE PER INTERLOCAL AGREEMENT (RESOLUTION #12-064R). (4) THE AGENCY'S CURRENT SUNSET DATE, 2042.

TABLE 5. TAX INCREMENT REVENUES (2025-2042), LOW PROJECTION SCENARIO

FY Year	Total Taxable Value	Total Increment Value less Base Year[1]	City Contribution at 95%[2]	County Contribution at 70%[2,3]	Total Annual Tax Increment
2025	$739,099,630	$361,898,700	$1,590,200	$1,697,300	$3,287,500
2026	$764,407,730	$387,206,800	$1,701,400	$1,816,000	$3,517,300
2027	$789,968,930	$412,768,000	$1,813,700	$1,935,900	$3,749,600
2028	$815,838,730	$438,637,800	$1,927,400	$2,057,200	$3,984,600
2029	$841,982,830	$464,781,900	$2,042,200	$2,179,900	$4,222,100
2030	$868,414,330	$491,213,400	$2,158,400	$2,303,800	$4,462,300
2031	$895,153,530	$517,952,600	$2,275,900	$2,429,200	$4,705,100
2032	$922,190,030	$544,989,100	$2,394,700	$2,556,000	$4,950,700
2033	$949,523,630	$572,322,700	$2,514,800	$2,684,200	$5,199,000
2034	$977,176,530	$599,975,600	$2,636,300	$2,813,900	$5,450,300
2035	$1,005,159,930	$627,959,000	$2,759,300	$2,945,100	$5,704,400
2036	$1,033,429,230	$656,228,300	$2,883,500	$3,077,700	$5,961,300
2037	$1,062,061,730	$684,860,800	$3,009,300	$3,212,000	$6,221,300
2038	$1,091,013,530	$713,812,600	$3,136,500	$3,347,800	$6,484,300
2039	$1,120,295,930	$743,095,000	$3,265,200	$3,485,100	$6,750,400
2040	$1,144,293,730	$767,092,800	$3,370,600	$3,597,700	$6,968,300
2041	$1,168,589,430	$791,388,500	$3,477,400	$3,711,600	$7,189,000
2042[4]	$1,193,170,930	$815,970,000	$3,585,400	$3,826,900	$7,412,300
		Total	**$46,542,200**	**$49,677,300**	**$96,219,800**

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS. NOTES: REPRESENTS THE LOW SCENARIO. TOTALS MAY NOT ADD DUE TO ROUNDING. (1) ASSUMES 2012 BASE YEAR OF $377,200,930. (2) APPLIES MILLAGE RATE OF 4.6253 FOR THE CITY AND 6.7000 FOR THE COUNTY. (3) 70% PARTICIPATION RATE PER INTERLOCAL AGREEMENT (RESOLUTION #12-064R). (4) THE AGENCY'S CURRENT SUNSET DATE, 2042.

TABLE 6. TAX INCREMENT REVENUES (2025-2042), HIGH PROJECTION SCENARIO

FY Year	Total Taxable Value	Total Increment Value less Base Year[1]	City Contribution at 95%[2]	County Contribution at 70%[2,3]	Total Annual Tax Increment
2025	$739,099,630	$361,898,700	$1,590,200	$1,697,300	$3,287,500
2026	$776,065,330	$398,864,400	$1,752,600	$1,870,700	$3,623,400
2027	$814,979,830	$437,778,900	$1,923,600	$2,053,200	$3,976,800
2028	$855,875,730	$478,674,800	$2,103,300	$2,245,000	$4,348,400
2029	$898,819,330	$521,618,400	$2,292,000	$2,446,400	$4,738,400
2030	$943,854,430	$566,653,500	$2,489,900	$2,657,600	$5,147,400
2031	$991,036,030	$613,835,100	$2,697,200	$2,878,900	$5,576,100
2032	$1,023,081,130	$645,880,200	$2,838,000	$3,029,200	$5,867,100
2033	$1,055,456,930	$678,256,000	$2,980,300	$3,181,000	$6,161,400
2034	$1,088,250,730	$711,049,800	$3,124,400	$3,334,800	$6,459,200
2035	$1,121,396,530	$744,195,600	$3,270,000	$3,490,300	$6,760,300
2036	$1,154,916,930	$777,716,000	$3,417,300	$3,647,500	$7,064,800
2037	$1,188,834,030	$811,633,100	$3,566,400	$3,806,500	$7,372,900
2038	$1,223,146,530	$845,945,600	$3,717,100	$3,967,500	$7,684,600
2039	$1,257,867,030	$880,666,100	$3,869,700	$4,130,300	$7,999,900
2040	$1,286,279,130	$909,078,200	$3,994,500	$4,263,600	$8,258,200
2041	$1,315,077,430	$937,876,500	$4,121,100	$4,398,600	$8,519,800
2042[4]	$1,344,216,130	$967,015,200	$4,249,100	$4,535,300	$8,784,400
		Total	**$53,996,700**	**$57,633,700**	**$111,630,600**

SOURCE: FDOR; OSCEOLA COUNTY PROPERTY APPRAISER; CITY OF KISSIMMEE; GAI CONSULTANTS. NOTES: REPRESENTS THE HIGH SCENARIO. TOTALS MAY NOT ADD DUE TO ROUNDING. (1) ASSUMES 2012 BASE YEAR OF $377,200,930. (2) APPLIES MILLAGE RATE OF 4.6253 FOR THE CITY AND 6.7000 FOR THE COUNTY. (3) 70% PARTICIPATION RATE PER INTERLOCAL AGREEMENT (RESOLUTION #12-064R). (4) THE AGENCY'S CURRENT SUNSET DATE, 2042.

4.5 Capital Improvement Plan

The Capital Improvement Plan (CIP) identifies the relative importance of proposed activities and programs and serves as a tool to guide decision-making and implementation as resources become available. It establishes general timeframes, policies, and program criteria consistent with Florida Statutes, Section 163.362.

The 2026 Vine Street CRA Plan directs resources to priority activities while allowing flexibility in funding allocations. This ensures that resources can be adjusted or supplemented with other funding sources without requiring formal Plan amendments, with allocations remaining fungible among activities. Consistent with the Plan's overarching goals, funding may come from multiple sources. The tables in the following pages detail the budget allocations by action for the Vine Street CRA for the 2027–2031 planning period. period.

	2027	2028	2029	2030	2031
TIF Projections Moderate Scenario	**$3,787,400**	**$4,045,000**	**$4,307,600**	**$4,575,500**	**$4,848,800**
Administrative Cost (Estimated)	$250,000	$250,000	$250,000	$250,000	$250,000

1) PREPARE FOR FUTURE REDEVELOPMENT											
ACTIONS		**TYPE**	**EFFORT / IMPACT**	**PRIORITY LEVEL (2026-2031)**							**ACTION TOTAL**
1.1	Develop Sub-Area Visions and Small Area Plans	Policy & Plans	Progressive	Medium		**$200,000**					**$200,000**
1.2	Facilitate and Incentivize the Redevelopment of Key Catalyst Areas and Sites	Developing Planning & Preparation Programs & Incentives	Transformational	High	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**		**$5,000,000**
1.3	Identify Potential Redevelopment Sites for the City to Purchase or Assist in the Assembly of Parcels	Developing Planning & Preparation Programs & Incentives	Transformational	High	**$700,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**		**$4,700,000**
1.4	Continue Developing a Mechanism for the Creation, Advertising, and Distribution of a Request for Proposals to Attract Developers' Interest in a Potential Site Owned by the City	Development Planning & Preparation & Awareness & Engagement	Basic	Medium							
1.5	Create and Maintain a Digital Inventory of Potential Redevelopment Sites that Will Be Accessible to All	Development Planning & Preparation Awareness & Engagement	Basic	High	**$50,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**		**$90,000**
1.6	Support the Transformation and Revitalization of Commercial Plazas and Hotel Properties	Developing Planning & Preparation Programs & Incentives	Transformational	High			**$500,000**	**$500,000**	**$500,000**		**$1,500,000**
1.7	Invest in Comprehensive Infrastructure Upgrades—Including Storm Water, Green Infrastructure, and Utilities	Developing Planning & Preparation Programs & Incentives Projects	Progressive	Medium					**$363,000**		**$363,000**
1.8	Promote the CRA's Redevelopment Potential	Awareness & Engagement	Basic	Medium							
1.9	Make the Regulatory Process Accessible and Easy to Understand	Awareness & Engagement	Basic	High	**$10,000**						**$10,000**
1.10	Expand the Incentive Grant Programs	Programs & Incentives	Basic	Medium	**$130,000**	**$130,000**	**$130,000**	**$130,000**	**$130,000**		**$650,000**

	2027	2028	2029	2030	2031
TIF Projections Moderate Scenario	$3,787,400	$4,045,000	$4,307,600	$4,575,500	$4,848,800
Administrative Cost (Estimated)	$250,000	$250,000	$250,000	$250,000	$250,000

2) LEVERAGE PARTNERSHIPS

	ACTIONS	TYPE	EFFORT / IMPACT	PRIORITY LEVEL (2026-2031)	2027	2028	2029	2030	2031	ACTION TOTAL
2.1	Collaborate with Other City Departments, the County, and Other Public Organizations in the Implementation of the Plan	Capacity Building	Basic	High						
2.2	Partner with Nonprofits and Educational Institutions to Expand Capacity, Expertise, and Resources	Capacity Building	Progressive	High	$7,400		$10,000	$10,000	$10,000	$37,400
2.3	Form Strategic Alliances with the Private-Sector Companies	Capacity Building	Progressive	Medium				$10,000	$10,000	$20,000
2.4	Establish and Support Mentorship Programs for Residents, Businesses, Investors, and Developers	Programs & Incentives	Progressive	Low						
2.5	Invest in Robust Outreach and Engagement Initiatives, Including Community Events and Interactive Activities	Capacity Building Awareness & Engagement	Basic	Medium	$20,000		$10,000	$10,000	$10,000	$50,000
2.6	trengthen Branding and Marketing to Enhance Outreach and Community Engagement	Capacity Building Awareness & Engagement	Basic	Medium	$20,000		$10,000	$10,000	$10,000	$50,000

3) ENSURE COMFORT AND SAFETY

	ACTIONS	TYPE	EFFORT / IMPACT	PRIORITY LEVEL (2026-2031)	2027	2028	2029	2030	2031	ACTION TOTAL
3.1	Address the Unhoused Population Through Collaborative Solutions	Policy & Plans Awareness & Engagement	Transformational	Medium	$100,000					$100,000
3.2	Enhance Public Safety and Community Trust	Programs & Incentives Awareness & Engagement	Transformational	High						
3.3	Improve Property Conditions and Aesthetics	Programs & Incentives Projects	Basic	High	$300,000		$200,000	$200,000		$700,000
3.4	Strengthen Code Compliance to Ensure Properties Meet Standards to Maintain Safety and Aesthetics	Policyt & Plans Programs & Incentives	Transformational	High						
3.5	Invest in the Transformation of Public Spaces	Policy & Plans Projects	Progressive	Medium			$200,000	$200,000		$400,000
3.6	Develop a Distinct Brand and Wayfinding System	Policy & Plans Projects	Progressive	Medium						

4) ATTRACT AND RETAIN BUSINESS

	ACTIONS	TYPE	EFFORT / IMPACT	PRIORITY LEVEL (2026-2031)	2027	2028	2029	2030	2031	ACTION TOTAL
4.1	Strengthen Economic Development Partnerships and Targeted Incentive Programs	Programs & Incentives Awareness & Engagement	Progressive	High	$200,000					$200,000
4.2	Market and Position Vine Street as a Premier Hub for High-Value Industries	Programs & Incentives Awareness & Engagement	Progressive	Medium						
4.3	Build and Maintain a Business and Property Inventory	Policy & Plans	Basic	High	$30,000					$30,000
4.4	Expand Small Business Incentives and Grants	Programs & Incentives	Basic	Low	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
4.5	Engage and Celebrate Businesses	Programs & Incentives Awareness & Engagement	Basic	Medium	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
4.6	Foster Innovation and Build Workforce Talent	Awareness & Engagement	Progressive	Medium					$100,000	$100,000
4.7	Form a Vine Street Business Committee to Drive Local Economic Vitality	Awareness & Engagement Capicity Building	Progressive	High					$50,000	$50,000
4.8	Establish a Business Liaison Position	Awareness & Engagement Capicity Building	Progressive	Low	$50,000	$55,000	$55,000	$55,000	$55,000	$270,000

	2027	2028	2029	2030	2031
TIF Projections Moderate Scenario	$3,787,400	$4,045,000	$4,307,600	$4,575,500	$4,848,800
Administrative Cost (Estimated)	$250,000	$250,000	$250,000	$250,000	$250,000

5) SUPPORT CONNNECTIVITY											
	ACTIONS	TYPE	EFFORT / IMPACT	PRIORITY LEVEL (2026-2031)	2027	2028	2029	2030	2031	ACTION TOTAL
5.1	Strengthen Agency Partnerships to Advance Safety, Mobility, and Livability Improvement	Capacity Building	Progressive	High						
5.2	Support City and Regional Transportation, Trail, and Pedestrian Projects	Plans & Policy Projects	Progressive	Medium		$250,000		$250,000		$500,000
5.3	Prioritize Street and Intersection Upgrades in the CRA	Plans & Policy Projects	Progressive	High						
5.4	Redesign Columbia Avenue, Oaks Street, Dyer Boulevard, and Thacker Avenue	Plans & Policy Projects	Transformational	High		$200,000	$200,000	$200,000	$200,000	$800,000
5.5	Invest in Mobility and Transportation Planning to Guide Future Improvements	Plans & Policy Projects	Progressive	Low		$200,000		$40,000		$240,000
5.6	Expand Micro Transit and Last-Mile Services	Programs & Incentives Projects	Progressive	Low	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
5.7	Incentivize Walkable, Bike-Friendly Infrastructure and Site Design	Programs & Incentives Projects	Basic	Medium			$32,000		$100,000	$132,000
5.8	Pursue Grants for Active Transportation and Trail Connectivity	Programs & Incentives Projects	Basic	Low						
5.9	Complete the Street Grid Through Redevelopment	Plans & Policy Programs & Incentives	Basic	High						
5.10	Promote Trail Use and Key Destinations	Plans & Policy Programs & Incentives Projects	Progressive	Medium					$50,000	$50,000
5.11	Launch a Safe Streets Awareness Campaign	Awareness & Engagement	Basic	Medium		$50,000				$50,000

	2027	2028	2029	2030	2031
TIF Projections Moderate Scenario	$3,787,400	$4,045,000	$4,307,600	$4,575,500	$4,848,800
Administrative Cost (Estimated)	$250,000	$250,000	$250,000	$250,000	$250,000

6) INVEST IN HOUSING

	ACTIONS	TYPE	EFFORT / IMPACT	PRIORITY LEVEL (2026-2031)	2027	2028	2029	2030	2031	ACTION TOTAL
6.1	Develop and Maintain a Current Inventory of Vacant or Underutilized Sites Suitable for Housing Development	Development Planning & Preparation Awareness & Engagement	Basic	High	$20,000					$20,000
6.2	Facilitate and Support Infill Housing Development, Strategic Land Acquisition, and Assembly	Development Planning & Preparation Programs & Incentives Plans & Policy	Progressive	High	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
6.3	Expand Housing Stability, Assistance, and Homeownership Programs	Development Planning & Preparation Programs & Incentives Plans & Policy	Progressive	Low	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
6.4	Support Missing Middle Housing and Innovative Housing Models	Development Planning & Preparation Programs & Incentives Plans & Policy	Basic	High		$100,000	$100,000	$100,000	$100,000	$400,000
6.5	Support a Citywide Housing Plan and Related Studies	Plans & Policy	Basic	High						
6.6	Incentivize Affordable Housing Development by Developers, Nonprofits, and Faith Groups	Programs & Incentives Plans & Policy	Basic	High	$300,000				$300,000	$600,000
6.7	Partner with Employers to Encourage Local Living	Capacity Building	Basic	Low						
6.8	Create a Housing Resource Guide for Residents and Stakeholders	Awareness & Engagement	Basic	Low						
	Budget Total based on TIF Moderate Scenearion Calculations				**$3,787,400**	**$4,045,000**	**$4,307,000**	**$4,575,000**	**$4,848,000**	

05

Implementation and Management Plan

IN THIS CHAPTER

5.1 Community Redevelopment Act

5.2 CRA Legal Description

5.3 CRA Fund, Power, and Procedures

5.4 Duration, Modification, and Restrictions

5.5 Community Redevelopment Plan Requirements

5.6 Comprehensive Plan Consistency

5.7 Community Impact Statement

The Implementation and Management chapter establishes the legal, financial, and strategic framework for revitalizing the Vine Street CRA. It outlines the creation of a redevelopment trust fund supported by tax increment financing to fund CRA initiatives and describes relocation procedures designed to minimize displacement while providing assistance when needed. The chapter also emphasizes consistency with the City's Comprehensive Plan to ensure coordinated growth and policy alignment. In addition, it includes a comprehensive community impact statement evaluating key areas such as residential development, affordable housing, environmental quality, transportation, police and fire services, school population, and employment. The chapter concludes with a summary of redevelopment plan requirements in accordance with Chapter 163 of the Florida Statutes, ensuring compliance with state regulations.

5.1 Community Redevelopment Act

The Community Redevelopment Act assists local governments in the prevention and elimination of slums and blight that contribute substantially and increasingly to the spread of disease and crime; constitute an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues; substantially impair growth; hinder the provision of housing accommodations; aggravate traffic problems; and substantially hamper the elimination of traffic hazards and the improvement of traffic facilities.

The following Florida Statutes (F.S.) define slum and blight conditions, their specific effects, and the intentions of the community redevelopment regime as a tool for implementing policy and programs:

1 | F.S. Chapter 163.335(1) ...[slum and blighted areas] constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

2 | F.S. Chapter 163.335(2) ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of the property in such areas.

3 | F.S. Chapter 163.335(3) ...powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.

4 | F.S. Chapter 163.335(5) ...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns...

5 | F.S. Chapter 163.335(6) ...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such condition is a proper matter of state policy and state concern is for a valid and desirable public purpose.

The CRA possesses the authority to govern the course of action concerning the redevelopment and rehabilitation of the area, and further, in the corporate limits of the City in the case that the City's governing body has acceded in the Redevelopment Plan set forth by the City.

5.2 CRA Legal Description

A parcel of land lying within Sections 13 & 24, Township 25 South, Range 28 East, Sections 14 through 23, Township 25 South, Range 29 East, Osceola County, Florida; all Plat Book and Pages and Official Record Book and Pages referenced within this legal are all found in the Public Records of Osceola County, Florida; and being more particularly described as follows:

Begin at the Northeast corner of Lot 2, VALENCIA PARK, Plat Book 7, Page 101; thence South along the West line of Denn John Lane said line also being the East line of said Lot 2 to a point being due West of the South line of WINDSOR OAKS, Plat Book 8, Page 42; thence departing said East line, run East along the Westerly extension of the South line of WINDSOR OAKS and the South line of WINDSOR OAKS and the South Right of Way line of Columbia Avenue, as shown on SPRINGTREE CROSSING, Plat Book 5, Page 25 to the East line of Section 14, Township 25 South, Range 29 East; thence departing said South Right of Way line, run South along said East line to the North Right of Way line of Old Boggy Creek Road; thence departing said East line, run West, along said North Right of Way line, to a point being due North of the West boundary line of the Osceola Memorial Gardens as described in the Warranty Deed recorded in Official Records Book 261, Page 763; thence departing said North Right of Way line, run South, along the West boundary line of said deed and its Southerly extension, to the Southerly Right of Way line of US Highway 441 and 192; thence Northwesterly, along said Southerly Right of Way line, to a point on the East boundary line of Parcel 1D as described in Warranty Deed recorded in Official Records Book 4401, Page 164, said line, also labeled as Osceola County Property Appraisers Parcel ID as 23-25-29-00U0-0058-0000, thence departing said Southerly Right of Way line, run Southwesterly, along said East boundary line; thence West, along said South, boundary line, to a point on the East line of Osceola County Property Appraisers Parcel ID 23-25-29-00U0-0050-0000; thence South, along said East line, to the South line of the Northeast ¼ of the Northeast ¼ of Section 23, Township 25 South, Range 29 East; thence West, along said South line, said line, also being the South line of NORTHSHORE PLAZA REPLAT, Plat Book 23, Page 121, to a point on the West line of said NORTHSHORE PLAZA REPLAT; thence North, along said West line, to a point on the South line of Lot 5, Block I, KISSIMMEE GARDENS, Plat Book 1, Page 32; thence departing said West line, run West, along said South line, to a point on the West line of said Block I; thence North, along said West line, to a point on the South Right of Way line of U.S. Highway No. 441 and 192, thence West, along said South Right of Way line, to a point on the East boundary line of a Warranty Deed recorded in Official Records Book 4317, Page 1737 said point also being the West line of Mill Slough Canal; thence departing said South Right of Way line, run Southwesterly, along the West line of Mill Slough along the following Official Records Book 4317, Page 1737; Book 1719, Page 922 and Book 1239, Page 2698, to a point on the East line of MILL CREEK MALL, Plat Book 11, Pages 104-105; thence Southwesterly, along the boundary of said MILL CREEK MALL, to the intersection of the West line of Mill Slough and MILL CREEK MALL, said point also being the Easterly boundary line of a Quit Claim Deed recorded in Official Records Book 943, Page 1452; thence departing said MILL CREEK MALL boundary line, run Southwesterly, along said East boundary line of said deed, to the Government Meander line of Lake Tohopekaliga; thence Northwesterly along said Government Meander line to the West line of Section 23, Township 25 South, Range 29 East; thence North along said West line to the Easterly Right of Way line Oak Street; thence Southwesterly along said Easterly Right of Way line to a point on the East boundary line of a Special Warranty Deed recorded in Official Records Book 3722, Page 995; thence South along said East boundary line to the Government Meander line; thence Southwesterly along said Government Meander line to the East boundary line of said Special Warranty Deed recorded in Official Records Book 1165, Page 2403; thence North along said East boundary line to the South Right of Way line of Oak Street; thence North to the Southeast corner of Tract C, HERITAGE SQUARE, Plat Book 5, Page 58; thence West along the North Right of Way line of Oak Street to the East Right of Way line of the Central Florida Commuter Rail Transit - SunRail; thence departing said North Right of Way line, run Northerly along said East Right of Way line to the intersection of the North Right of Way line of Vine Street/U.S. Highway No. 441 and 192 with the East Right of Way line said Central Florida Commuter Rail Transit - SunRail; thence departing said East Right of Way line, run Westerly along said North Right of Way line to the West Right of Way line of Central Avenue; thence departing said North Right of Way line, run South along said West Right of Way line to the North Right of Way line of Oak Street; thence departing said West Right of Way line, run Westerly, along said North Right of Way line to the East Right of Way line Dyer Boulevard; thence departing said North Right of Way line, run Southwesterly to the intersection of the West Right of Way line of Dyer Boulevard and the South line of Lots 13 & 14, KISSIMMEE EXECUTIVE PARK, Plat Book 2, Page 206; thence departing the West Right of Way line, run West, along said South line to the East Right of Way line of

CRA Legal Description Continuation

Collins Drive; thence departing said South line, run South, along said East Right of Way line to the North line of T & H HOLDINGS, Plat Book 20, Page 117; thence departing said East Right of Way line, run West, along said North line to the East line of Lot 2, GASPERONI CENTER PHASE 2, Plat Book 13, Page 49; thence South, along said East line to the Southeast corner of said Lot 2; thence departing said East line, run West, along said South line to the East Right of Way line of Armstrong Boulevard; thence departing said South line, run North, along said East Right of Way line to a point due East of the South line of lands described in Warranty Deed recorded in Official Records Book 5911, Page 426; thence departing said East Right of Way line, run West, along the East extension of and the South line of said Warranty Deed recorded in Official Records Book 5911, Page 426 to the West boundary line of said lands; thence departing said boundary line, run the following six (6) courses and distances according to the Special Warranty Deed recorded in Official Records Book 2617, Page 962; thence West, along the North line of a parcel of land described in Official Records Book 258, Page 132, a distance of 144.65 feet; thence South, along the North line of a parcel described in Official Records Book 258, Page 132, a distance of 91.00 feet; thence S58°27'55"W, along the North line of a parcel described in Official Records Book 258, Page 132, a distance of 258.12 feet; thence West, along the North line of a parcel described in Official Records Book 258, Page 132, a distance of 115.00 feet; thence S59°02'10"W, along the North line of a parcel described in Official Records Book 258, Page 132, a distance of 174.93 feet; thence West, along the North line of a parcel described in Official Records Book 258, Page 132, a distance of 40.57 feet to the East Right of Way line of Hoagland Boulevard; thence Northerly along said East Right of Way line to a point due East of the North Right of Way line McClellan Street; thence departing said East Right of Way line, run West along the Easterly & Westerly extension of & the North Right of Way line of said McClellan Street to the East line of the Northwest ¼ of Section 19, Township 25 South, Range 29 East; thence departing the North line of said Westerly extension of the North Right of Way line of McClellan Street, run North along said East line to the South Right of Way line U.S. Highway No. 441 and 192; thence departing said East line, run West, along said South Right of Way line to the West line of the Northeast ¼ of the Northwest ¼ of said Section 19; thence departing said South Right of Way line, run South, along said West line to the North line of PARADISE COVE, Plat Book 16, Page 97; thence departing said East line, run West, along said North line to the East Right of Way line of Bass Road; thence departing said North line, run North, along said East Right of Way line to a point due East of an extension of the South line of KISSIMMEE CHICK-FIL-A REPLAT, Plat Book 22, Page 46; thence departing said East Right of Way line, run West, along the South line of said Easterly extension and South line of the said KISSIMMEE CHICK-FIL-A REPLAT and the South line of KISSIMMEE WAL-MART #817, Plat Book 9, Page 3 to the Southwest Corner of said KISSIMMEE WAL-MART #817; thence departing said South line, run North, along the West line of said KISSIMMEE WAL-MART #817 to a point on the North Right of Way line of Oren Brown Road, said point being a Northerly extension of the West line of said KISSIMMEE WAL-MART #817; thence departing said Northerly extension of the West line, run West, along said North Right of Way line to the West line of MEDIEVAL TIMES, Plat Book 18, Page 22, said point also being the West line of the Southwest ¼ of the Southeast ¼ of Section 13, Township 25 South, Range 28 East; thence departing said North Right of Way line, run North, along said West line, to a point on the South line of the North 934.00 feet of the Northwest ¼ of the Southeast ¼ of said Section 13 as referenced in Official Records Book 6100, Page 1632; thence East, along said South line, to a point on the Westerly Right of Way line of U.S. Highway 192-State Road 530; thence Southerly and Easterly, along said Westerly and Southerly Right of Way line, to a point on the South line of Section 13, Township 25 South, Range 28 East; thence East, along said South line, to a point being the Southerly extension of the West boundary line of a Warranty Deed recorded in Official Records Book 1664, Page 842; thence North, along said West boundary line, to the North line of said described lands; thence East, along said North boundary line, to the East line of said described lands; thence South, along said East boundary line, to the South line of Section 13, Township 25 South, Range 28 East, said point being a Southerly extension of the East boundary line of said deed; thence East, along the South line of said Section 13, to the East line of said Section 13; thence departing said South line, run North, along said East line, to a point on the North Right of Way line of U.S Highway 192-State Road 530, said point also being a Westerly extension of the South line of CALOIARO COMMERCE CENTER, Plat Book 22, Page 35; thence departing said East line, run East, along said North Right of Way line and said South line, to a point on the West line of KISSIMMEE OAKS A REPLAT, Plat Book 9, Page 86; thence departing said North Right of Way line, run thence Northwesterly, along said West line, to a point on the Southerly line of CITRUS ESTATES, Plat Book 4, Page 68; thence Southwesterly, along said Southerly line, to a point on the East Right of Way line of Old State Road 530/Old Vineland Road; thence Northwesterly, along said East Right of Way line, to the Northerly line of said CITRUS ESTATES; thence departing said East Right of Way, run Easterly, along the North line of CITRUS ESTATES, to the East

CRA Legal Description Continuation

line of Section 13, Township 25 South, Range 28 East; thence North, along said East line, to a point on the North boundary line of a Warranty Deed recorded in Official Records Book 5983, Page 2414; thence the following two (2) courses and distances, as described in said Warranty Deed; thence East, a distance of 218.17 feet; thence S32°34'East, a distance of 401.80 feet to the Northeast corner of Lot 1, KISSIMMEE OAKS A REPLAT, Plat Book 9, Page 86; thence Southeasterly, along the East line of said Lot 1 to a point on the North boundary line of a Special Warranty Deed recorded in Official Records Book 6183, Page 1536; thence N85°25'12"East, along the South line of Yates lands, 789.39 feet to the Westerly line of Yates Road (as described in Official Records Book 6183, Page 1536); thence departing said Westerly Right of Way line, run Northeasterly to a point on the East Right of Way line of said Yates Road; thence North, along said East Right of Way line to the North line of the South ½ of the Northwest ¼ of the Southeast ¼ of the Southwest ¼ of Section 18, Township 25 South, Range 29 East, as referenced in Official Records Book 3371, Page 2063; thence departing said East Right of Way line, run East, along said North line to the West line of the Northeast ¼ of the Southeast ¼ of the Southwest ¼ of said Section 18; thence departing said North line, run North, along said West line to the North line of the Northeast ¼ of the Southeast ¼ of the Southwest ¼ of said Section 18; thence departing said West line, run East, along said North line to the West line of Tract B, SHINGLE CREEK PLAZA, Plat Book 7, Page 2; thence departing said North line, run Northerly, along the West line of said Tract B to the Northwest corner of said Tract B; thence departing said West line, run Easterly and Southerly, along the North line Tract B to the East line of Tract B and West line of Lot 3, SHINGLE CREEK PLAZA; thence departing said North Line of Tract B, run South, along said West line of Lot 3 to the South line of said Lot 3; thence departing said West line, run East, along said South line to the West line of FOXHALL PHASES 1, 2, & 3, according to Official Records Book 710, Page 574 and Official Records Book 754, Page 1102; thence continue East, along said South line of FOXHALL PHASES 1, 2, & 3 to the West Right of Way line of Hoagland Boulevard; thence departing said West Right of Way line, run Southeasterly to the Northwest corner of Lot 8, OSCEOLA SQUARE, Plat Book 4, Page 146, said point also being the intersection of the East Right of Way line of Hoagland Boulevard and the South Right of Way line of Columbia Avenue; thence departing said East Right of Way line, run Easterly, along the South Right of Way line of Columbia Avenue to a point being Southerly extension of the West line of CROSS ROADS PLAZA, Plat Book 20, Page 70; thence departing said South Right of Way line, run North, along the Southerly extension of the West line and the West line of said CROSS ROADS PLAZA to the North line of said CROSS ROADS PLAZA; thence departing said West line, run East, along said North line to the West Right of Way line of Thacker Avenue; thence departing said North line, run South, along said West Right of Way line, to a point being on the South Right of Way line of Columbia Avenue; thence run Easterly, Northerly & Easterly, along said South Right of Way line of Columbia Avenue to a point on the West Right of Way line of Main Street; thence departing said South Right of Way line, run South, along said West Right of Way line to a point being the Westerly extension of the South Right of Way line of Columbia Avenue; thence departing said West Right of Way line, run East, along the Westerly extension line of the South Right of Way line of Columbia Avenue to a point being the Southerly extension of the West line of Lot 137, KISSIMMEE HEIGHTS, Plat Book 1, Page 40; thence departing said South Right of Way line, run North, along the Southerly extension of the West line of said Lot 137 to the North Right of Way line of Columbia Avenue; thence departing said West line, run Easterly, along said North Right of Way line to the West Right of Way line of Michigan Avenue; thence departing said West Right of Way line, run Southeasterly to a point on the East Right of Way line of Michigan Avenue, said point also being the Northwest corner of lands described in Official Records Book 257, Page 434; thence departing said East Right of Way line, run East, along the North line of said lands described in Official Records Book 257, Page 434, said North line also being the South line of the North ½ of the Southwest ¼ of Section 14, Township 25 South, Range 29 East; thence continue East, along the South line of the North ½ of the Southwest ¼ of said Section 14 to the Southwest corner of Tract C, PEBBLE CREEK ADDITION, Plat Book 4, Page 178; thence continue East, along the South line of said Tract C to the Southeast corner of said Tract C, said point also being the West line of VALENCIA PARK, Plat Book 7, Page 101; thence run Northerly, along the West boundary line of said VALENCIA PARK to the North line of said VALENCIA PARK; thence departing said West boundary line, run East, along said North line to the Northeast corner of Lot 2, VALENCIA PARK; thence departing said North line, run Southerly and Easterly along the boundary of said Lot 2 to the Point of Beginning.

5.3 CRA Fund, Power, and Procedures

Trust Fund

In accordance with Section 163.387, Florida Statutes, a Redevelopment Trust Fund may be established following the approval of a Community Redevelopment Plan. This fund is created by ordinance and is essential for the CRA to receive and spend Tax Increment Financing (TIF) revenues. These funds are used exclusively to finance or refinance redevelopment activities outlined in the approved CRA Plan.

The annual contribution to the trust fund is based on the incremental increase in ad valorem tax revenues generated within the CRA area. Specifically, this increment is calculated as 95% of the difference between:

- The ad valorem taxes levied each year by the City and County (excluding debt service millage) on taxable real property within the CRA; and
- The taxes that would have been generated using the same millage rate on the base-year assessed value of that property, prior to the creation of the trust fund.

The governing body may choose to contribute less than 95%, but not less than 50% of this increment, as specified in the ordinance establishing the trust fund.

This mechanism ensures a dedicated funding stream for redevelopment efforts, supporting long-term investment in infrastructure, housing, public spaces, and economic development within the CRA.

Redevelopment Powers

The Vine Street Community Redevelopment Agency (CRA) was established by City Council Resolution Documentary #___on Month X, XXX, in accordance with Section 163.356, Florida Statutes. This resolution granted the CRA the authority to exercise all powers outlined in Chapter 163, Part III, necessary to implement and advance the goals of the Vine Street Redevelopment Plan.

Relocation Procedures

The City of Kissimmee, Florida, maintains relocation policies that ensure equitable compensation for property owners and tenants in the event of displacement due to property acquisition by the CRA. As a general policy, the CRA seeks to avoid displacement of households and businesses. This Plan update emphasizes the reuse of existing structures, neighborhood revitalization, and opportunities for current residents to remain and invest in their communities.

While permanent residential use exists within the CRA, displacement is not anticipated. However, if relocation becomes necessary due to redevelopment activities, the City, County, and CRA will provide assistance to minimize hardship. The city does **not** provide relocation assistance when a p private developer displaces tenants without City or federal funding, property changes hands through private market transactions, zoning changes occur without displacement, and redevelopment does not involve acquisition or demolition.

Relocation efforts will comply with Section 421.55, Florida Statutes regarding the relocation of displaced persons. The CRA will assist affected individuals in identifying suitable replacement housing and sites. When federal funding is involved, the CRA will follow and the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA). The CRA will not be responsible for relocations resulting from County, State, or Federal programs outside its jurisdiction. This applies to public improvement, redevelopment projects, and acquisition, demolition, or rehabilitation that displaces people or businesses.

Section 421.55, Florida Statutes – Relocation of displaced persons.

(1) It is the intent of the Legislature to authorize the state and its departments, agencies, political subdivisions, and legislatively established port and airport authorities to comply with the provisions and requirements of the Surface Transportation and Uniform Relocation Assistance Act of 1987, Pub. L. No. 100-17, in those public projects or programs for which federal or federal-aid funds are available and are used.

(2) As used in this section:

(a) "State" means the State of Florida, any department, agency or political subdivision thereof, or any port or airport authority established by the Legislature.

(b) "Public Law No. 100-17" means the Surface Transportation and Uniform Relocation Assistance Act of 1987 adopted by the United States Congress.

(c) "Displaced person" means any individual, partnership, corporation, or association that is required to move from any real property on or after March 20, 1972, as a result of the acquisition of such real property for public purposes, or who, as the result of the acquisition for public purposes of real property on which such person is conducting a business or farm operation as defined in Pub. L. No. 100-17, is required to move said business or farm operation.

(3) The state is authorized and empowered, in acquiring real property for use in any public project or program in which federal or federal-aid funds are used, to make all such relocation and other payments to or for displaced persons as are required under the provisions of Pub. L. No. 100-17, and to provide such displaced persons with relocation services and make available to them replacement dwellings, as required by Pub. L. No. 100-17.

(4) The state is authorized and empowered, in acquiring real property for use in any public project or program in which federal or federal-aid funds are used, to follow and conform with the land acquisition policies set forth in Pub. L. No. 100-17, and to pay or reimburse owners of property so acquired in the manner specified in Pub. L. No. 100-17. This authority shall include, as to federal-aid highways and airports, as a last resort, the use of eminent domain powers to acquire real property for replacement housing as required by Pub. L. No. 100-17.

5.4 Duration, Modification, and Restrictions

Plan Duration

The projects, initiatives, and programs identified in the CRA Plan are funded through Tax Increment Financing (TIF) and must be implemented within the CRA's statutory **30-year lifespan.** The CRA was established in 2012, establishing a planning and implementation period that extends through 2042. All redevelopment activities financed with TIF revenues must be completed within this timeframe.

Plan Modification

The Vine Street Redevelopment Plan may be modified in accordance with Section 163.361, Florida Statutes, which governs amendments to community redevelopment plans. If the CRA determines that a modification is necessary, it will submit a recommendation to the City Council. Amendments may include changes to the CRA's boundaries—either adding or removing land—or the incorporation of new initiatives, programs and projects.

Plan Severability

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

Safeguards, Controls, Restrictions, and Covenants

All redevelopment activities undertaken in the Vine Street CRA area must be consistent with the Vine Street Redevelopment Plan, the City's Comprehensive Plan, and applicable land development regulations; all redevelopment plans will undergo review by the City. Issues concerning restrictions on any property acquired for redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure that all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this Plan and any amendment thereto. Such restrictions or controls would be expected to be in the form of covenants running with any land sold or leased for private use.

5.5 Community Redevelopment Plan Requirements

In a very simply described and summarized process for adopting and amending a CRA Plan, it is necessary that a local government and its Agency evaluate the physical, social and economic attributes of a specific area and make a determination that it satisfies multiple criteria. This determination would allow the local government to adopt and implement a redevelopment strategy and utilize all the powers available to its Agency.

Toward assuring compliance with the larger mission and responsibilities of the Agency and an implementable CRA Plan, the Redevelopment Act outlines both the contents of the legally sufficient CRA Plan and the general framework for its adoption. The particulars of this 2026 Vine Street Redevelopment Plan update and the means by which it will be adopted, like its predecessor, adhere to the current legal requirements.

The Redevelopment Act, according to Chapter 163.360, Florida Statues, prescribes that each adopted Plan:

- Conform to the Comprehensive Plan for the County or municipality, as prepared by the local planning agency under the Community Planning Act.
- Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.
- Provide for the development of affordable housing in the area; otherwise, state the reasons for not addressing the development of affordable housing in the area in the Plan. The county, municipality, or CRA shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.

The Redevelopment Act, according to Chapter 163.362, Florida Statues, prescribes that each CRA Plan shall:

- Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the Plan.
- Show by diagram and in general terms:
  - The approximate amount of open space to be provided and the street layout.
  - Limitations on the type, size, height, number, and proposed use of buildings.
  - The approximate number of dwelling units.
  - Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.
- If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.
- Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.
- Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the Plan.
- Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.
- Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

- Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the Plan or if the Plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the Plan is not intended to remedy such shortage, the reasons therefore:
- Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.
- Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the Plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the Plan is approved or adopted.

This 2026 Vine Street Redevelopment Plan Update Has Been Prepared in Compliance with Chapter 163, Florida Statutes.

To fulfill its many responsibilities, the Agency has many powers. These enumerated powers acknowledge the status of the Agency as a functioning governmental entity but one that stands apart in its supportive mission of the CRA. These powers tend to reaffirm the Agency's specific duties in the pursuit of development and redevelopment while separating its financial obligations from those of the associated general government.

These enumerated powers for the Agency as outlined in Chapter 163.0370 include, but are not limited to:

- To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
- To disseminate slum clearance and community redevelopment information.
- To undertake and carry out community redevelopment and related activities within the community redevelopment area.
- To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities or provisions to fulfill such of the conditions as it deems reasonable and appropriate.

Although any associated general-purpose governments and any of its property owners or citizens as tax payers are intended to benefit from the activities of the Agency or the CRA, they are insulated from its financial obligations. Further, certain operating and capital expenses of an associated general government, are not to be absorbed through funds flowing into the Vine Street CRA Redevelopment Trust Fund. Despite that insularity, the CRA exports many financial and community benefits well beyond its legally defined boundaries.

5.6 Comprehensive Plan Consistency

The Vine Street Redevelopment Plan update is consistent with and advances the policies of the City of Kissimmee Comprehensive Plan.

The consistency review is based on the Kissimmee 2040 Comprehensive Plan, originally adopted in November 2018 and subsequently amended in February 2020 and December 7, 2021.

The Comprehensive Plan's FLU element explicitly supports redevelopment planning within designated Community Redevelopment Areas. Policy 1.1.5.2, "Promote the Community Redevelopment Agency Areas," directs the City, in partnership with private and public organizations and local residents, to support the continued revitalization of Community Redevelopment Areas as important locations for commercial, residential, governmental, cultural, and recreational activities. This policy further establishes that such revitalization should be achieved through the continued implementation of the goals and objectives outlined in adopted Community Redevelopment Agency Redevelopment Plans.

Consistent with this policy direction, the Vine Street Redevelopment Plan update serves as an implementation tool for the Comprehensive Plan by providing targeted strategies, investments, and regulatory guidance that advance redevelopment, reinvestment, and long-term economic and community vitality within the Vine Street Community Redevelopment Area.

5.7 Community Impact Statement

This section of the Redevelopment Plan update addresses the requirements of Chapter 163 Part III of the Florida Statutes, Sections 163.360 and 163.362.

The implementation of the CRA Plan update will foster positive impacts to the quality of life in the CRA and surrounding communities. Neighborhoods will benefit from the redevelopment programming, through the development of new and the improvement of existing housing, improvements to public infrastructure addressing localized flooding issues and connectivity to sanitary sewer services, pedestrian safety and multimodal transportation, and other improvements to the public realm. These activities are to address conditions of slum and blight that were found present in the community.

Successfully addressing the conditions of blight will improve the quality of life for residents, businesses and visitors. The planned redevelopment activities and public realm improvements will also improve the economic environment for business owners, employers and workers within the Vine Street CRA.

While all impacts cannot be determined without site-specific proposals from which to evaluate potential impacts, the following section presents the range of potential impacts that may be anticipated to occur in the categories required by Chapter 163 Part III of the Florida Statutes, Sections 163.360 and 163.362.

The community impact categories are the following:

- Residential Development
- Affordable Housing
- Environmental Quality
- Transportation
- Police and Fire
- School Population
- Employment

Residential Development

Residential development within the Vine Street CRA is intended to preserve established neighborhood character while expanding housing opportunities and supporting equitable, sustainable growth. Development initiatives will balance reinvestment with protection of existing residential communities, ensuring that growth enhances—not erodes—local identity and livability.

Shaping the Pattern and Location of Residential Growth

- Infill development on vacant and underutilized parcels will direct new housing to areas already served by infrastructure, transit, and amenities, reducing development pressure on established neighborhoods while efficiently using land.
- Adaptive reuse of aging hotels, churches, and commercial plazas will convert underperforming sites into productive residential uses, reducing blight and introducing housing in locations that can support higher-intensity, mixed-use development.
- Strategic land acquisition and land assembly will enable the CRA to influence where and how residential development occurs, ensuring that new housing aligns with CRA and Citywide planning goals rather than piecemeal, market-driven outcomes.

Improving Feasibility and Quality of Residential Projects

- Developing CRA-owned properties into mixed-income housing reduces land-cost barriers, improving the financial feasibility of affordable and workforce housing projects.
- Public-private and mission-driven partnerships allow developers to deliver higher-quality residential projects that meet design, affordability, and long-term stewardship expectations.
- Alignment with the City's form-based code ensures that residential development meets predictable design standards, reducing uncertainty, expediting approvals, and encouraging reinvestment.

Diversifying Housing Types Without Disrupting Neighborhoods

- Promoting missing middle housing and ADUs introduces a broader range of housing choices—such as duplexes, triplexes, and small multi-family buildings—within a scale compatible with existing neighborhoods.

Strengthening Homeownership and Long-Term Neighborhood Investment

- CRA grants, down payment assistance, and first-time homebuyer programs lower financial barriers to homeownership, allowing more residents to buy and remain in the community.
- Rehabilitation incentives improve housing quality and preserve existing homes, preventing the loss of naturally affordable units due to deterioration or redevelopment.
- Homeownership education and financial literacy programs increase long-term housing stability and reduce foreclosure risk.

Supporting Workforce Housing and Reducing Household Costs

- Workforce housing initiatives targeted to teachers, health care workers, first responders, and other essential employees align residential development with local income levels.
- Employer-assisted housing partnerships reduce commute distances and transportation costs, making housing more affordable even as the corridor reinvests.

Reducing Displacement and Supporting Aging in Place

- Anti-displacement and housing stability programs help existing residents remain in their homes as new development and investment occur.
- Aging in place initiatives allow seniors and long-term residents to stay in the community through home modifications, rehabilitation, and supportive services.
- Public engagement throughout planning and implementation ensures that residential development reflects community priorities and concerns.

Creating Integrated, Livable Neighborhoods

- Coordinating residential development with streetscape improvements, pedestrian connectivity, infrastructure upgrades, and public safety initiatives enhances overall neighborhood livability.
- Housing integrated with walkable streets, transit access, parks, and community amenities supports healthier lifestyles and stronger community interaction.
- Public site inventories and transparent processes increase predictability and trust, encouraging responsible residential investment.

Affordable Housing

By lowering development costs, expanding housing supply, supporting homeownership, and stabilizing existing residents, these strategies collectively improve housing affordability in the Vine Street CRA. The result is a more balanced housing market that supports reinvestment without displacement, aligns housing options with local workforce needs, and preserves affordability as the corridor continues to redevelop.

Expanded Housing Supply and Price Moderation

- Increasing affordable and workforce housing through infill development on vacant and underutilized parcels directly expands housing supply within the corridor, helping to moderate upward pressure on rents and home prices.
- Adaptive reuse of aging and underperforming nonresidential properties reduces construction costs by leveraging existing structures, enabling more units to be delivered at attainable price points while eliminating blighted conditions that depress neighborhood stability.

Reduced Development Costs and Improved Feasibility

- Development of CRA owned or strategically acquired properties into context sensitive, mixed income housing lowers land acquisition costs, a major barrier to affordable housing production.
- Strategic land acquisition and land assembly improve project feasibility, allowing mission driven and private developers to deliver affordable units that would otherwise be financially infeasible in a competitive market.

Homeownership and Wealth Building Opportunities

- Expanding homeownership opportunities through CRA grants, incentives, and nonprofit partnerships improves affordability by lowering the upfront costs of home purchase.
- Down payment assistance, rehabilitation incentives, and first time homebuyer programs reduce financial barriers, stabilize housing costs for households over time, and foster long term neighborhood investment.
- Rehabilitation assistance preserves existing affordable housing stock, preventing the loss of lower cost units due to deterioration or redevelopment.

Workforce Housing and Household Cost Reduction

- Prioritizing workforce housing for teachers, health care workers, first responders, and other essential employees improves affordability by aligning housing options with local income levels.
- Employer assisted housing partnerships reduce transportation and commuting costs, increasing overall household affordability even where market prices rise.

Housing Stability and Anti Displacement Outcomes

- Partnerships with the City's Housing and Community Development Department, nonprofits, and educational institutions enhance affordability by supporting financial literacy, housing counseling, and informed homeownership.
- Programs focused on displacement prevention, housing stability, and aging in place help existing residents remain in their homes as neighborhood investment increases, ensuring long term affordability benefits reach current households.

Transportation

Collectively, Vision Zero initiatives and City transportation projects will shift Vine Street toward a safer, calmer, and more people oriented corridor. These improvements will support long term goals for walkable, mixed-use redevelopment while enhancing quality of life, public safety, and economic vitality throughout the CRA.

Safety and Crash Reduction

- Vision Zero–driven safety improvements will significantly reduce traffic fatalities and serious injuries along Vine Street by prioritizing high injury corridors and intersections.
- Traffic calming measures, safer crossings, and redesigned streets will lower vehicle speeds and improve visibility, making the corridor safer for pedestrians, cyclists, transit riders, and drivers.

Enhanced Walkability and Multimodal Access

- Complete Streets projects will transform Vine Street from an auto oriented corridor into a more walkable, bike friendly, and transit supportive environment.
- Improved sidewalks, bike facilities, transit amenities, and micro transit access will make it easier for residents, employees, and visitors to move through the corridor without relying solely on cars.

Support for Redevelopment and Economic Activity

- Transportation improvements will directly support redevelopment projects by creating streets that accommodate higher levels of pedestrian activity and mixed-use development.
- Safer and more attractive streets will increase foot traffic, improve access to businesses, and enhance the overall investment climate along Vine Street.

Stronger Neighborhood and Destination Connectivity

- Enhanced transportation infrastructure will better connect residential neighborhoods to employment centers, schools, parks, medical facilities, and major redevelopment sites.
- Improved east west and north south connectivity will reduce barriers between neighborhoods and strengthen Vine Street's role as a unifying corridor rather than a dividing roadway.

Improved Transit Access and Equity

- Upgraded transit stops, pedestrian access to transit, and first /last mile connections will improve access to jobs and services for residents who rely on transit or do not own vehicles.
- Transportation investments will help address historic inequities by improving mobility and safety in areas that have experienced long term disinvestment.

Environmental Quality

Environmental quality strategies within the Vine Street CRA support sustainable redevelopment by improving water, air, and noise conditions while strengthening resilience and public health. These actions integrate green infrastructure, coordinated utilities, and high-quality public spaces to enhance environmental performance alongside long-term community reinvestment.

Improved Water Quality and Storm Water Performance

- Incorporation of green infrastructure—such as bioswales, storm water planters, permeable paving, and rain gardens—to reduce storm water runoff, improve infiltration, and limit pollutant discharge into local waterways.
- Coordination of storm water improvements with streetscape and utility upgrades to reduce erosion, improve drainage efficiency, and mitigate localized flooding risk.

Flood Resilience and Climate Adaptation

- Requiring redevelopment projects to integrate utility upgrades, flood-resilient design, and climate-responsive construction practices.

Air Quality and Environmental Comfort

- The expansion of tree canopy, landscaped corridors, and green spaces improves air quality by filtering pollutants and reducing exposure to vehicle emissions.
- Supporting walkable, mixed-use redevelopment patterns that reduce vehicle dependency and contribute to lower overall emissions along the corridor.

Noise Pollution Reduction

- Pairing streetscape improvements and traffic calming measures with context-sensitive redevelopment to reduce noise generated by vehicle speed and congestion.

Sustainable Infrastructure and Long Term Performance

- Encouraging resilient building practices, energy efficient systems, and durable materials that lower long term maintenance costs and environmental impacts.

Green Spaces and Public Realm Benefits

- Integration of green spaces, trail connections, and storm water facilities that function as both environmental infrastructure and public amenities.
- Supporting multifunctional public spaces—such as greenways, naturalized drainage areas, and retention features—that provide recreational, educational, and ecological benefits.

Police and Fire

Public safety investments are a foundational component of community redevelopment within the Vine Street CRA. Police and fire strategies focus on reducing crime and fire risk, strengthening neighborhood stability, and ensuring that emergency services can effectively serve residents, businesses, and visitors as reinvestment occurs along the corridor.

Improved Public Safety and Reduced Crime

- Implementation of Community Oriented Policing (COPs) programs will strengthen relationships between residents, businesses, and the Kissimmee Police Department, improving communication and trust.
- Increased collaboration and visibility will deter criminal activity, particularly crimes of opportunity, resulting in safer neighborhoods and commercial areas throughout the CRA.
- Enhanced community confidence in public safety supports resident retention, business activity, and walkable redevelopment.

Crime Reduction Through Environmental Design

- Application of Crime Prevention Through Environmental Design (CPTED) principles in neighborhood planning and development review will reduce opportunities for crime through better lighting, clear sightlines, active frontages, and safer site layouts.
- Incorporating CPTED into both public projects and private redevelopment will improve perceived and actual safety across the corridor, encouraging greater use of public spaces and streets.

Neighborhood Stability Through Proactive Code Enforcement

- Proactive code enforcement will address unsafe buildings, property neglect, and repeat nuisance properties, improving overall neighborhood conditions.
- Consistent enforcement helps stabilize residential areas, protects property values, and prevents deterioration that can lead to increased crime and fire risk.
- Improved property conditions reinforce long term reinvestment and reduce pressure on police and fire resources.

Reduced Fire Risk and Improved Emergency Response

- Reducing the number of unsafe, deteriorating, or vacant structures will directly lower fire hazards within the CRA.
- Redevelopment and adaptive reuse of aging properties will modernize building systems, improve fire code compliance, and enhance emergency access.

Infrastructure Improvements Supporting Safety

- Enhanced sidewalks, lighting, and alley improvements throughout the CRA will improve visibility and natural surveillance, limiting crimes of opportunity.
- Well lit, connected streets and walkways increase pedestrian activity, which contributes to safer environments and supports both law enforcement and fire response operations.

Support for Successful Redevelopment

- Safer environments reduce development risk, increase market confidence, and encourage reuse of underperforming properties.
- Aligning police and fire initiatives with CRA redevelopment goals ensures that growth enhances—not compromises—public safety.

School Population

Population and housing growth within the Vine Street CRA will influence future school enrollment patterns and educational service needs. The CRA Plan's emphasis on infill development, mixed income housing, and neighborhood stabilization is intended to accommodate growth in a deliberate and coordinated manner, resulting in moderate, incremental increases in school age residents rather than sudden enrollment spikes. By aligning residential development with existing school capacity and long term community planning efforts, the CRA Plan supports educational facilities while maintaining stable and predictable enrollment patterns.

- The Vine Street CRA population has grown steadily—by approximately 30% since 2010—and is projected to reach about 7,400 residents by 2039, resulting in moderate, incremental increases in school age residents.
- Approximately 23% of current residents are under age 20, indicating an established student population that will grow gradually rather than through sudden enrollment surges.
- Population growth is expected to incrementally increase enrollment at existing elementary, middle, and high schools serving the CRA, allowing the Osceola County School District to plan and respond over time.
- Growth will be distributed across multiple sub areas—including Neo Vine, Orange Gardens, Gateway, and the Mixed-Use Medical (MUM) area—reducing the likelihood of concentrated enrollment pressure on any single school.
- New residential development will be primarily multi-family and mixed-use, which typically generates fewer students per unit than large lot single family development, moderating overall enrollment impacts.
- Smaller average household sizes (2.8 persons per household) and a focus on workforce and mixed income housing further reduce per unit student generation.
- By directing growth to infill and redevelopment areas served by existing infrastructure, the CRA Plan supports school capacity planning and minimizes the need for new school construction associated with suburban expansion.
- Overall, population growth within the CRA is expected to support stable and predictable school enrollment patterns, allowing educational facilities to remain aligned with long term community redevelopment and infrastructure investment.

Employment

Industry and employment growth within the Vine Street CRA will drive redevelopment, increase housing demand, and strengthen the corridor's economic role within the City of Kissimmee. By planning for moderate, steady increases in both jobs and population, the CRA Plan ensures employment growth supports—rather than overwhelms—housing supply, infrastructure systems, schools, and neighborhood stability. This coordinated approach advances the public purpose of community redevelopment by reinforcing a balanced, resilient, and economically vibrant Vine Street corridor.

- The Vine Street CRA functions as a major employment center within the City of Kissimmee, accounting for approximately 27% of the City's total employment while housing a relatively small share of the City's population.
- Employment within the CRA is concentrated in accommodation and food services, retail trade, construction, and health care and social assistance, reinforcing the corridor's role as a service oriented economic hub.
- Continued industry growth will strengthen economic vitality, attract private investment, and support redevelopment of underutilized and blighted properties along the corridor.
- Under the moderate growth scenario, employment within the CRA is projected to increase by approximately 3,600 jobs by 2039, reaching nearly 11,800 employees, alongside continued population growth.
- Continued job growth will reinforce the Vine Street corridor as a regional economic engine, attracting additional private investment, redevelopment interest, and commercial activity.
- The strong net inflow of workers highlights the need to improve jobs–housing balance by aligning residential growth with employment locations.
- Industry and employment growth will increase demand for transportation, utilities, and public services, underscoring the importance of coordinated infrastructure investments.

06

Appendix: Market Assessment

IN THIS CHAPTER

6.1 Analysis of Current Economic Conditions

6.2 Inventory Analysis of Commercial and Residential Markets

6.3 Market Potential Analysis

As part of the Vine Street CRA Plan, a Market Assessment was conducted. This assessment focused on providing a data-driven analysis of historic and current demographic, employment, and market trends. It aimed to identify potential commercial and residential development opportunities within the CRA and its six sub-areas. The analysis included an assessment of demographic and socio-economic characteristics, an inventory of the commercial and residential markets, and a 10-year growth projection of commercial and residential uses within the CRA. Additionally, characteristics of Osceola County and the City of Kissimmee were evaluated to show a comparison of capture within the CRA, where data is available.

6.1 Analysis of Current Economic Conditions

There are many key demographic and socio-economic indicators to consider when determining the market characteristics of a specific area; these include:

- Population
- Age Distribution
- Race and Ethnicity
- Academic Achievement
- Income Levels
- Employment and Business Activity

A profile of these demographic and socio-economic characteristics was necessary to fully understand the unique marketplace and the overall market-supporting demand within the Kissimmee Vine Street CRA (CRA) and its six sub-areas: (1) Shingle Creek, (2) NOVI, (3) Gateway, (4) Orange Gardens, (5) Mixed-Use Medical (MUM), and (6) NeoVine. This analysis evaluates current and historical growth trends within the CRA and its six sub-areas. Where relevant, this analysis also identifies growth capture for Osceola County (County) and the City of Kissimmee (City).

To note, there are limitations to using data to infer conclusions about a sample population. Most relevant to this analysis is that the smallest geographic areas for which estimates are available are Census Block Groups. While the data can reliably infer conclusions in large geographic areas, the margin of error increases as the area becomes smaller.

Demographic and Socio-Economic Characteristics

Total Population

Based on the latest 2024 estimates from ESRI, the total population of the CRA is estimated to be approximately 4,970 persons, which represents roughly 1.1% of the County's population of 455,875 persons and 5.9% of the City's population of 84,023 persons as of 2024 estimates.

Using historical population data provided by the U.S. Census Bureau, total population within the City grew at a compound annual growth rate (CAGR) of 2.3% from 2010 to 2024 estimates, increasing 41% from 59,680 persons in 2010. About 80% of this population growth within the City occurred between 2010 and 2020. Since 2010, the County experienced a slightly greater CAGR of 3.6%. Comparatively, the CRA experienced a smaller CAGR, at 1.8%, from 2010 to 2024 estimates—with population increasing about 30%, from 3,816 persons in 2010 to 4,970 persons as of 2024 estimates.

Overall, population has grown by about 187,190 people in the County, 24,341 people in the City, and 1,154 people in the CRA since 2010. However, the CRA's share of the City's total population has steadily declined during this same time period, from 6.4% in 2010 to 5.9% as of 2024 estimates.

Since 2010, all CRA sub-areas have experienced positive population growth rates, except for NOVI, which saw a negative CAGR of 0.2%. While the Shingle Creek and Gateway sub-areas have seen the highest CAGRs at 4.8% and 3.8%, respectively, the MUM and NeoVine sub-areas have experienced the largest population increases from 2010 to 2024 estimates, growing by 395 and 256 people, respectively.

The table below shows changes in total population within the County, City, CRA, and its sub-areas from 2010 to 2024 estimates.

Based on 2024 estimates, the NeoVine and MUM sub-areas account for the majority of the CRA's total population, capturing a combined 65%. In contrast, Shingle Creek and NOVI have the smallest population share within the CRA, at 4.2% and 4.4%, respectively.

The following figures illustrate the composition of the sub-areas' population capture relative to the CRA's total population in 2010 and as of 2024 estimates.

TABLE 7. TOTAL POPULATION

	2010	2020	2024 Est.	CAGR (2010–2024 Est.)
County	268,685	388,656	455,875	3.6%
City	59,682	79,226	84,023	2.3%
CRA	3,816	4,657	4,970	1.8%
NeoVine	1,551	1,607	1,808	1.0%
Shingle Creek	87	196	176	4.8%
Gateway	260	325	457	3.8%
Orange Gardens	706	875	926	1.8%
NOVI	171	205	167	(0.2%)
MUM	1,041	1,449	1,436	2.2%

SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Population | 2024

4,970 | CRA

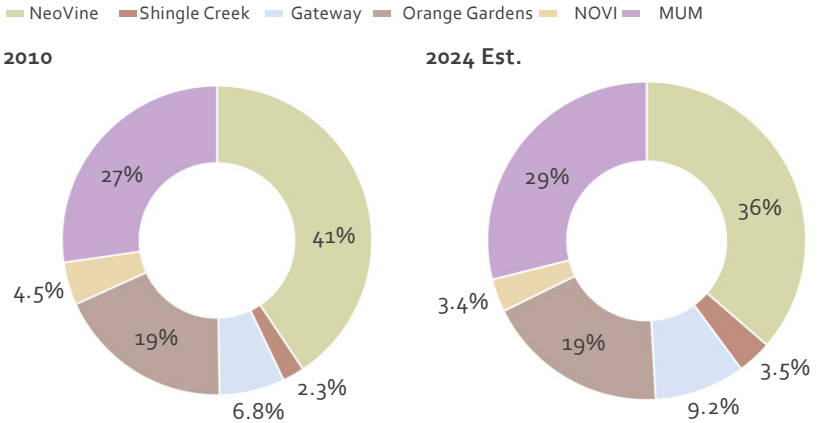
84,023 | City

455,875 | County

5.9% OF THE CITY'S POPULATION

SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

FIGURE 31. POPULATION DISTRIBUTION OF THE CRA AMONG ITS SUB-AREAS, 2010 AND 2024 ESTIMATES



SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Age Distribution

Age distribution is another important factor when examining market characteristics. As of 2024 estimates, the median age within the CRA is approximately 39 years old; this is slightly higher than the median age of 38 years observed within the County and 37 years observed within the City.

In the CRA, approximately 67% of the population are between the ages of 15 to 64, which is defined as the typical *working-age* population. This indicates that the majority of the CRA's population is considered to be of *working-age*. Comparatively, the *working-age* population constitutes about 67% in the County and 69% in the City as of 2024 estimates. Additionally, about 23% of the population within the CRA are younger than 20, and 22% are 60 years or older. Whereas, the City has a slightly younger population, with about 25% identified as younger than 20, and 19% aged 60 years or older.

The NeoVine and Orange Garden sub-areas ave higher median ages compared to the overall median age observed in the CRA, both exceeding 40 years. In contrast, the other CRA sub-areas have lower median ages compared to the overall CRA as of 2024 estimates. Additionally, the NeoVine and Orange Garden sub-areas have the largest proportions of residents aged 60 years or older, at 24% and 25%, respectively. While the NOVI and Shingle Creek sub-areas have the largest proportions of residents under 20 years old, at 28% and 26%, respectively, as of 2024 estimates.

In addition, the Shingle Creek, Gateway, and NeoVine sub-areas have a higher proportion of the population that is considered to be of *working-age* compared to the overall CRA, with all exceeding 68% as of 2024 estimates. In contrast, the MUM, Orange Gardens, and NOVI sub-areas have a slightly lower proportion of *working-age* population than the CRA, at 66%, 64%, and 63%, respectively.

The table below illustrates the age distribution and median age for the County, City, CRA, and its sub-areas as of 2024 estimates.

TABLE 8. AGE DISTRIBUTION, 2024 ESTIMATES

	Less than 10 Years	10-19 Years	20-29 Years	30-39 Years	40-49 Years	50-59 Years	60-69 Years	70-79 Years	80+ Years	Median Age
County	11.1%	13.4%	14.0%	14.0%	13.7%	12.9%	10.8%	7.0%	3.2%	38.3
City	11.7%	13.1%	14.7%	14.9%	14.0%	12.8%	10.2%	5.9%	2.8%	37.0
CRA	10.8%	11.8%	15.0%	14.3%	13.1%	12.8%	11.3%	7.2%	3.7%	38.6
NeoVine	9.2%	12.2%	12.8%	13.8%	14.2%	13.7%	13.0%	7.6%	3.4%	41.3
Shingle Creek	12.0%	13.7%	20.0%	17.7%	13.7%	9.7%	8.0%	3.4%	1.7%	32.2
Gateway	10.1%	11.4%	20.8%	16.4%	12.5%	11.4%	9.6%	5.0%	2.9%	34.2
Orange Gardens	12.0%	11.1%	14.6%	11.9%	12.0%	13.2%	11.9%	8.6%	4.7%	40.3
NOVI	13.8%	13.8%	18.0%	17.4%	13.2%	10.8%	7.2%	3.6%	2.4%	32.3
MUM	11.6%	11.5%	15.0%	15.0%	12.4%	12.3%	10.4%	7.3%	4.4%	37.7

SOURCE: ESRI 2024 ESTIMATES.

Race and Ethnicity

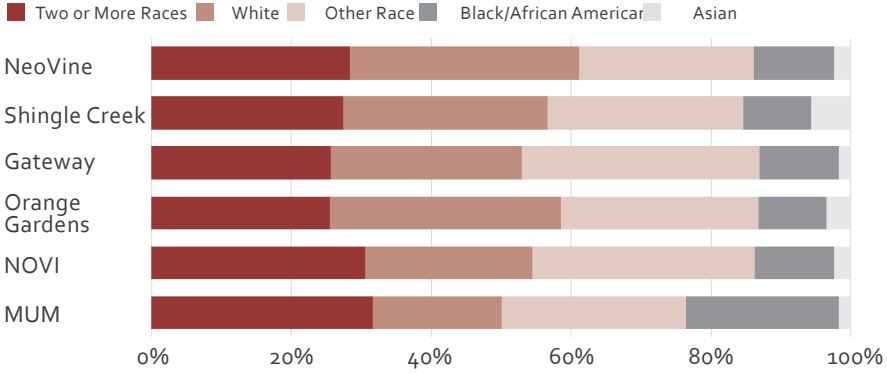
Based on 2024 estimates, the majority of the CRA's population identifies as Two or More Races and White, making up 56% of the total population. The racial composition within the City is relatively comparable to that of the CRA, where 57% of the population identifies as Two or More Races and White. The table and figure below illustrates the racial composition within the County, City, CRA, and its sub-areas as of 2024 estimates.

TABLE 9. POPULATION BY RACE, 2024 ESTIMATES

	County	City	CRA
Two or More Races	26.1%	29.3%	28.6%
White	38.3%	27.7%	27.8%
Other Race	21.1%	28.0%	27.1%
Black/African American	11.3%	11.2%	14.0%
Asian	3.3%	3.8%	2.5%

SOURCE: ESRI 2024 ESTIMATES.

FIGURE 32. RACIAL DISTRIBUTION OF THE CRA SUB-AREAS



SOURCE: ESRI 2024 ESTIMATES.

Based on 2024 estimates, 68% of the CRA's total population is of Hispanic ethnicity.

In addition, Hispanic origin is defined as an ethnicity, and therefore can be identified as any race. As of 2024 estimates, about 68% of the CRA's total population is of Hispanic ethnicity. This is slightly lower than the percentage observed in the City where approximately 69% of the total population identifies as Hispanic. The table below shows the composition of the total population within the County, City, CRA, and its sub-areas that identify as Hispanic, based on 2024 estimates.

TABLE 10. HISPANIC ETHNICITY, 2024 ESTIMATES

	Total Population	Hispanic Ethnicity %
County	455,875	55.7%
City	84,023	68.6%
CRA	4,970	68.2%
NeoVine	1,808	69.0%
Shingle Creek	176	62.9%
Gateway	457	72.2%
Orange Gardens	926	64.9%
NOVI	167	76.7%
MUM	1,436	67.6%

SOURCE: ESRI 2024 ESTIMATES.

Academic Achievement

Academic achievement refers to the level of schooling a person has successfully completed, and only accounts for those 25 years or older. Within the CRA, 81% of the population have obtained their high school diploma/GED or a more advanced degree as of 2024 estimates. This is slightly lower than the 90% and 86% observed within the County and City, respectively, following these same metrics. Additionally, about 21% of the population within the CRA has a bachelor's degree or more advanced degree, which is lower compared to the 29% and 26% of the population observed within the County and City, respectively, with a bachelor's degree or greater.

In comparison, all CRA sub-areas, except for NOVI and MUM, have higher percentages of their total population with a high school diploma/GED or more advanced degrees than the overall CRA as of 2024 estimates. This trend is also apparent for the population in those sub-areas with a bachelor's degree or higher, with NeoVine, Shingle Creek, Gateway, and Orange Gardens achieving percentages of 23%, 36%, 35%, and 23%, respectively, as of 2024 estimates.

The following table shows the breakdown of academic achievement for the County, City, CRA, and its sub-areas as of 2024 estimates.

TABLE 11. ACADEMIC ACHIEVEMENT, 2024 ESTIMATES

	No High School Diploma	High School Diploma/ GED	Associates Degree	Bachelor's Degree or Greater
County	10.5%	47.7%	12.2%	29.6%
City	14.1%	48.2%	11.5%	26.3%
CRA	19.2%	47.4%	12.8%	20.6%
NeoVine	15.9%	54.2%	7.1%	22.8%
Shingle Creek	12.5%	35.7%	16.1%	35.7%
Gateway	13.0%	28.8%	23.4%	34.8%
Orange Gardens	18.1%	42.7%	16.4%	22.9%
NOVI	19.8%	46.2%	14.2%	19.8%
MUM	27.3%	48.8%	13.9%	10.1%

SOURCE: ESRI 2024 ESTIMATES.

Income

Income is another important factor to consider when examining market characteristics, as it can be a broad indicator of a household or individual's spending potential and their general ability to purchase a variety of goods and services within a specific marketplace. Based on 2024 estimates, median household income within the CRA is estimated to be $42,396, which is significantly lower than that of the County at $67,050 and slightly lower than that of the City at $46,330. Similarly, per capita incomes within the CRA at $22,379 are lower than those observed in the County and City at $29,578 and $22,820, respectively, as of 2024 estimates.

In comparison, all CRA sub-areas, except for NOVI and MUM, have higher median household incomes compared to that of the overall CRA as of 2024 estimates. This trend is also apparent for the per capita incomes within those sub-areas, with NeoVine, Shingle Creek, Gateway, and Orange Gardens achieving per capita incomes between 4% and 20% greater than that of the CRA as of 2024 estimates.

In addition, based on 2024 estimates, the average disposable income within the CRA is $52,736, which is marginally lower than the City's average of $56,074. This income-related data suggests that the CRA has a population with comparable, though slightly lower, incomes and spending potential compared to the City. However, the County has a significantly higher average disposable income at $71,548, likely driven by the County's higher average household incomes, contributing to a greater level of consumer spending per household.

The following table illustrates the income characteristics for the County, City, CRA, and its sub-areas as of 2024 estimates.

Moreover, the largest concentration of households within the CRA, approximately 22%, have household incomes ranging from $15,000 to $34,999, according to 2024 estimates. This is similar to the City, where 25% of households fall within the same income range. In contrast, the County's largest concentration of households, 19%, have incomes between $100,000 and $149,999.

TABLE 12. INCOME CHARACTERISTICS, 2024 ESTIMATES

	Median Household	Per Capita	Average Disposable
County	$67,050	$29,578	$71,548
City	$46,330	$22,820	$56,074
CRA	$42,396	$22,379	$52,736
NeoVine	$60,908	$26,360	$66,406
Shingle Creek	$55,349	$24,590	$61,509
Gateway	$46,907	$23,321	$51,303
Orange Gardens	$43,323	$26,837	$63,460
NOVI	$35,920	$18,467	$45,245
MUM	$30,322	$14,379	$32,607

SOURCE: ESRI 2024 ESTIMATES.

During this same time period, about 85% of the households in the CRA have household incomes at or below $100,000. This percentage is higher than both the County, where 67% of households have incomes at or below $100,000, and the City, where 80% of households fall within this income bracket.

The table on the following page shows the distribution of household incomes for the County, City, and CRA as of 2024 estimates.

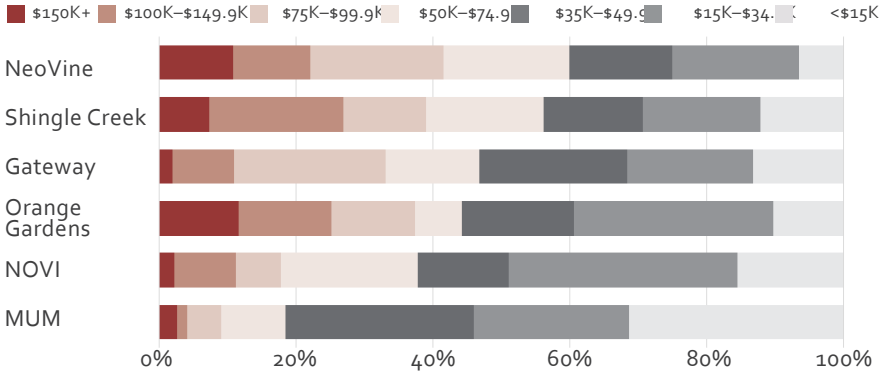
TABLE 13. HOUSEHOLD INCOMES, 2024 ESTIMATES

	County	City	CRA
Less than $15,000	8.1%	12.4%	16.4%
$15,000–$34,999	17.1%	24.9%	22.0%
$35,000–$49,999	13.8%	15.8%	20.0%
$50,000–$74,999	14.6%	15.0%	13.0%
$75,000–$99,999	13.8%	12.3%	13.4%
$100,000-$149,999	19.0%	12.6%	8.4%
$150,000 or Greater	13.6%	7.2%	6.9%

SOURCE: ESRI 2024 ESTIMATES.

In addition, based on 2024 estimates, the distribution of household incomes within the CRA's sub-areas shows slight variations compared to the overall CRA. Most sub-areas, except for NeoVine and Shingle Creek, have the majority of their household incomes below $50,000. In contrast, NeoVine and Shingle Creek have the majority of their household incomes, 60% and 56%, respectively, at or above $50,000. The figure below illustrates the distribution of household incomes within the CRA's sub-areas as of 2024 estimates.

FIGURE 33. HOUSEHOLD INCOME DISTRIBUTION OF THE CRA SUB-AREAS, 2024 ESTIMATES



SOURCE: ESRI 2024 ESTIMATES.

Total Employment

A diverse workforce and industry base within a market area can be an indication of healthy economic conditions, as it broadens the range of available employment and interested companies in an area. The key components to employment to consider when analyzing the overall business and employment market include annual employment trends, unemployment rate, employee wages, employee inflow/outflow, and jobs by industry sector.

Based on the latest 2024 estimates from ESRI, there are about 14,070 businesses within the County, and 4,060 businesses within the City. Approximately 32% or 1,277 businesses within the City are located within the CRA as of 2024 estimates. The businesses within the CRA employ nearly 8,137 people, which represents roughly 6.9% of the County's employment of 117,942 persons and 27% of the City's employment of 30,248 persons.

Using historical employment data provided by the U.S. Census Bureau, total employment within the City grew at a compound annual growth rate (CAGR) of 3.2% from 2010 to 2024 estimates, increasing 60% from 18,890 employees in 2010. About 58% of this population growth within the City occurred between 2010 and 2020. Since 2010, the County experienced a slightly greater CAGR of 3.6%. Comparatively, the CRA experienced a smaller CAGR, at 2.3%, from 2010 to 2024 estimates—with employment increasing about 41%, from 5,790 employees in 2010.

Overall, total employment has grown by about 49,026 employees in the County, 11,358 employees in the City, and 2,347 employees in the CRA since 2010. However, the CRA's share of the City's total employment has steadily declined during this same time period, from 31% in 2010 to 27% as of 2024 estimates.

Since 2010, all CRA sub-areas have experienced positive employment growth rates. While the Shingle Creek and Orange Gardens sub-areas have seen the highest CAGRs at 6.3% and 5.2%, respectively, the MUM and Gateway sub-areas have experienced the largest employment increases from 2010 to 2024 estimates, growing by 848 and 413 employees, respectively.

The table on the following page shows changes in total employment within the County, City, CRA, and its sub-areas from 2010 to 2024 estimates.

Based on 2024 estimates, the employee-to-population ratio within the CRA is 2.43 employees per working-age resident, which is significantly higher than the County at 0.38 and the City at 0.52.

TABLE 14. TOTAL EMPLOYEES

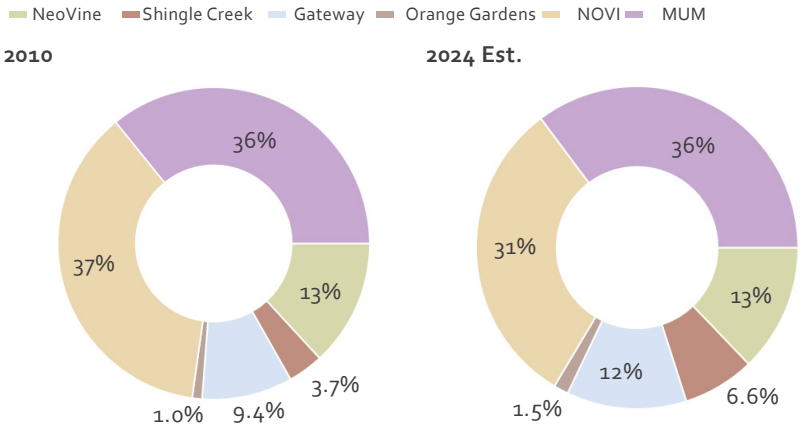
	2010	2020	2024 Est.	CAGR (2010-2024 Est.)
County	68,916	98,423	117,942	3.6%
City	18,890	25,437	30,248	3.2%
CRA	5,790	6,433	8,137	2.3%
NeoVine	751	821	1,061	2.2%
Shingle Creek	212	431	534	6.3%
Gateway	544	744	957	3.8%
Orange Gardens	59	110	126	5.2%
NOVI	2,140	1,942	2,536	1.1%
MUM	2,074	2,385	2,922	2.3%

SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Based on 2024 estimates, the MUM and NOVI sub-areas account for the majority of the CRA's total employment, capturing a combined 67%. In contrast, the Orange Gardens and Shingle Creek sub-areas have the smallest employment share within the CRA, at 1.5% and 6.6%, respectively.

The following figures illustrate the composition of the sub-areas' employment capture relative to the CRA's total employment in 2010 and as of 2024 estimates.

FIGURE 34. EMPLOYMENT DISTRIBUTION OF THE CRA AMONG ITS SUB-AREAS, 2010 AND 2024 ESTIMATES



SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Unemployment Rate

Based on 2024 estimates, the CRA's unemployment rate—i.e., the total number of unemployed persons as a percentage of the Civilian Labor Force—at nearly 2.0%, is lower than the unemployment rate within the County at 3.8% and the City at 3.7%. The unemployment rate is the percentage of the labor force that does not currently have a job, and generally rises and falls in the wake of changing economic conditions.

The unemployment rate within the CRA is 1.7% lower than the unemployment rate within the City.

Employee Inflow/Outflow

The most current employee inflow/outflow data provided by the U.S. Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) is for year-end 2022. This data serves as an indication of the efficiency of the respective area's labor force. Net job inflow (+) or outflow (-) indicates whether an area is a labor force magnet or provider. Positive inflow means the area is drawing in workers, while negative outflow indicates the area is providing workers elsewhere.

As of year-end 2022, there were about 111,030 employees within the County. Of these employees, 38% live within the County, while roughly 62% commute into the County from elsewhere to work (inflow). In addition, 149,190 workers live inside the County, but are employed elsewhere outside the County (outflow). This condition results in a net negative outflow of 80,395 jobs out of the County.

At the City level, the employee inflow/outflow depicts a similar trend but on a smaller scale. Of the 27,690 employees within the City as of year-end 2022, nearly 11% live within the City, while roughly 89% commute into the City from elsewhere to work (inflow). Additionally, approximately 34,416 workers live inside the City, but are employed elsewhere outside of the City (outflow)—this results in a net negative outflow of 9,728 jobs in the City.

In contrast, there were about 7,076 employees within the CRA as of year-end 2022. Of these employees, approximately 0.6% live within the CRA, while roughly 99% commute into the CRA from elsewhere to work (inflow). Additionally, 1,812 workers live inside the CRA, but are employed elsewhere outside (outflow). This condition results in a net positive inflow of 5,221 jobs to the CRA.

The trends observed at the end of 2022 can be used to estimate job inflow and outflow at the County, City, and CRA levels for 2024.

Employment Earnings

The most current employee earnings data provided by the U.S. Census Bureau's LEHD is for year-end 2022. As of year-end 2022, the majority of employees within the County and the City were earning wages that were more than $3,333 per month, at nearly 42% and 44%, respectively. In contrast, as of year-end 2022, the majority of employees within the CRA were earning wages between $1,251 to $3,333 per month at about 43%.

In addition, most CRA sub-areas, except for NeoVine and Gateway, had employee wages similar to the overall CRA, ranging from $1,251 to $3,333 per month. However, in the NeoVine and Gateway sub-areas, the majority earned more than $3,333 per month. The table below shows the year-end 2022 capture of monthly earnings respective to total employment for the County, City, CRA, and its sub-areas.

TABLE 15. JOBS BY EARNINGS, YEAR-END 2022

	Total Employees(1)	$1,250 per month or less	$1,251 to $3,333 per month	More than $3,333 per month
County	111,029	21.0%	37.1%	41.8%
City	27,690	19.6%	36.8%	43.6%
CRA	7,076	26.2%	42.8%	31.0%
NeoVine	884	17.0%	38.7%	44.3%
Shingle Creek	445	23.4%	57.3%	19.3%
Gateway	992	18.8%	33.0%	48.3%
Orange Gardens	117	25.6%	39.3%	35.0%
NOVI	2,168	35.7%	42.0%	22.3%
MUM	2,470	24.6%	46.4%	29.0%

SOURCE: U.S. CENSUS BUREAU LEHD. NOTE: (1) REFLECTS YEAR-END 2022.

Jobs by Industry Sector

The table below presents the latest employment estimates for the County, City, and CRA as of 2024 estimates, based on the U.S. Census Bureau's North American Industry Classification System (NAICS) and the most recent 2024 estimates from ESRI.

TABLE 16. JOBS BY INDUSTRY SECTOR, 2024 ESTIMATES

	County	City	CRA
Agriculture and Mining	0.5%	0.1%	0.1%
Construction	8.6%	8.6%	9.1%
Manufacturing	3.6%	0.9%	3.5%
Wholesale Trade	1.7%	1.2%	1.0%
Retail Trade	13.7%	18.5%	19.0%
Transportation and Utilities	8.8%	4.9%	7.2%
Information	1.1%	0.7%	1.0%
Finance and Insurance	3.2%	2.4%	4.2%
Real Estate and Leasing	2.6%	2.5%	2.4%
Professional Services	5.2%	4.6%	2.2%
Management of Companies	0.2%	0.1%	0.0%
Administration and Support	6.0%	8.5%	5.2%
Educational Services	6.4%	2.2%	3.1%
Health Care and Social Assistance	9.9%	22.1%	8.3%
Arts and Recreation	8.6%	1.2%	5.8%
Accommodation and Food	11.7%	8.5%	20.2%
Other Services	4.4%	2.9%	4.5%
Public Administration	3.9%	10.1%	3.1%
Total Employees	**117,942**	**30,248**	**8,137**

SOURCE: U.S. CENSUS BUREAU NAICS; ESRI 2024 ESTIMATES.

The NAICS data indicates that the leading industries in the City are health care and social assistance, retail trade, public administration, and construction. Together, these sectors account for 59% of the total employment share as of 2024 estimates. Conversely, the dominant industries within the CRA are accommodation and food services, retail trade, construction, and health care and social assistance, which together account for 57% of the total employment share as of 2024 estimates.

Professional employment includes the following industry sectors: information; finance and insurance; real estate; professional services; management of companies; administration, support, and waste management; and educational services. The County, City, and CRA's professional work force composes 25%, 21%, and 18%, respectively, of total employment as of 2024 estimates.

Among the CRA sub-areas, NOVI and MUM share similar dominant industries with the overall CRA. In contrast, the NeoVine, Shingle Creek, and Gateway sub-areas primarily feature retail trade and accommodation and food services as their leading industries. Meanwhile, the Orange Garden sub-area's dominant industries are accommodation and food services, along with health care and social assistance.

Additionally, the professional workforce compositions within the CRA sub-areas relative to their respective total employment as of 2024 estimates are as follows: NeoVine at 19.5%, Shingle Creek at 20.0%, Gateway at 5.4%, Orange Gardens at 18.5%, NOVI at 20.0%, and MUM at 19.7%.

The following table below illustrates the breakdown of employment by NAICS for the CRA's sub-areas as of 2024 estimates.

TABLE 17. CRA SUB-AREAS JOBS BY INDUSTRY SECTOR, 2024 ESTIMATES

	NeoVine	Shingle Creek	Gateway	Orange Gardens	NOVI	MUM
Agriculture and Mining	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%
Construction	7.3%	8.2%	6.5%	3.7%	8.8%	16.3%
Manufacturing	3.7%	2.4%	1.8%	2.8%	5.0%	4.5%
Wholesale Trade	0.3%	1.2%	0.4%	3.4%	3.8%	0.1%
Retail Trade	20.7%	17.7%	33.0%	9.7%	15.0%	18.2%
Transportation and Utilities	6.8%	4.7%	4.0%	6.7%	6.3%	9.8%
Information	2.2%	0.0%	0.0%	0.2%	1.3%	0.0%
Finance and Insurance	6.4%	2.4%	1.5%	2.4%	2.5%	3.9%
Real Estate and Leasing	2.1%	2.4%	1.8%	5.4%	1.3%	1.0%
Professional Services	1.7%	3.5%	0.4%	4.1%	2.5%	2.0%
Management of Companies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Administration and Support	4.4%	7.1%	1.1%	2.6%	7.5%	9.2%
Educational Services	2.8%	4.7%	0.7%	3.9%	5.0%	3.6%
Health Care and Social Assistance	5.8%	7.1%	4.0%	12.0%	10.0%	11.1%
Arts and Recreation	2.7%	9.4%	4.4%	10.5%	6.3%	7.2%
Accommodation and Food	21.7%	21.2%	34.1%	24.9%	18.8%	9.5%
Other Services	5.9%	5.9%	6.5%	6.2%	5.0%	1.3%
Public Administration	5.6%	2.4%	0.0%	1.3%	1.3%	2.3%
Total Employees	**1,061**	**534**	**957**	**126**	**2,536**	**2,922**

SOURCE: U.S. CENSUS BUREAU NAICS; ESRI 2024 ESTIMATES.

Total expenditures within the CRA were $99.1 million as of 2024 estimates.

Consumer Spending

Based on 2024 estimates, total expenditures by residents within the City were estimated to be about $1.7 billion, with consumers spending 34% on housing, 32% on retail goods, 12% on food (both away and at-home), 12% on transportation, 7.2% on health care, and 3.9% on entertainment and recreation. In addition, total expenditures within the City make up approximately 14% of the consumer spending within the County, with nearly $11.9 billion in total expenditures as of 2024 estimates. Similar to the City, housing and retail goods comprise the majority of consumer spending within the County.

Residents within the CRA spent an estimated $99.1 million, which accounts for 5.8% of the City's total expenditures as of the 2024 estimates. CRA consumers allocate their spending in a similar manner to the City overall, with housing and retail goods making up over 66% of the combined total expenditures as of the 2024 estimates.

6.2 Inventory Analysis of Commercial and Residential Markets

The inventory analysis of both commercial and residential markets utilized real estate data to assess current and historical market characteristics and performance trends. This included various commercial uses such as office, retail, industrial/flex, and hotel sectors, as well as residential uses like multi-family, single family, and residential condominium properties.

Developing a profile of these diverse industry sectors and their market characteristics was essential to gain a comprehensive understanding of the unique marketplace dynamics and the overall demand supporting the market within the Kissimmee Vine Street CRA and its six sub-areas: (1) Shingle Creek, (2) NOVI, (3) Gateway, (4) Orange Gardens, (5) Mixed-Use Medical (MUM), and (6) NeoVine. This analysis evaluates current and historical market trends within the CRA and its six sub-areas. Where relevant, this analysis also identifies market trends and capture rates for Osceola County (County) and the City of Kissimmee (City).

To note, there are limitations to using data to infer conclusions about a sample population. Most relevant to this analysis is that the smallest geographic areas for which estimates are available are Census Block Groups. While the data can reliably infer conclusions in large geographic areas, the margin of error increases as the area becomes smaller.

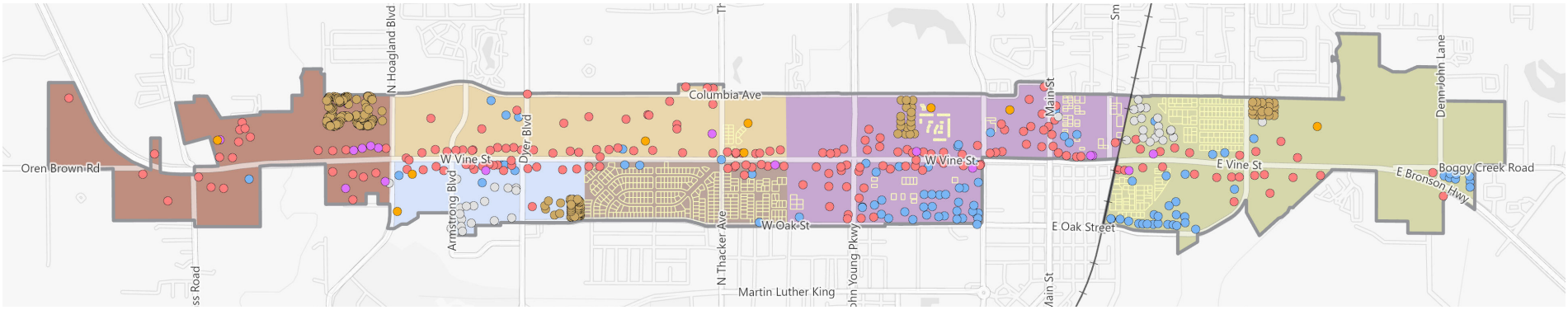
Concentration Map

The map on this page highlights the concentration areas for commercial retail, office, industrial/flex space, hotel properties, and various residential uses, including multi-family, single-family (both detached and attached townhomes), and residential condominium properties within the CRA and its sub-areas.

LEGEND

- Kissimmee CRA
- NeoVine
- Shingle Creek
- Gateway
- Orange Gardens
- NOVI
- MUM
- Commercial Retail
- Office
- Industrial/Flex
- Hotel
- Multi-Family Residential
- Single-Family Residential
- Residential Condominium

FIGURE 35. PROPERTY USE TYPE CONCENTRATION MAP OF THE CRA



Retail Market Trends

The subsequent pages provide a comprehensive analysis of both current and historical market characteristics and performance trends for the retail market within the County, City, CRA, and its sub-areas.

Market Characteristics

Based on the year-to-date January 2024 to November 2024 (YTD 2024) estimates, the County has nearly 20.4 million square feet (SF) of retail space. Within this total, the City comprises 31% , equating to 6.3 million SF. Additionally, the CRA constitutes approximately 17% of the County's retail space and 54% of the City's retail space, totaling 3.4 million SF.

As of YTD 2024 estimates, the MUM and NOVI sub-areas comprise the majority of the CRA's total retail space, representing 44% and 24% of the total inventory, respectively. These are followed by the Shingle Creek, NeoVine, and Gateway sub-areas, which account for 15%, 12%, and 3.1% of the total retail inventory within the CRA, respectively. The Orange Gardens sub-area comprises the smallest share of retail space within the CRA, accounting for 1.3% of the total as of YTD 2024 estimates.

The following table illustrates the retail market characteristics for the County, City, CRA, and its sub-areas as of YTD 2024 estimates.

As of YTD 2024 estimates, the CRA had a total of 3.4 million SF of retail space, comprising 54% of the total retail space within the City.

TABLE 18. RETAIL MARKET CHARACTERISTICS, YTD 2024 ESTIMATES

	Total Inventory SF	Occupancy %	Vacancy %	Gross Absorption	Average Rental Rate(1)
County	20,427,194	97.6%	2.4%	793,897	$28.86
City	6,335,263	96.4%	3.6%	328,215	$14.56
CRA	3,444,764	95.5%	4.5%	193,509	$13.45
NeoVine	421,922	99.6%	0.4%	10,800	$9.41
Shingle Creek	522,030	88.5%	11.5%	1,248	$9.00
Gateway	108,232	91.1%	8.9%	7,012	$21.90
Orange Gardens	44,710	83.6%	16.4%	–	$26.00
NOVI	1,504,990	99.3%	0.7%	159,070	$23.67
MUM	842,880	92.4%	7.6%	15,379	$19.31

SOURCE: COSTAR GROUP, YTD 2024 ESTIMATES; GAI CONSULTANTS. NOTE: (1) REPRESENTS AVERAGE RENTAL RATE PER SF.

FIGURE 36. TOTAL INVENTORY, 6-YEAR CHANGE (2019-YTD 2024)

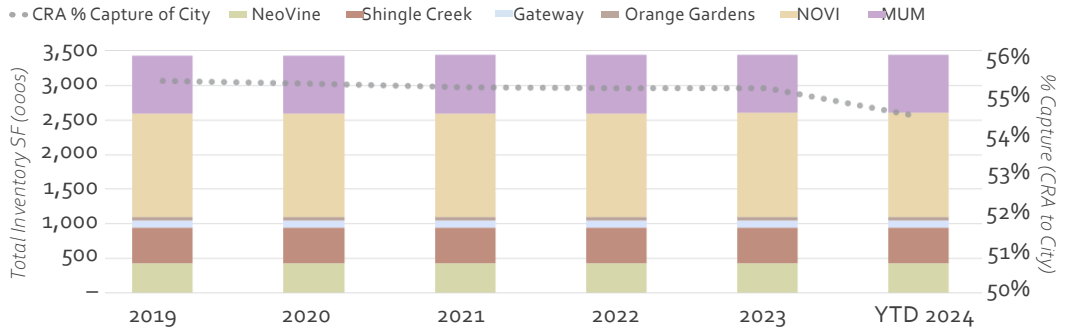


FIGURE 37. OCCUPANCY RATE, 6-YEAR CHANGE (2019-YTD 2024)

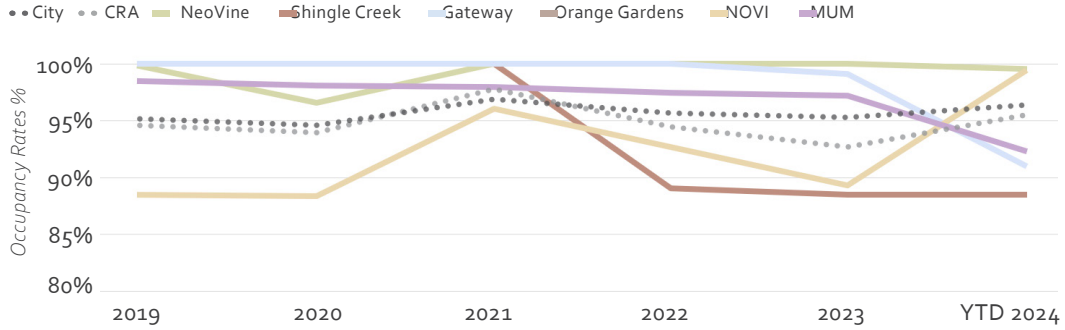
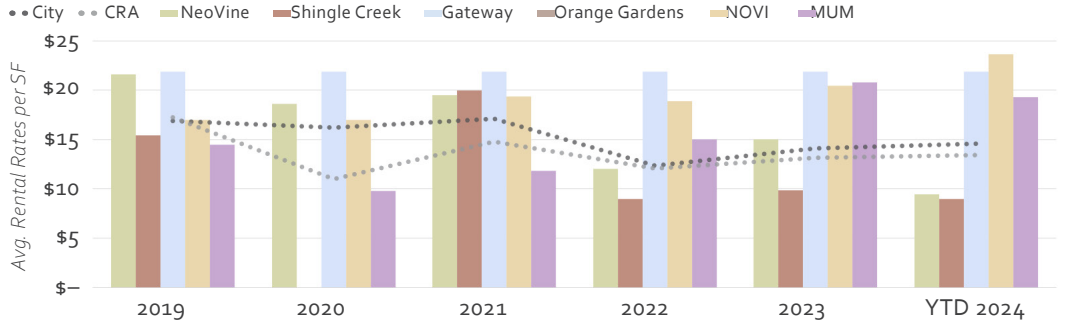


FIGURE 38. AVERAGE RENTAL RATES, 6-YEAR CHANGE (2019-YTD 2024)



SOURCE: COSTAR GROUP, 2019–YTD 2024 ESTIMATES; GAI CONSULTANTS.

Total Inventory

Over the past six years, 2019 to YTD 2024, retail space in the CRA grew by 0.2% or 6,637 SF, capturing 5.8% of the growth within the City's retail market. However, the CRA's capture of the City's total retail space decreased during this same time period. Since 2019, total inventory of retail space within the MUM and Shingle Creek sub-areas increased, while the NeoVine, Gateway, Orange Gardens, and NOVI sub-areas remained unchanged.

Occupancy Rates

From 2019 to YTD 2024, occupancy rates increased 1.2 and 0.9 percentage points within the City and CRA, respectively. The rise in occupancy rates may be attributed to increased healthy spending behaviors and a rise in building demand within the City and specific areas within the CRA. For instance, the NOVI sub-area was the only one to experience an increase in occupancy rates since 2019, while all other CRA sub-areas saw a decline.

Average Rental Rates

Throughout the past six years, 2019 to YTD 2024, average rental rates of retail space decreased 14% or $2.33 within the City, while the CRA experienced a 22% or $3.81 decrease during this same time period. Additionally, average rental rates saw significant increases in the Orange Gardens (44%), NOVI (39%), and MUM (33%) sub-areas. In contrast, NeoVine and Shingle Creek experienced decreases of 56% and 42%, respectively , while Gateway remained unchanged since 2019.

Office Market Trends

The subsequent pages provide a comprehensive analysis of both current and historical market characteristics and performance trends for the office market within the County, City, CRA, and its sub-areas.

Market Characteristics

Based on the year-to-date January 2024 to November 2024 (YTD 2024) estimates, the County has nearly 6.7 million square feet (SF) of office space. Within this total, the City comprises 41% , equating to 2.7 million SF. Additionally, the CRA constitutes approximately 13% of the County's office space and 32% of the City's office space, totaling nearly 870,000 SF.

As of YTD 2024 estimates, the MUM and NeoVine sub-areas comprise the majority of the CRA's total office space, representing 50% and 31% of the total inventory, respectively. These are followed by the NOVI and Gateway sub-areas, which account for 15% and 3.3% of the total office inventory within the CRA, respectively. The Orange Gardens and Shingle Creek sub-areas comprise the smallest shares of office space within the CRA, accounting for 0.7% and 0.5% of the total, respectively, as of YTD 2024 estimates.

The following table illustrates the office market characteristics for the County, City, CRA, and its sub-areas as of YTD 2024 estimates.

As of YTD 2024 estimates, the CRA had a total of nearly 870,000 SF of office space, comprising 32% of the total office space within the City.

TABLE 19. OFFICE MARKET CHARACTERISTICS, YTD 2024 ESTIMATES

	Total Inventory SF	Occupancy %	Vacancy %	Gross Absorption	Average Rental Rate[1]
County	6,656,159	97.2%	2.8%	258,649	$31.15
City	2,716,855	95.5%	4.5%	102,982	$31.24
CRA	869,638	90.1%	12.4%	44,409	$32.33
NeoVine	267,746	97.8%	2.2%	23,052	$32.20
Shingle Creek	4,139	100.0%	0.0%	–	$–
Gateway	28,335	100.0%	0.0%	–	$–
Orange Gardens	5,971	100.0%	0.0%	–	$–
NOVI	126,947	79.5%	20.5%	6,678	$34.91
MUM	436,500	87.5%	12.5%	14,679	$28.31

SOURCE: COSTAR GROUP, YTD 2024 ESTIMATES; GAI CONSULTANTS. NOTE: (1) REPRESENTS AVERAGE RENTAL RATE PER SF.

FIGURE 39. TOTAL INVENTORY, 6-YEAR CHANGE (2019-YTD 2024)

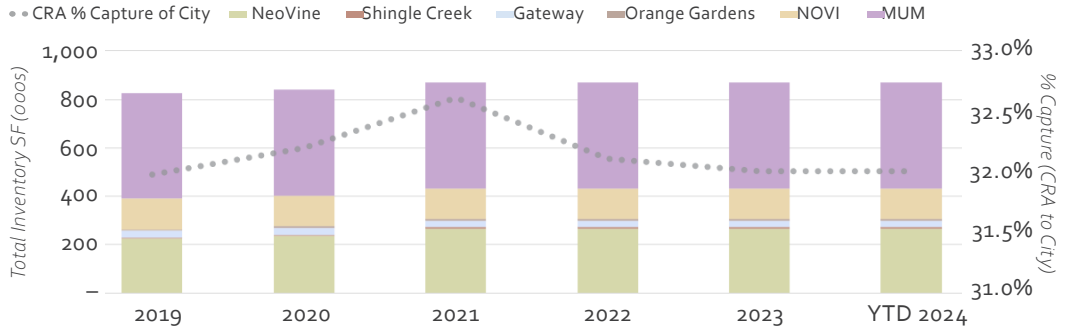


FIGURE 40. OCCUPANCY RATE, 6-YEAR CHANGE (2019-YTD 2024)

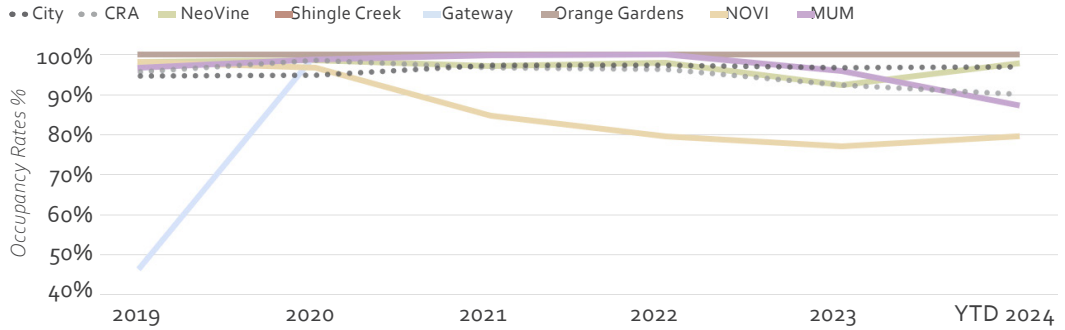
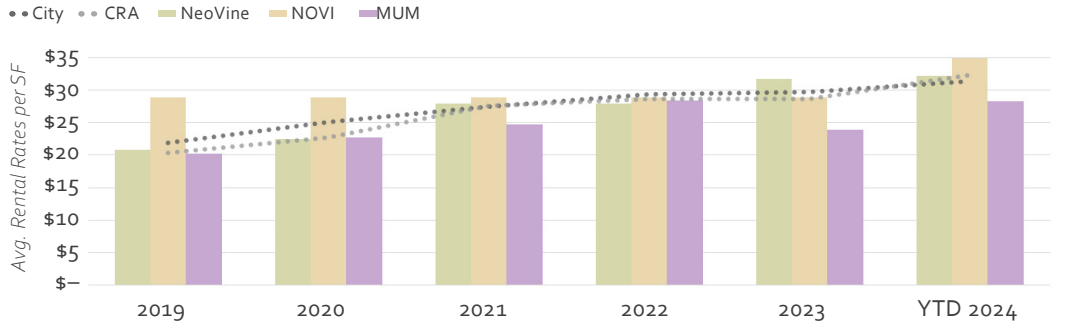


FIGURE 41. AVERAGE RENTAL RATES, 6-YEAR CHANGE (2019-YTD 2024)



SOURCE: COSTAR GROUP, 2019–YTD 2024 ESTIMATES; GAI CONSULTANTS.

Total Inventory

Over the past six years, 2019 to YTD 2024, office space in the CRA grew by 4.9% or40,700 SF, capturing 33% of the growth within the City's office market. However, the CRA's capture of the City's total office space stayed relatively consistent during this same time period. Since 2019, the NeoVine sub-area was the only one to experience an increase in office space inventory by 19%, while all other CRA sub-areas remained unchanged.

Occupancy Rates

From 2019 to YTD 2024, occupancy rates increased 0.3 percentage points within the City and decreased 5.6 percentage points within the CRA. The decline in occupancy rates may be attributed to decreased building demand within specific areas of the CRA. For instance, the NOVI and MUM sub-areas experienced significant decreases in occupancy rates since 2019, while Gateway increased and all other CRA sub-areas remained unchanged at 100%.

Average Rental Rates

Throughout the past six years, 2019 to YTD 2024, average rental rates of office space increased 50% or $10.36 within the City, while the CRA also increased by 59% or $11.98 in average rental rates during this same time period. Additionally, average rental rates saw significant increases in the NeoVine (55%), NOVI (21%), and MUM (40%) sub-areas since 2019. To note, current and historic average rental rates for the Shingle Creek, Gateway, and Orange Gardens sub-areas were not available.

Industrial/Flex Market Trends

The subsequent pages provide a comprehensive analysis of both current and historical market characteristics and performance trends for the industrial/flex market within the County, City, CRA, and its sub-areas.

Market Characteristics

Based on the year-to-date January 2024 to November 2024 (YTD 2024) estimates, the County has nearly 10.9 million square feet (SF) of industrial/flex space. Within this total, the City comprises 23% , equating to 2.5 million SF. Additionally, the CRA constitutes approximately 5.7% and 25% of the County and City's industrial/flex space, respectively, totaling 625,175 SF.

As of YTD 2024 estimates, the Gateway and NeoVine sub-areas comprise the majority of the CRA's total industrial/flex space, representing 59% and 39% of the total inventory, respectively. These are followed by the Shingle Creek and MUM sub-areas, which account for 1.1% and 0.4% of the total inventory within the CRA, respectively. The Orange Gardens and NOVI sub-areas contain zero industrial/flex space as of YTD 2024 estimates.

The following table illustrates the industrial/flex market characteristics for the County, City, CRA, and its sub-areas as of YTD 2024 estimates.

As of YTD 2024 estimates, the CRA had 625,175 SF of industrial/flex space, comprising 25% of the total industrial/flex space within the City.

TABLE 20. INDUSTRIAL/FLEX MARKET CHARACTERISTICS, YTD 2024 ESTIMATES

	Total Inventory SF	Occupancy %	Vacancy %	Gross Absorption	Average Rental Rate(1)
County	10,885,310	96.1%	3.9%	1,509,899	$14.46
City	2,470,468	94.4%	5.6%	210,213	$17.43
CRA	625,175	99.3%	0.7%	14,626	$15.71
NeoVine	245,767	99.2%	0.8%	–	$13.93
Shingle Creek	6,625	100.0%	0.0%	–	$–
Gateway	370,172	99.3%	0.7%	14,626	$16.45
Orange Gardens	–	0.0%	0.0%	–	$–
NOVI	–	0.0%	0.0%	–	$–
MUM	2,611	100.0%	0.0%	–	$–

SOURCE: COSTAR GROUP, YTD 2024 ESTIMATES; GAI CONSULTANTS. NOTE: (1) REPRESENTS AVERAGE RENTAL RATE PER SF.

FIGURE 42. TOTAL INVENTORY, 6-YEAR CHANGE (2019-YTD 2024)

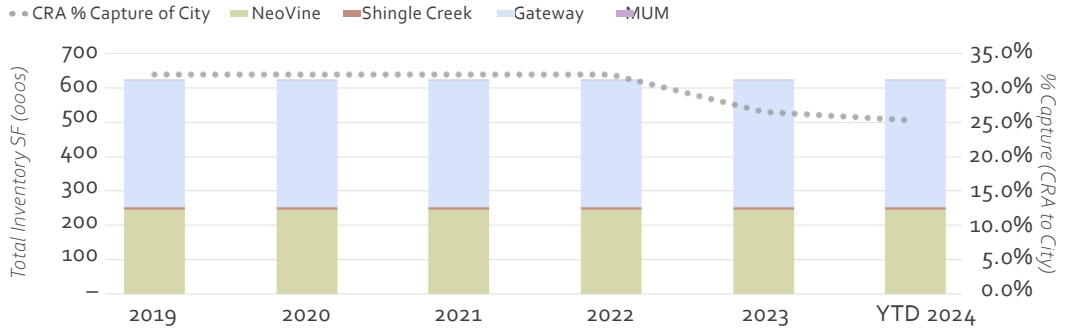


FIGURE 43. OCCUPANCY RATE, 6-YEAR CHANGE (2019-YTD 2024)

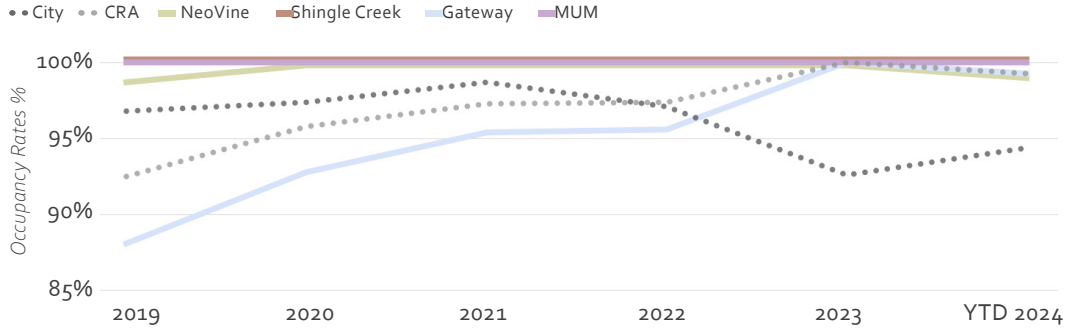
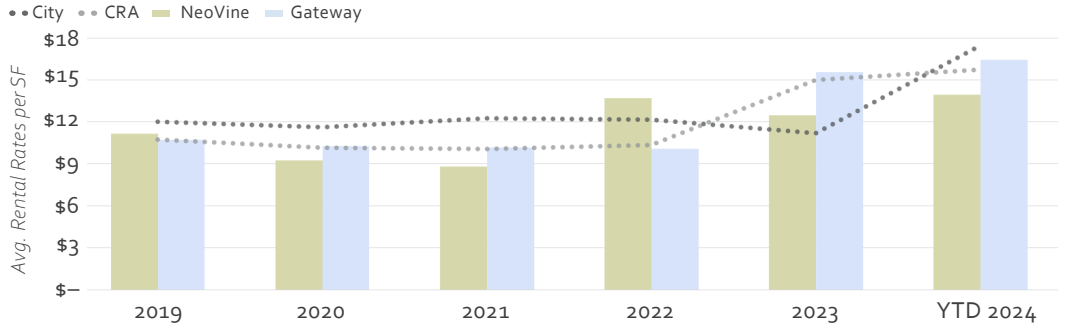


FIGURE 44. AVERAGE RENTAL RATES, 6-YEAR CHANGE (2019-YTD 2024)



SOURCE: COSTAR GROUP, 2019–YTD 2024 ESTIMATES; GAI CONSULTANTS.

Total Inventory

Over the past six years, 2019 to YTD 2024, the industrial/flex space in the CRA remained unchanged at 625,175 SF. In contrast, the City's industrial/flex market increased by 27%, adding about 517,880 SF. Consequently, the CRA's capture of the City's total industrial/flex space decreased during this same time period. Notably, the Orange Gardens and NOVI sub-areas have had no industrial/flex space since 2019.

Occupancy Rates

From 2019 to YTD 2024, occupancy rates decreased 2.4 percentage points within the City and increased by 6.8 percentage points within the CRA. The rise in occupancy rates may be attributed to increased healthy spending behaviors and a rise in building demand within the CRA. For instance, the Gateway and NeoVine sub-areas experienced increases in occupancy rates, while the Shingle Creek and MUM sub-areas remained unchanged at 100% since 2019.

Average Rental Rates

Throughout the past six years, 2019 to YTD 2024, average rental rates of industrial/flex space significantly increased 45% or $5.44 within the City and 46% or $4.96 within the CRA. Additionally, average rental rates saw increases in the NeoVine and Gateway sub-areas by 25% and 54%, respectively, since 2019. To note, current and historic average rental rates for the Shingle Creek and MUM sub-areas were not available.

Hotel Market Trends

The subsequent pages provide a comprehensive analysis of both current and historical market characteristics and performance trends for the hotel market within the County, City, CRA, and its sub-areas.

Market Characteristics

Based on the year-to-date January 2024 to November 2024 (YTD 2024) estimates, the County has nearly 24,100 hotel rooms. Within this total, the City comprises 5.2% , equating to about 1,250 hotel rooms. Additionally, the CRA constitutes about 4.5% of the County's hotel rooms and 86% of the City's hotel rooms, totaling 1,070 hotel rooms.

As of YTD 2024 estimates, the Shingle Creek and NOVI sub-areas comprise the majority of the CRA's total hotel rooms, representing 63% and 16% of the total inventory, respectively. These are followed by the MUM, NeoVine, and Gateway sub-areas, which account for 12%, 7.5%, and 1.6% of the total hotel rooms within the CRA, respectively. The Orange Gardens sub-area contains zero hotel rooms as of YTD 2024 estimates.

As of YTD 2024 estimates, nearly all hotels within the CRA as categorized as economy/motel. The only exception is the Homes 1 Suites, which is classified as a midscale hotel property.

The following table illustrates the hotel market characteristics for the County, City, CRA, and its sub-areas as of YTD 2024 estimates.

As of YTD 2024 estimates, the CRA had a total of 1,070 hotel rooms, comprising 86% of the total hotel rooms within the City.

TABLE 21. HOTEL MARKET CHARACTERISTICS, YTD 2024 ESTIMATES

	Total Inventory Rooms	Occupancy %	Vacancy %	Average Daily Rate[(1)]
County	24,060	67.0%	33.0%	$162.99
City	1,249	62.8%	37.2%	$68.64
CRA	1,072	63.1%	36.9%	$68.05
NeoVine	80	63.7%	36.3%	$59.58
Shingle Creek	676	62.7%	37.3%	$68.72
Gateway	17	58.8%	41.2%	$60.57
Orange Gardens	–	–	–	$–
NOVI	176	58.5%	41.5%	$60.58
MUM	123	63.7%	36.3%	$59.55

SOURCE: COSTAR GROUP, YTD 2024 ESTIMATES; GAI CONSULTANTS. NOTE: (1) THE LOWER ADR IN THE CITY AND CRA COMPARED WITH THE COUNTY MAY BE DUE TO THEIR LARGE CONCENTRATION OF ECONOMY/MOTEL PROPERTIES OFFERING LOWER-PRICED ACCOMMODATIONS.

To note, there are three properties within the CRA that fall within the short-term overlay, offering a mix of multi-family residential and short-term rental properties, as described in the Vine Street CRA Area Assessment report. These properties include Florida Palms, Ever Park Villages, and Oak Plantations at SunVest Resort.

FIGURE 45. TOTAL INVENTORY, 6-YEAR CHANGE (2019-YTD 2024)

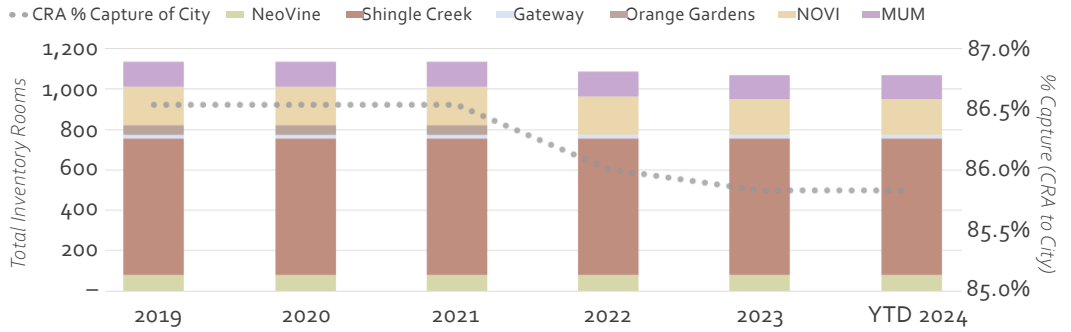


FIGURE 46. OCCUPANCY RATE, 6-YEAR CHANGE (2019-YTD 2024)

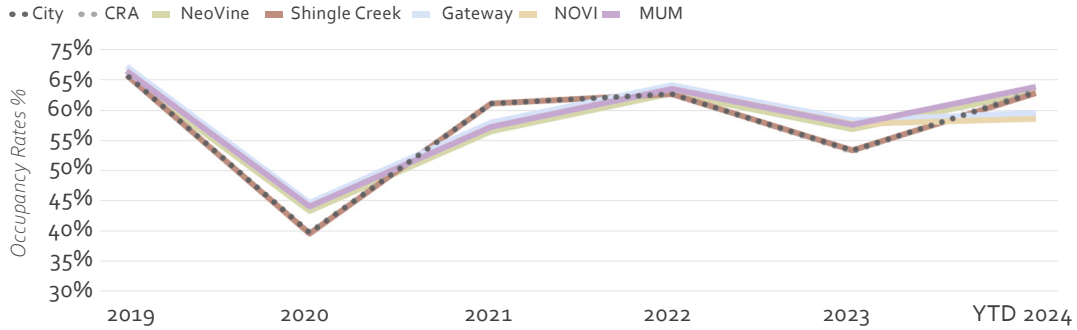
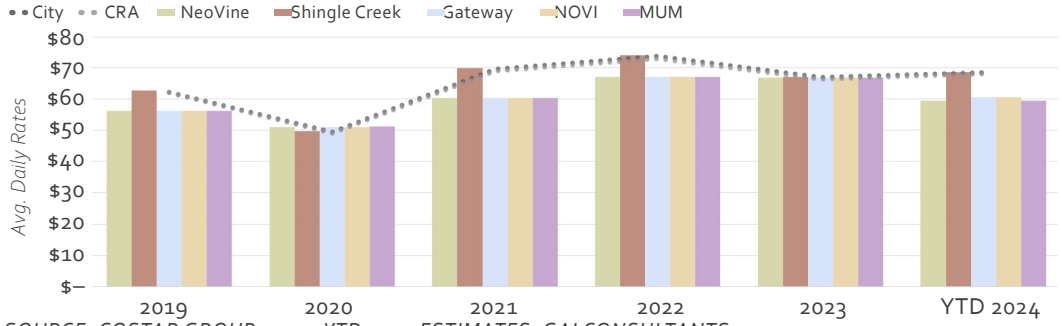


FIGURE 47. AVERAGE DAILY RATES, 6-YEAR CHANGE (2019-YTD 2024)



SOURCE: COSTAR GROUP, 2019–YTD 2024 ESTIMATES; GAI CONSULTANTS.

Total Inventory

Over the past six years, 2019 to YTD 2024, hotel rooms in the CRA experienced a net decrease of 5.8% or 66 rooms, with the City also experiencing a net decrease of 5.0%. Consequently, the CRA's capture of the City's total hotel inventory steadily decreased during this same period. Since 2019, the NOVI sub-area decreased 8.3%, and the Orange Gardens sub-area has removed all inventory, while the other CRA sub-areas have remained unchanged.

Occupancy Rates

From 2019 to YTD 2024, occupancy rates decreased 2.7 percentage points within the City and 2.4 percentage points within the CRA. The decline in occupancy rates may be attributed to decreased building demand within specific areas of the CRA. For instance, every CRA sub-area with hotel properties saw a decline in occupancy rates since 2019: NeoVine (2.5%), Shingle Creek (2.8%), Gateway (7.4%), NOVI (7.7%) and MUM (2.5%).

Average Daily Rates

Throughout the past 6 years, 2019 to YTD 2024, average daily rates (ADR), the average price paid per occupied hotel room, increased 10% or $6.39 per occupied room within the City and 9.7% or $5.99 per occupied room within the CRA. Additionally, ADRs in all CRA sub-areas with hotel properties also experienced increases since 2019: NeoVine (5.8%), Shingle Creek (9.6%), Gateway (7.5%), NOVI (7.5%) and MUM (5.7%).

Multi-Family Market Trends

The subsequent pages provide a comprehensive analysis of both current and historical market characteristics and performance trends for the market rate and mixed-income multi-family residential market within the County, City, CRA, and its sub-areas.

Market Characteristics

Based on the year-to-date January 2024 to November 2024 (YTD 2024) estimates, the County has nearly 31,000 multi-family units. Within this total, the City comprises 32% , equating to 10,020 multi-family units. Additionally, the CRA constitutes approximately 4.2% and 13% of the County and City's multi-family units, respectively, totaling 1,304 multi-family units.

As of YTD 2024 estimates, the Shingle Creek and Gateway sub-areas comprise the majority of the CRA's total multi-family units, representing 32% and 26% of the total inventory, respectively. These are followed by the NeoVine, MUM, and NOVI sub-areas, which account for 24%, 11%, and 7.5% of the total multi-family units within the CRA, respectively. The Orange Gardens sub-area contains zero multi-family units as of YTD 2024 estimates.

The following table illustrates the multi-family units market characteristics for the County, City, CRA, and its sub-areas as of YTD 2024 estimates.

As of YTD 2024 estimates, the CRA had a total of 1,304 multi-family units, comprising 13% of the total multi-family units within the City.

TABLE 22. MULTI-FAMILY MARKET CHARACTERISTICS, YTD 2024 ESTIMATES

	Total Inventory Units	Occupancy %	Vacancy %	Gross Absorption	Average Rental Rate[1]
County	30,988	86.7%	13.3%	2,878	$1,733
City	10,020	86.1%	13.9%	1,241	$1,621
CRA	1,304	82.0%	6.9%	311	$1,240
NeoVine	309	54.1%[2]	45.9%	146	$1,490
Shingle Creek	415	84.3%	15.7%	121	$1,274
Gateway	341	94.1%	5.9%	36	$958
Orange Gardens	–	–	–	–	$–
NOVI	98	92.5%	0.0%	9	$1,180
MUM	141	99.5%	0.5%	–	$1,421

SOURCE: COSTAR GROUP, YTD 2024 ESTIMATES; GAI CONSULTANTS. NOTE: (1) REPRESENTS EFFECTIVE AVERAGE RENTAL RATE PER UNIT; (2) THE 54.1% OCCUPANCY RATE MAY BE ATTRIBUTED TO THE NEWLY CONSTRUCTED ASTON SQUARE APARTMENT PROPERTY, BUILT IN 2024 AND CURRENTLY IN LEASE-UP. EXCLUDING ASHTON SQUARE, NEO-VINE'S OCCUPANCY RATE WOULD BE 93.9%, AND THE CRA WOULD BE 90.1%. TO NOTE, LANDMARK APARTMENTS, A 247-UNIT PROPERTY LOCATED IN THE NEOVINE SUB-AREA, IS UNDER CONSTRUCTION AS OF YTD 2024 AND IS NOT REFLECTED IN THE CHARACTERISTICS TABLE ABOVE.

FIGURE 48. TOTAL INVENTORY, 6-YEAR CHANGE (2019-YTD 2024)

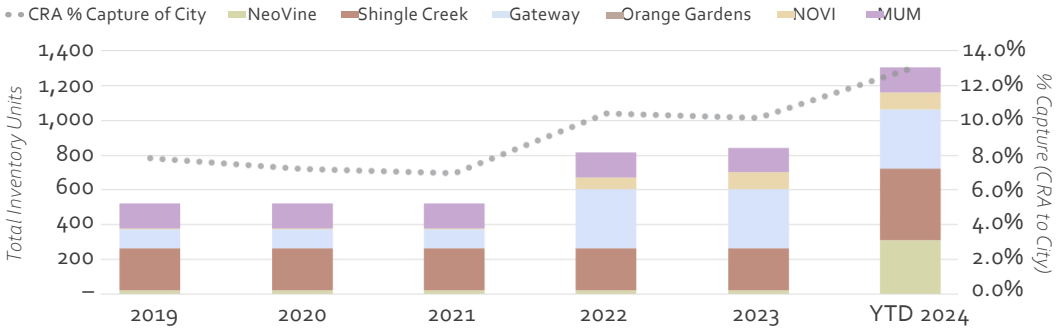


FIGURE 49. OCCUPANCY RATE, 6-YEAR CHANGE (2019-YTD 2024)

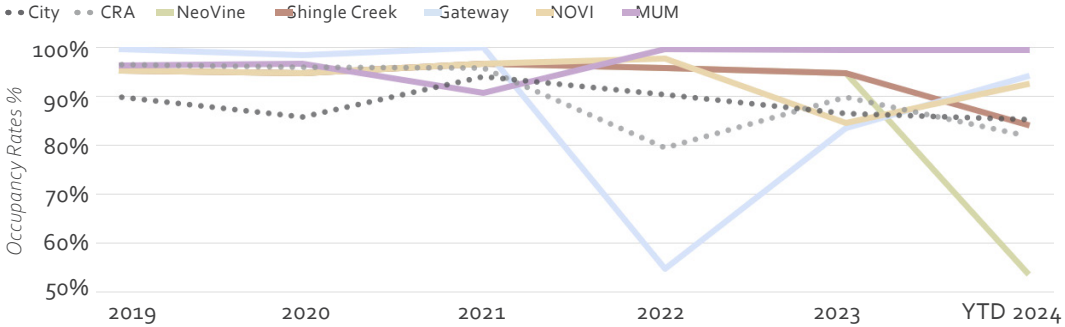
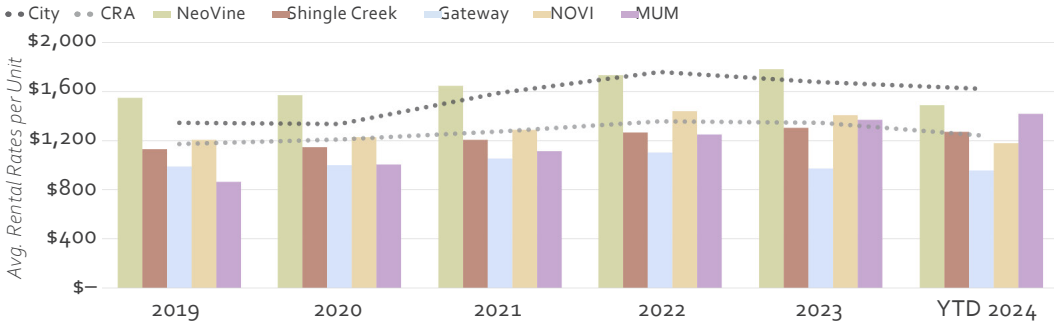


FIGURE 50. AVERAGE RENTAL RATES, 6-YEAR CHANGE (2019-YTD 2024)



SOURCE: COSTAR GROUP, 2019–YTD 2024 ESTIMATES; GAI CONSULTANTS.

Total Inventory

Over the past six years, 2019 to YTD 2024, multi-family units in the CRA increased by 150% or 783 units, capturing 23% of the City's multi-family market growth. Consequently, the CRA's capture of the City's total multi-family inventory increased during this same period. Since 2019, all CRA sub-areas have increased: NeoVine (287 rooms), Shingle Creek (173 rooms), Gateway (233 rooms), and NOVI (90 rooms); while the MUM sub-area remained unchanged.

Occupancy Rates

From 2019 to YTD 2024, occupancy rates decreased 5.4 percentage points within the City and 14.6 percentage points within the CRA. The decline in occupancy rates may be attributed to decreased building demand within specific areas of the CRA. For instance, the MUM sub-area was the only one to experience an increase in occupancy rates since 2019, while all other CRA sub-areas with multi-family properties saw slight overall declines.

Average Rental Rates

Throughout the past six years, 2019 to YTD 2024, average rental rates per multi-family unit increased 21% within the City and 5.7% within the CRA. Additionally, average rental rates per unit saw significant increases in the MUM (64%) and Shingle Creek (13%) sub-areas. In contrast, NeoVine, Gateway, and NOVI experienced decreases in average rental rates per units of 3.8%, 2.9%, and 2.3%, respectively, since 2019.

Residential Dwelling Unit Characteristics

Total Housing Units

A variety of housing types within a market area can be an indication of healthy economic conditions, as it broadens the range of available living options and attracts a diverse population. The key components to housing supply to consider when analyzing the overall residential dwelling unit market includes total housing units, housing unit composition, missing middle housing, housing vacancy and tenure, and residential dwelling unit average market values.

Based on the latest 2024 estimates from ESRI, total housing units within the CRA were estimated to be approximately 2,415 units, representing roughly 1.3% of the County's total housing units at 179,770 units and 7.5% of the City's total housing units at 32,240 units as of 2024 estimates.

Using historical housing unit data provided by the U.S. Census Bureau, total housing units within the City grew at a compound annual growth rate (CAGR) of 1.4% from 2010 to 2024 estimates, increasing 23% from 26,275 units in 2010. About 69% of this housing unit growth within the City occurred between 2010 and 2020. Since 2010, the County experienced a slightly greater CAGR of 2.3%.

Comparatively, the CRA experienced a slightly higher CAGR, at 2.5%, from 2010 to 2024 estimates—with total housing units increasing about 44%, from 1,676 units in 2010 to 2,415 units as of 2024 estimates. This growth was primarily driven by an increase in multi-family residential units, which added over 780 units since 2010—with nearly 60% of the new units being constructed within the past year.

Overall, total housing units have experienced a net increase of about 51,600 units in the County, 5,964 units in the City, and 739 units in the CRA since 2010. During this same period, the CRA's share of the City's total housing units has fluctuated but ultimately increased, rising from 6.4% in 2010 to 7.5% as of 2024 estimates.

Since 2010, all CRA sub-areas have experienced positive housing unit growth rates. The NeoVine, Gateway, and Shingle Creek sub-areas have seen the highest CAGRs at 5.5%, 4.4%, and 2.8%, respectively. Consequently, they have experienced the largest net increases in housing unit inventory from 2010 to 2024 estimates, with growths of 293, 233, and 173 units, respectively.

The table below shows changes in total housing units within the County, City, CRA, and its sub-areas from 2010 to 2024 estimates.

TABLE 23. TOTAL HOUSING UNITS

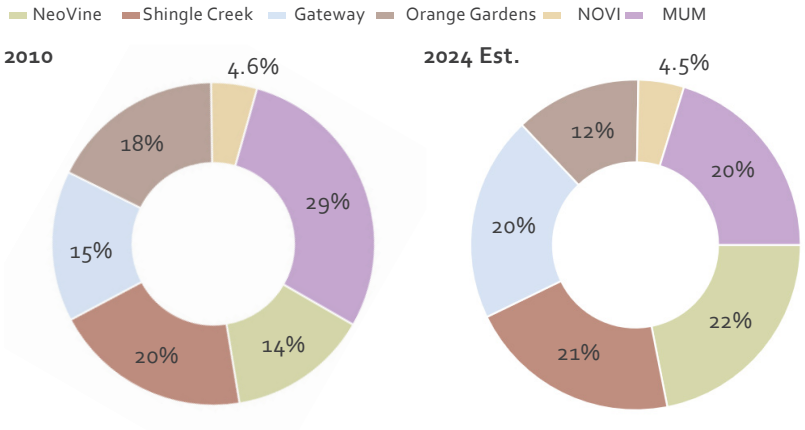
	2010	2020	2024 Est.	CAGR (2010-2024 Est.)
County	128,170	154,680	179,770	2.3%
City	26,275	30,370	32,240	1.4%
CRA	1,676	1,703	2,415	2.5%
NeoVine	236	258	529	5.5%
Shingle Creek	332	332	505	2.8%
Gateway	253	253	486	4.4%
Orange Gardens	293	295	298	0.1%
NOVI	77	78	108	2.3%
MUM	485	487	489	0.1%

SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Based on 2024 estimates, the NeoVine, Shingle Creek, and MUM sub-areas account for the majority of the CRA's total housing units, capturing a combined 63%. In contrast, the Orange Gardens and NOVI sub-areas have the smallest share of total housing units within the CRA, at 12.3% and 4.5%, respectively.

The following figures illustrate the composition of the sub-areas' housing unit capture relative to the CRA's total housing units in 2010 and as of 2024 estimates.

FIGURE 51. HOUSING UNIT DISTRIBUTION OF THE CRA AMONG ITS SUB-AREAS, 2010 AND 2024 ESTIMATES



SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

As of year-end 2023, total housing units within the CRA consist of 40% multi-family units, 30% condo, and 30% single-family.

Housing Unit Composition

According to the Osceola County Property Appraiser's Final 2023 Tax Roll, single-family housing units (i.e, detached single family and attached townhomes) make up the majority of the total housing units in both the County and City, accounting for 73% and 59%, respectively, as of year-end 2023. In the County, multi-family residential accounts for 16% of the total housing share, followed by residential condominium (condo) at 8.0%. Mobile/manufactured homes represent the smallest share, making up just 3.2% as of year-end 2023. In comparison, as of year-end 2023, multi-family units, residential condo, and mobile/manufactured homes make up 28%, 13%, and 0.1% of the total housing unit share within the City, respectively.

The composition of housing units within the CRA slightly differs from that observed in the County and City as of year-end 2023. Within the CRA, multi-family residential units make up the majority at 40%, closely followed by residential condo units and single-family homes with 30% each of the total share of housing units within the CRA. To note, the CRA does not have any mobile/manufacturing housing units as of year-end 2023.

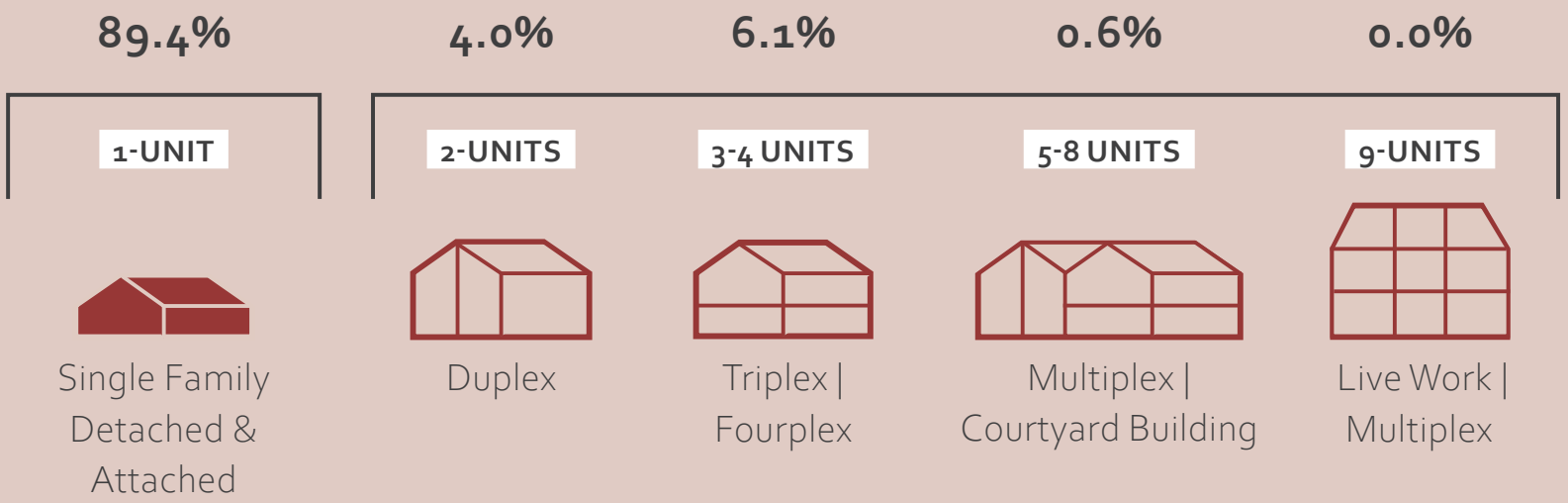


FIGURE 52. CRA HOUSING UNIT SIZE, YEAR-END 2023

SOURCE: OSCEOLA COUNTY FINAL 2023 TAX ROLL.

Missing Middle Housing

Missing Middle Housing is a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in walkable neighborhoods. The Missing Middle Housing types offer a variety of housing options, including duplexes, fourplexes, cottage courts, and multiplexes. These small-scale buildings integrate smoothly into existing residential neighborhoods, enhancing walkability, locally-serving retail, and public transportation. They address the mismatch between the current U.S. housing stock and changing demographics, such as smaller family sizes and limited financial resources, while meeting the growing demand for walkable communities.

For the purposes of this market assessment, Missing Middle Housing was classified as single family detached and attached, as well as multi-family residential properties with fewer than 10 units within the CRA.

The figure below illustrates the composition of residential parcel type by total housing units within the CRA according to Osceola County Property Appraiser's Final 2023 Tax Roll.

Housing Vacancy and Tenure

Based on the latest 2024 estimates from ESRI, the percentage of vacant housing units within the CRA at 9.5% is slightly lower than that of the County and City at 11.9% and 12.3%, respectively. This suggests that housing trends in the County, City, and CRA exhibit similar patterns regarding housing types and seasonality.

In addition, most CRA sub-areas, except for Shingle Creek and Gateway, had vacancy rates less than that of the overall CRA. The table below shows the 2024 estimates for occupied and vacant housing units in the County, City, CRA, and its sub-areas.

The total number of households represents the number of occupied housing units, while the term "persons per household" indicates the average number of people living in each household. Based on 2024 estimates, the average persons per household is 3.0 in the County and 2.9 in the City. In contrast, the CRA has a slightly lower average of 2.8 persons per household.

Based on 2024 estimates, the household tenure in the City and CRA is predominately renter-occupied. During this same time period, the distribution of household tenure within the CRA's sub-areas shows slight variations compared to the overall CRA. Most sub-areas—except for NeoVine and Orange Gardens—are predominantly renter-occupied which may be driven by the larger number of

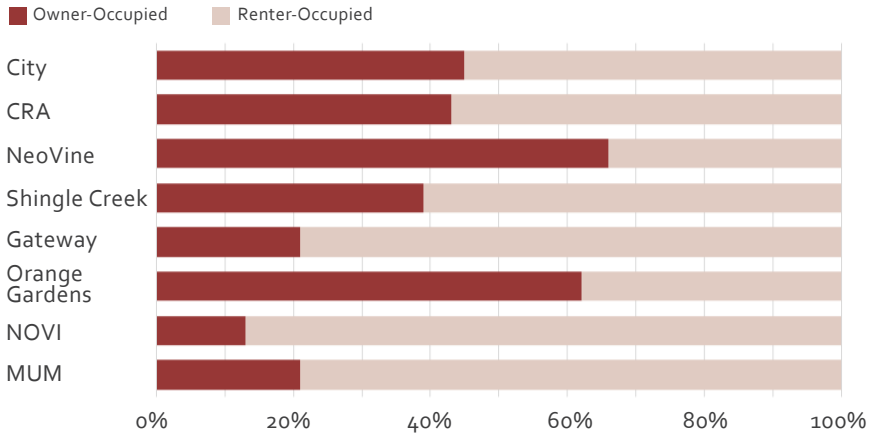
multi-family units compared to single family units within those sub-areas. The figure below illustrates the housing tenure within the City, CRA, and its sub-areas as of 2024 estimates.

TABLE 24. HOUSING VACANCY, 2024 ESTIMATES

	Total Housing Units	% Occupied	% Vacant
County	179,770	88.1%	11.9%
City	32,240	87.7%	12.3%
CRA	2,415	90.5%	9.5%
NeoVine	529	96.4%	3.6%
Shingle Creek	505	83.7%	16.3%
Gateway	486	76.8%	23.2%
Orange Gardens	298	91.9%	8.1%
NOVI	108	91.8%	8.2%
MUM	489	90.6%	9.4%

SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

FIGURE 53. HOUSING TENURE, 2024 ESTIMATES



SOURCE: U.S. CENSUS BUREAU; ESRI 2024 ESTIMATES.

Residential Dwelling Unit Values

According to Osceola County Property Appraiser's Final 2023 Tax Roll, the average market value per dwelling unit within the CRA was greater within single family units, followed by multi-family and residential condo units. On average, the residential dwelling units within the CRA are achieving market values approximately 30% lower than those observed within the City as of year-end 2023.

In addition, compared to the overall CRA, the NeoVine and Orange Gardens sub-areas had slightly higher average market values for their single-family units, while NeoVine and Gateway had higher average market values for their multi-family units. All CRA sub-areas with residential condos, except for Shingle Creek, had higher average market values compared to those observed within the CRA. The table below shows the year-end average market values for residential dwelling units in the County, City, CRA, and its sub-areas.

TABLE 25. AVERAGE MARKET VALUE(S) FOR RESIDENTIAL DWELLING UNITS, YEAR-END 2023

	Single-Family	Multi-Family	Res. Condo	Mobile Home
County	$346,950	$162,210	$423,350	$151,860
City	$291,100	$132,780	$154,500	$173,600
CRA	$207,750	$103,110	$96,190	$–
NeoVine	$215,670	$150,600	$124,570	$–
Shingle Creek	$–	$93,085	$52,545	$–
Gateway	$–	$169,040	$118,990	$–
Orange Gardens	$218,260	$–	$–	$–
NOVI	$191,520	$81,740	$–	$–
MUM	$181,500	$87,380	$147,440	$–

SOURCE: OSCEOLA COUNTY FINAL 2023 TAX ROLL; GAI CONSULTANTS.

6.3 Market Potential Analysis

The market potential analysis draws upon the previously described inventory analysis for commercial and residential markets, and comprises the following: population and employment projections for the CRA, and potential demand and supply of commercial and residential inventory within the CRA over the next 15-year period, 2025 through 2039 (i.e., projection period).

Population and Employment Projections

Population Projections

The Bureau of Economic and Business Research (BEBR) has been instrumental in providing population projections for Florida and its counties since the 1970s. BEBR provides a high, moderate, and low (H-M-L) growth projection extending to 2050 for all Florida counties; these projections are considered an industry standard when approaching population projections for counties in Florida. Although the *moderate scenario* is considered the most accurate forecast of future population change, the high and low scenarios illustrate a range of possible outcomes. It is important to note that the population projections provided through BEBR solely reflect Florida residents, and exclude any seasonal population change as a result of tourism and visitation.

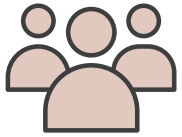
In 2024, total population was estimated to be about 455,875 persons within the County, 84,023 persons within the City, and 4,970 persons within the CRA. Over the past 10-years, 2015 to 2024, the City has captured an annual average of 20.4% of the total population within the County. Whereas, the CRA has captured an annual average of only 1.1% of the total population within the County during this same time frame. Applying these capture rates to the County's total estimated population according to BEBR's projections, in addition to the City and CRA's compound annual growth rates (CAGR) over the past 10 years, the City and CRA's H-M-L future population growth can also be estimated throughout the projection period.

Throughout the 15-year projection period, the City's population is estimated to experience a CAGR between 1.3% and 3.6%, which is consistent with the 2.5% growth rate shown in Table 1. With these growth rates, the City's population is projected to be between 103,150 persons and 148,200 people by 2039. Comparatively, the CRA's population is estimated to experience a CAGR between 1.3% and 3.5%, resulting in total population between 6,150 persons and 8,675 persons by 2039.

To emphasize, the *moderate scenario* is considered the most accurate forecast of future population change. In the *moderate scenario*, total population is estimated to grow at a CAGR of 2.5% for the City and CRA; with the City and CRA experiencing a 50% and 49% increase, respectively, in total population growth by 2039. In the *moderate scenario*, total population is estimated to be 125,680 persons in the City and 7,411 persons in the CRA by 2039.

By applying the average capture of the CRA's total population based on YTD 2024 estimates (as illustrated in Figure 1), the population growth for the CRA sub-areas can be projected throughout 2039. The following table illustrates the *moderate scenario* of population projections for the County, City, CRA, and its sub-areas from 2024 estimates to 2039 projections.

Population | 2039 Projection



7,410 | CRA

125,670 | City

615,005 | County

5.9%
OF THE CITY'S POPULATION

SOURCE: BEBR; GAI CONSULTANTS. NOTE: REFLECTS MODERATE SCENARIO.

TABLE 26. POPULATION PROJECTIONS | MODERATE SCENARIO, 5-YEAR INCREMENTS

	2024 Est.	2029 Proj.	2034 Proj.	2039 Proj.	Net Increase[1]
County	455,875	519,080	572,160	615,500	159,625
City	84,023	103,472	115,971	125,676	41,653
CRA	4,970	5,993	6,791	7,411	2,441
NeoVine	1,808	2,180	2,471	2,696	888
Shingle Creek	176	212	241	262	86
Gateway	457	551	624	681	224
Orange Gardens	926	1,117	1,265	1,381	455
NOVI	167	201	228	249	82
MUM	1,436	1,731	1,962	2,141	705

SOURCE: ESRI 2024 ESTIMATES; BEBR; GAI CONSULTANTS. NOTE: (1) REFLECTS THE NET INCREASE FROM 2024 ESTIMATES TO 2039.

Employment Projections

The annual average ratio of establishment employment to total population in the County is 28.04 jobs per 100 people. By applying this ratio to the County's projected population according to BEBR, in addition to the County's historic employment growth rates over the past 10 years, H-M-L future employment growth can also be estimated throughout the projection period.

As of 2024 estimates, total employment was estimated to be nearly 117,942 employees within the County, 30,248 employees within the City, and 8,137 employees within the CRA. Over the past 10-years, 2015 to 2024, the City has captured an annual average of 25.9% of the total employment within the County. Whereas, the CRA has captured an annual average of only 7.0% of the total employment within the County during this same time frame. Applying these capture rates to the County's total projected employment, in addition to the City and CRA's compound annual growth rates (CAGR) over the past 10 years, the City and CRA's H-M-L future employment growth can also be estimated throughout the projection period.

Throughout the 15-year projection period, the City's employment is estimated to experience a CAGR between 1.4% and 3.6%, which is consistent with the 3.4% growth rate shown in Table 8. With these growth rates, the City's employment is projected to be between 37,800 employees and 53,380 employees by 2039. Comparatively, the CRA's employment is estimated to experience a CAGR between 1.2% and 3.3%, resulting in total employment between 9,800 employees and 13,700 employees by 2039.

Relative to future population change, the *moderate scenario* is considered the most accurate forecast of future employment growth. In the *moderate scenario*, total employment is estimated to grow at a CAGR of 2.6% for the City and 2.3% for the CRA; with the City and CRA experiencing a 51% and 45% increase, respectively, in total employment by 2039. In the *moderate scenario*, total employment is estimated to be 45,600 employees in the City and 11,800 employees in the CRA by 2039.

By applying the average capture of the CRA's total employees based on YTD 2024 estimates (as illustrated in Figure 4), the employment growth for the CRA sub-areas can be projected throughout 2039. The following table illustrates the *moderate scenario* of employment projections for the County, City, CRA, and its sub-areas from 2024 estimates to 2039 projections.

TABLE 27. EMPLOYMENT PROJECTIONS | MODERATE SCENARIO, 5-YEAR INCREMENTS

	2024 Est.	2029 Proj.	2034 Proj.	2039 Proj.	Net Increase[1]
County	117,942	146,320	161,887	174,544	56,602
City	30,248	36,825	41,811	45,586	15,338
CRA	8,137	9,451	10,757	11,765	3,628
NeoVine	1,061	1,232	1,403	1,534	473
Shingle Creek	534	620	706	772	238
Gateway	957	1,112	1,265	1,384	427
Orange Gardens	126	146	167	182	56
NOVI	2,536	2,946	3,353	3,667	1,131
MUM	2,922	3,394	3,863	4,225	1,303

SOURCE: ESRI 2024 ESTIMATES; BEBR; GAI CONSULTANTS. NOTE: (1) REFLECTS THE NET INCREASE FROM 2024 ESTIMATES TO 2039.

Commercial And Residential Space Demand Analysis

Space Utilization

Space utilization per employee, particular to specific building types or industries, represents the typical square feet (SF) needed per employee and is a commonly used metric for measuring employment intensity and capacity. Although other factors, such as remote work and co-working space, can impact how much square footage is actually needed per employee. Space utilization per employee is generally a good indicator of space needed for both comfort and productivity in a physical setting.

To note, office space requires significantly less square footage per employee than retail space—this is not surprising as retail space depends largely on "foot traffic" and requires substantially more accommodation space for customers. Whereas, industrial space may require more square footage per employee due to the need for extensive storage, machinery, and operational areas.

As of 2024 estimates within the CRA, the square footage per employee was approximately 235 sq. ft. for office space, 875 sq. ft. for retail space, and 1,220 sq. ft. for industrial/flex space. As the CRA continues to grow in terms of population, employment, and inventory of commercial and residential space, it is reasonable to assume the potential development opportunities will support the space utilization per employee currently being achieved in the marketplace.

To note, this space utilization analysis is intended to help guide the amount of square footage necessary to accommodate employees in both a comfort and productivity capacity for new commercial developments within the CRA.

New Commercial Demand

Demand for new commercial space is a function of the type and nature of the employment industry it supports. Although the CRA has strong accommodation and food services, retail trade, construction, and health care and social assistance industries, the City and County are anticipated to remain the major draws for regional professional employment. As a result, most employment growth and the subsequent demand for commercial space in the CRA will likely be driven by the need to support personal services, as well as neighborhood retail and restaurants.

Based on the H-M-L projections of population and employment through 2039, and considering the space utilization per employee ratios described previously, the CRA will require an increase of approximately 710,800 square feet to 3.0 million square feet of additional commercial space (i.e., office, retail, and industrial/flex space) to support new demand. The following table illustrates the estimated total commercial space square footage throughout the projection period which may be reasonably achievable based on the *moderate scenario* demand projections.

This demand analysis predicts that in the near-term, 2025 to 2034, the rates of growth will be slightly higher, between 0.9% and 3.2%, as the CRA reacts to potential development opportunities to accommodate new population and employment growth. Throughout the remaining projection period, new commercial space construction is predicted to grow at a slightly slower, steady rate between 0.7% and 2.1% CAGR, as supply of vacant commercial land lessens and redevelopment of existing space comprises the majority of additional growth in commercial space. These rates of growth are slightly higher than what the CRA has previously achieved over the past 15-year period, 2010 to 2024 estimates.

In the *moderate scenario*, total combined commercial development is estimated to grow at a CAGR of 2.0% in the CRA. Demand for retail space will dominate new commercial development within the CRA, accounting for 67% of new growth by 2039; while office and industrial/flex space will make up a smaller share of new commercial development, at 21% and 11%, respectively.

Using the average capture of the CRA's commercial space inventory based on YTD 2024 estimates, the commercial growth for the CRA sub-areas can be projected through 2039. The following table illustrates the *moderate scenario* of combined commercial inventory (i.e., office, retail, and industrial/flex space) for the CRA and its sub-areas, from 2024 estimates to 2039 projections.

TABLE 28. COMBINED COMMERCIAL SPACE PROJECTIONS | MODERATE SCENARIO, 5-YEAR INCREMENTS, IN THOUSANDS

	2024 Est.	2029 Proj.	2034 Proj.	2039 Proj.	Net Increase[1]
CRA	4,939.6	5,450.8	6,203.9	6,785.2	1,845.6
NeoVine	935.4	1,032.2	1,174.9	1,284.9	349.5
Shingle Creek	532.8	587.9	669.2	731.9	199.1
Gateway	506.7	559.2	636.5	696.1	189.3
Orange Gardens	50.7	55.9	63.7	69.6	18.9
NOVI	1,631.9	1,800.8	2,049.7	2,241.7	609.7
MUM	1,282.0	1,414.7	1,610.1	1,761.0	479.0

SOURCE: COSTAR GROUP; U.S. CENSUS BUREAU LEHD; GAI CONSULTANTS.
NOTE: (1) REFLECTS THE NET INCREASE FROM 2024 ESTIMATES TO 2039.TOTALS MAY NOT ADD DUE TO ROUNDING.

New Residential Demand

Demand for new household formation from population growth is not exclusively a product of the supply and sales of residential housing units, but the area's capacity to meet overall housing demand, which depends on a steady supply of new housing units. Absent the construction of new housing units, population growth within the CRA is likely to stagnate. Therefore, it is crucial to view new housing stock as an opportunity to accommodate new households and provide existing households with mobility options. Ultimately, this ensures that housing supply meets demand. To emphasize, a household includes all the persons who occupy a housing unit as their usual place of residence; whereas, a housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters.

Based on the *moderate scenario* of population projections through 2039, and taking into account the average number of persons per households as well as the annual vacancy rates due to seasonality, the CRA will need to increase its housing stock by approximately 600 units to meet the net new residential demand. Total residential development is estimated to grow at a CAGR of 1.4% in the CRA throughout the projection period, which is slightly lower than the 2.6% housing unit growth rate the CRA has previously achieved over the past 15-year period, 2010 to 2024 estimates.

By applying the average capture of the CRA's total housing units based on YTD 2024 estimates (as illustrated in Figure 21), the housing unit growth for the CRA sub-areas can be projected throughout 2039. The following table illustrates the *moderate scenario* of housing unit projections for the CRA and its sub-areas from 2024 estimates to 2039 projections.

TABLE 29. COMBINED HOUSING UNIT PROJECTIONS | MODERATE SCENARIO, 5-YEAR INCREMENTS

	2024 Est.	2029 Proj.	2034 Proj.	2039 Proj.	Net Increase[1]
CRA	2,415	2,357	2,712	3,015	600
NeoVine	529	516	594	660	131
Shingle Creek	505	493	567	630	125
Gateway	486	474	546	607	121
Orange Gardens	298	291	335	372	74
NOVI	108	105	121	135	27
MUM	489	477	549	610	121

SOURCE: OSCEOLA COUNTY FINAL 2023 TAX ROLL; GAI CONSULTANTS. NOTE: (1) REFLECTS THE NET INCREASE FROM 2024 ESTIMATES TO 2039.

The CRA will need to accommodate 1.8 million square feet of new commercial space and 600 new housing units by 2039 to support the population and employment projections in the *moderate scenario*.

Proximate Residential and Non-Residential Capacity (Supply)

While the land required to accommodate this commercial and residential demand growth is uncertain—either due to existing vacant lands not being planned for development or being used in ways that do not permit for commercial or residential development—what is known is that the CRA has approximately 139 vacant commercial (including office, retail, and industrial/flex) and institutional acres, and about 11.5 vacant residential acres according to Osceola County Property Appraiser's Final 2023 Tax Roll.

The Vine Street CRA Area Assessment report outlines various residential and non-residential densities and intensities within the CRA. These include the Mixed-Use Vine Street (MU-V) Future Land Use (FLU), which features of an equal mix of residential and non-residential uses, the Single Family Low Density Residential (SF-LDR) FLU, and the Office-Residential (OR) FLU.

By applying these maximum densities and intensities to the available vacant residential and non-residential land within the CRA designated to these FLU categories, the total permissible number of dwelling units (DU) within the CRA is approximately 3,600 units, with the total square footage allocated to non-residential uses being about 3.47 million square feet, as shown in the following table.

This residential and non-residential capacity is expected to be sufficient to meet future population and employment growth, as well as housing and commercial demand needs through the 15-year projection period, 2025 to 2039.

It is important to note that this proximate capacity (supply) analysis only considered vacant lands within the CRA, as outlined in the Vine Street CRA Area Assessment Report. Additionally ,the redevelopment of existing properties and sites within the CRA at higher densities and intensities may also be considered to meet future demand.

TABLE 30. COMMERCIAL AND RESIDENTIAL SUPPLY OF EXISTING VACANT CRA LANDS

FLU	Vacant Acres	Maximum Density/ Intensity	Total Permissible Development
MU-V[(1)]	179.38	40 DU/AC 6.0 FAR	3,588 DU 23.4M Sq. Ft.
OR	0.74	9 DU/AC 1.0 FAR	7 DU 32,214 Sq. Ft.
SF-LDR	1.01	6 DU/AC	6 DU

SOURCE: OSCEOLA COUNTY FINAL 2023 TAX ROLL; CITY OF KISSIMMEE; GAI CONSULTANTS. NOTE: DU/AC REFLECTS DWELLING UNIT PER ACRE. FAR REFLECTS FLOOR AREA RATIO. (1) TOTAL DEVELOPMENT CALCULATED ASSUMING 50/50 SPLIT BETWEEN RESIDENTIAL AND NON-RESIDENTIAL ACRES.

Prepared by:

