

BCC Mtg. Date: October 31, 2017

**RESOLUTION**  
*of the*  
**ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS**  
*regarding*  
**CONSENT TO UPDATE TO THE CITY OF MAITLAND'S  
COMMUNITY REDEVELOPMENT PLAN; INCORPORATING  
RECITALS; AND PROVIDING AN EFFECTIVE DATE.**

Resolution No. 2017-M-45

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

WHEREAS, in 2003, the City of Maitland (the "City") determined that there was a need for a community redevelopment agency to function within the City in order to carry out community redevelopment; and

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

WHEREAS, since Orange County has adopted a home rule charter, it was necessary for the City to obtain a delegation of the powers conferred upon the county by the Community Redevelopment Act so that the City could exercise the authority and privileges conferred by such act within the boundaries of the City; and

WHEREAS, on August 19, 2003, pursuant to the Community Redevelopment Act, the Board of County Commissioners of Orange County, Florida (the "Board") passed Resolution No. 2003-M-30 (the "Delegation Resolution") delegating its authority to the City so that the City could establish the Maitland Community Redevelopment Area and Maitland Community Redevelopment Agency (the "CRA"); and

WHEREAS, the Delegation Resolution contains a sunset provision stating that the resolution and any amendments or supplements thereto, as well as the Community Redevelopment Plan and the existence of the Community Redevelopment Agency shall expire and terminate on January 1, 2035; and

WHEREAS, the Delegation Resolution approved the Maitland Community Redevelopment Plan ("Plan") and contains a provision that the Plan shall not be modified without the express consent of the Board, as evidenced by an approving resolution, and that the City shall not deviate substantially from the projects set forth in the plan without modifying the Plan; and

WHEREAS, on September 25, 2017, the City council approved an update to the Maitland Downtown Redevelopment Plan; and

WHEREAS, the update to such Maitland Downtown Redevelopment Plan now requires consent by the Board; and

WHEREAS, the County desires to consent to the updated Maitland Downtown Redevelopment Plan without approving or endorsing, any change in the boundaries of the Community Redevelopment Area or any extension of the January 1, 2035 expiration date of the Plan and the CRA.

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

**Section 1.** The above recitals are hereby incorporated and are to be considered binding.

**Section 2.** The Board hereby consents to the updated Downtown Maitland Redevelopment Plan shown in Exhibit "A" (the "Plan").

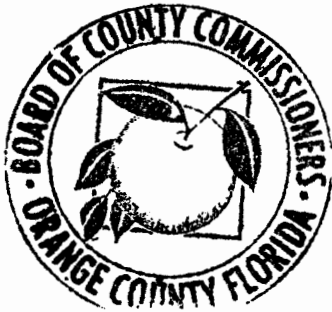
**Section 3.** The Board's approval of the updated Plan shall not be construed as an approval of any expansion of the boundaries or an endorsement of any extension of the Delegation Resolution's original January 1, 2035 sunset date.

**Section 4.** Upon adoption of this Resolution by the Board, the Plan, as

[continued on next page]

modified, shall be deemed to be in full force and effect.

ADOPTED this \_\_\_\_ day of OCT 31 2017, 2017.



**ORANGE COUNTY, FLORIDA**

By: Orange County Board of County Commissioners

By: *Teresa Jacobs*  
Teresa Jacobs  
Orange County Mayor

ATTEST: Phil Diamond, CPA, County Comptroller  
As Clerk of the Board of County Commissioners

BY: *Laheia Lewis*  
Deputy Clerk

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# **2017 CRA REDEVELOPMENT PLAN**

September 5, 2017



*Aerial view of Downtown Core (2015)*

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Clockwise from above: Maitland Avenue Streetscape, early Maitland Station, Park House hotel, Maitland Community Center, Stones Service Station, Welcome to Lake Maitland (All photos from 2003 Redevelopment Master Plan)





# LISTENING AND LEARNING

## History

The story of Downtown Maitland has long been one of “passing through.” One of the oldest incorporated municipalities in Central Florida, the city has a long history. The area was once called Fumcheliga (Musk Mellon Place) by the Seminole Indians as they passed through between settlements. When Fort Maitland was established here in 1838 by the U.S. Army (named after Captain William Seton Maitland, a hero of the Seminole Wars), the only way of getting to Central Florida was by boat. The trip left Jacksonville and travelled down the St. Johns River to Fort Mellon (Sanford), then by horse or foot. Fort Maitland was a small fort built on the west shore of Lake Maitland as a rest stop between Fort Mellon and Fort Gatlin (Orlando). What is now Maitland Avenue was part of the Old Black Bear Trail which ran from Montreal, Canada to St. Petersburg, Florida, and passed by the fort.

The fort did not last long after the Indian wars. People found the area a good place to settle among the natural springs and extensive pine forests. As the Civil War wound down, more settlers came. They bought and cleared large tracts of land to plant citrus groves. Soon the city began to develop. The first deed for property in the city was written in 1873 to George H. Packwood who built a large hall for town meetings and social gatherings. Packwood Hall, since burned down, was located where the current City Hall parking lot is now located. There was a large hotel, Park House, built between Park Lake and Lake Catherine, which became a noted winter resort. Among many other notables, two presidents, Grover Cleveland and Chester Arthur, passed through the Park House.

As the first orange trees were coming into production, a syndicate of businessmen foresaw the need for improved transportation to aid shipment of the fruit to northern markets. In 1880, a railroad was completed from Jacksonville to Maitland, primarily to ship the burgeoning orange crop. For several years, Maitland had an ice factory, two livery stables, and to serve the citrus groves, a large packing house in the center of town. As many as 300,000 boxes of fruit were to be shipped each season. The city was incorporated as the Town of Lake Maitland in 1885. After two years of devastating, tree killing freezes in 1894 and 1895, many of the grove owners were so financially affected that they left Florida. The town survived, however, and wealthy visitors kept coming to enjoy the climate. The groves rebounded, and by 1926, production was higher than ever before.

In the 1950s the space age exploded and Martin Marietta Corporation, as we know it today, moved from Baltimore to Orlando. Families were moved down in contingents of two or three hundred at a time. Due to its ease of access to the plant, Maitland became a natural place for them to come. In 1959 a new city charter changed the name from Lake Maitland to Maitland.

With this growth in population, Maitland Avenue and Orlando Avenue (U.S. Highway 17-92) came alive with building construction. Supermarkets opened, as did restaurants, service stations, condominiums, garden apartments and churches. Much of the form of this new development was driven by the automobile, with easy parking a promotional

consideration for almost all users. The city continued this steady growth trend through the 70s and 80s, including the 226 acres of land developed into Maitland Center west of Interstate 4.

The city has maintained a strong residential identity, sustained by the beauty of the area, the diverse economy in the region, and the strong schools and civic institutions found in Maitland. By the mid 90s, however, Downtown was sagging. Increasing traffic on Orlando Avenue, as well as competition from other suburban locations, had left Downtown in need of redevelopment. The city led an effort to develop a Downtown Master Plan, as well as a Community Redevelopment Area (CRA). That plan, and the associated planning effort, bore fruit in the form of more urban standards for development along Orlando Avenue, improved public infrastructure, such as a master drainage system for a portion of Downtown, and several mixed-use infill developments.





Maitland sits very nearly in the center of the Orlando Metro region.

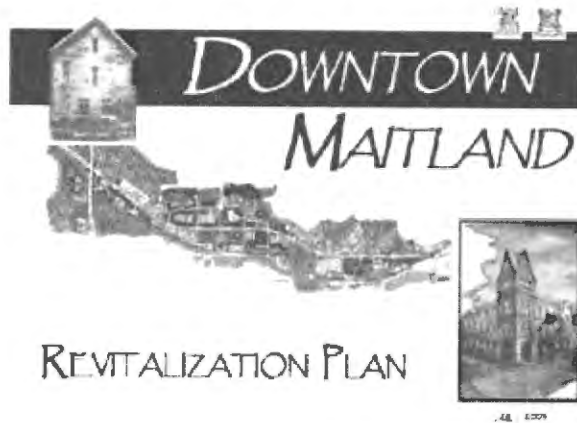
## Regional Location

The City of Maitland is located in Orange County along the border of Seminole County. It is approximately five miles from downtown Orlando on Interstate 4, the major backbone of the regional transportation network in Central Florida. Maitland sits virtually at the geographic center of the region of more than two million residents and countless more millions of visitors. Downtown Maitland is situated along Orlando Avenue (US 17-92) and the Central Florida Rail Corridor.

## Study Area Definition

Through its downtown planning efforts over the past two decades, the City of Maitland has shown its commitment to improving the social, cultural, and economic value of its community, and to realize the potential of its Downtown. The City has evolved from its original historic pattern and early homesteads on Lake Lily and Lake Catherine. Today, Maitland is a complex geographic place of diverse Neighborhoods, economically active Corridors, and emergent Centers of activity. This expanded geography is served by a community infrastructure of environment and parks, cultural institutions, public buildings and community services, utilities infrastructure, streets, and regional transportation.

In the last several years, Maitland has accelerated its efforts to discuss the character, vision, and future of Downtown. New civic buildings and streetscape projects, CRA redevelopment, the opening of a SunRail station, and US 17-92 planning are just a few projects that have signaled an evolution towards the future. If the past 20 years have been focused on community building in the downtown, much of the forward thinking discussion is about community enhancement, and in some places, community re-development.



Cover images from 2003 Downtown Maitland Revitalization Plan

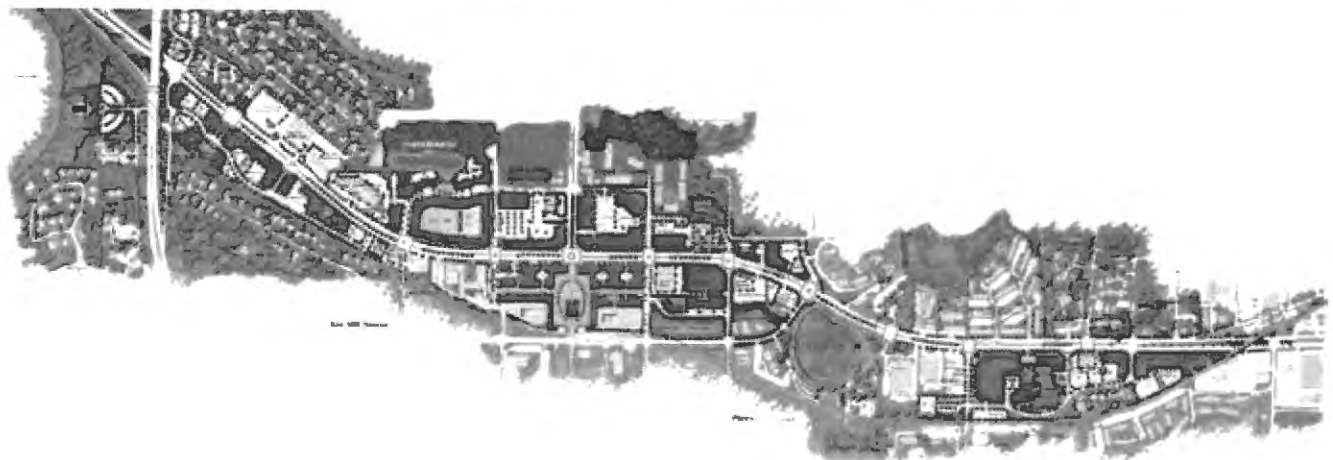
## 2003 Master Plan

The Downtown Maitland Revitalization/Master Plan was created as a guide for the economic redevelopment of the commercial core of the city. The focus area of the Plan centers on the Orlando Avenue corridor, stretching North to South from Maitland Boulevard to the railroad bridge at the City's southern boundary.) The plan's vision is to create a vibrant downtown area that is commercially oriented, friendly to pedestrians and complimentary to the "Cultural Corridor" along nearby Maitland Avenue. A Master Plan for the Cultural Corridor was adopted in 1994. This Downtown Vision was realized through the collaboration of the residents of Maitland and the City. During the planning process, four working groups were established to address specific areas of concern including: Infrastructure, Character, Streetscapes, and Regulatory & Economic Incentives. Each group was charged with addressing issues impacting the aesthetic appeal and economic viability of the downtown corridor.

Following the adoption of the Downtown Maitland Master Plan in 1997, the City realized that the anticipated wave of redevelopment was slow in coming. As a result, in May 2003, the plan was revised to include the creation of a Community Redevelopment Agency (CRA) as authorized by Section 163.34 of the Florida Statutes. The CRA is responsible for pursuing the goals and objectives outlined in the City's Comprehensive Development Plan and Downtown Maitland Revitalization Plan. In addition to the creation of the CRA, the City contributed funds for preliminary engineering to help expedite the permitting process and reduce infrastructure costs.

Through these progressive actions, the City has demonstrated a firm commitment toward the revitalization of its core downtown area. Along with the master planning efforts associated with the Downtown Revitalization Plan, a full set of design guidelines and standards was developed for the corridor. These guidelines

include individual master plan concepts for each of three corridor subareas. Standards include specific design requirements regarding density, intensity (Floor Area Ratio), parking location and stormwater management, among others. Visual examples of appropriate streetscape features and architectural detailing are also included in addition to a list of permitted, conditional, and prohibited uses. The Revitalization Plan also contains a detailed discussion of infrastructure improvement needs throughout downtown. Information relating to utilities, potable water, sanitary sewer, stormwater, and transportation improvements are all explored in the plan accompanied by detailed maps, and a discussion of funding mechanisms. In the 12 years since its adoption, some of this plan has come to fruition and some elements have not occurred. The deep recession that began shortly after this plan was last updated brought development to a standstill and changed the market dramatically.



2003 Downtown Maitland Revitalization Plan: illustrative Master Plan

## Community Redevelopment Agency

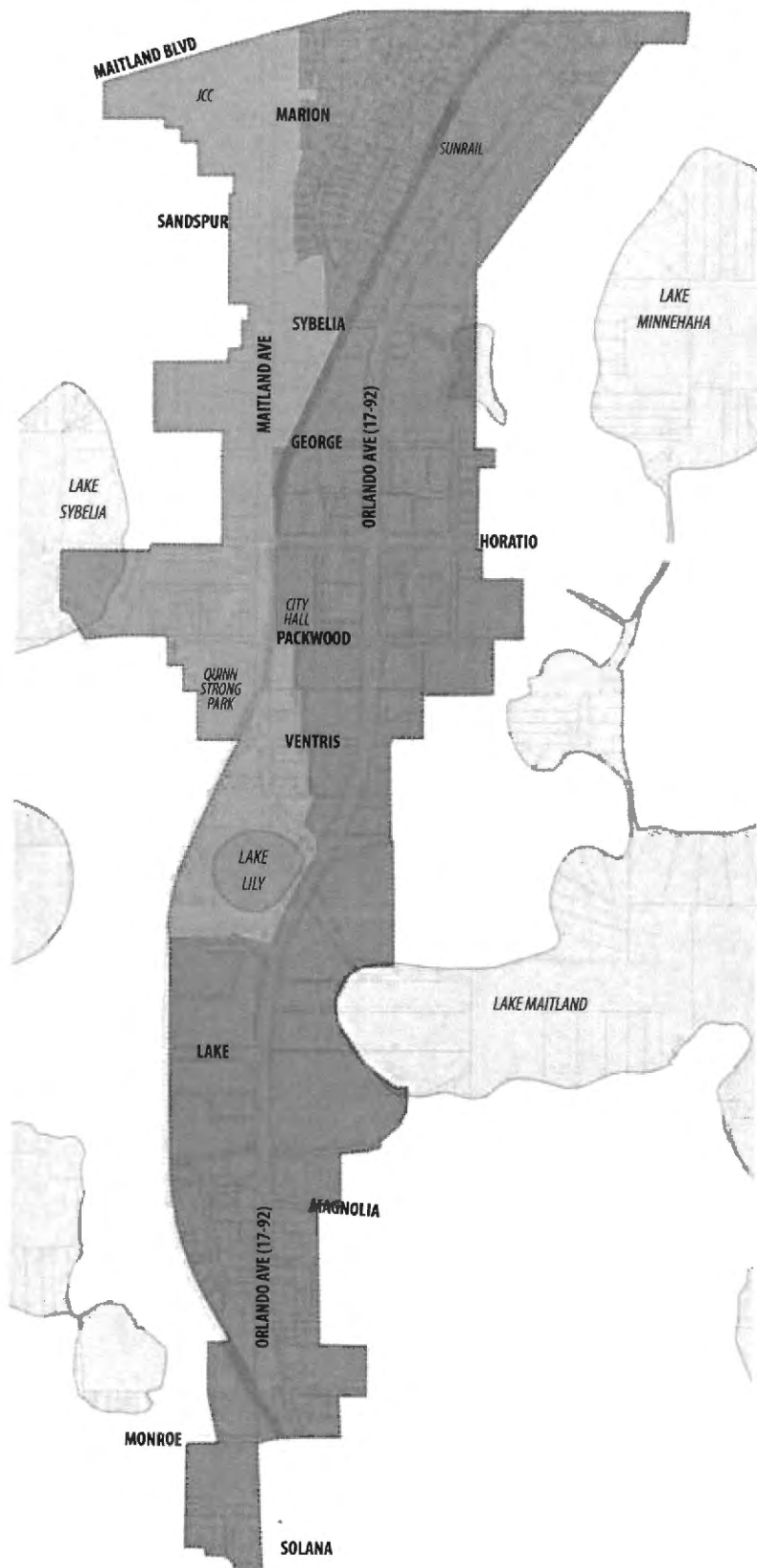
A Community Redevelopment Agency (CRA) is a dependent district established by City government for the purpose of carrying out redevelopment activities that include reducing or eliminating blight, improving the economic health of an area, and encouraging public and private investments in a CRA district. The CRA is governed by State Statutes, Chapter 163, Part III. The Maitland Community Redevelopment Agency is funded through Tax Increment Financing (TIF). The funds are collected as property values increase and a portion equal to that increase is captured by the Agency. TIF raises revenue for redevelopment efforts without raising taxes. CRA's have been used by many cities in Florida to revitalize urban areas. Other city examples include Orlando, Winter Park, Delray Beach and Sarasota. An important part of creating a CRA is the preparation and adoption of a CRA Redevelopment Plan, which sets forth the programs for improvement for the redevelopment area.

## 2017 Downtown Master Plan

The Maitland Downtown Master Plan encompasses multiple zoning districts (Downtown Maitland Zoning District (DMZD), Maitland Avenue Special District, and the Cultural Corridor Zoning District) and creates a unified vision and plan for the development, growth and interplay of these districts that comprise the downtown Maitland area. The Master Plan illustrates the vision and outlines certain steps that need to be taken and principles that need to be followed to achieve the vision.

The largest zoning district (DMZD) within the Master Planning area is also designated as the CRA. The CRA is required by State Statute to have a redevelopment plan which spells out actions to be taken to redevelop the designated area. Funds from the CRA can only be spent on items delineated in the mandated plan. This CRA Redevelopment Plan is called the Downtown Maitland Redevelopment Plan. It is a comprehensive work plan that includes not only capital improvements spelled

out in the overarching Master Plan, but also projects and activities such as marketing, special events, beautification, stakeholder involvement, etc. These ongoing activities, projects and initiatives of the Downtown Maitland Redevelopment Plan lead to the fulfillment of the broader Maitland Downtown Master Plan.



#### DISTRICTS

- [Dark Grey Box] Community Redevelopment Area
- [Medium Grey Box] Cultural Corridor (*not a part of CRA*)
- [Light Grey Box] Maitland Avenue Corridor (*not a part of CRA*)





## Land Use and Built Form

The spine of Downtown Maitland is Orlando Avenue (US 17-92). It presents high-speed traffic in an environment that should be low-speed. It is minimally landscaped (although incremental efforts by the City have made improvements when redevelopment projects have occurred) where an abundance of street trees should line the corridor. It rewards long trips (as a significant regional corridor, it is for people who have no origin or destination in Maitland, who aren't living or shopping here) rather than supporting a compact environment. All of these elements need to be addressed in order to improve the viability of Downtown as a walkable, mixed-use place. Land uses along this corridor are generally commercial and office, with areas of apartments and condominiums near Lake Maitland.

Maitland Avenue from 17-92 to Maitland Boulevard, though outside the CRA, is an important street in the fabric of everyday life in the City. Anchored by the Jewish Community Center on the north to Lake Lily on the south, this artery is critical to a wide array of institutions, businesses and residents of the community. It is a critical access corridor for the Downtown.

The Downtown is edged by neighborhoods on virtually all sides. This edge is generally stable and well-defined. As one may expect with a Downtown environment, there are a significant number of public and institutional uses, such as municipal buildings, cultural facilities, churches, and schools. The variety of buildings and public spaces are shown in the photos on the next page.

### EXISTING LAND USE LEGEND

- [ ] Residential Vacant
- [ ] Residential Single Family
- [ ] Residential Condo
- [ ] Residential Multi-Family
- [ ] Commercial Vacant
- [ ] Commercial Retail / Services / Entertainment
- [ ] Commercial Auto Related
- [ ] Office
- [ ] Industrial Vacant
- [ ] Industrial and Warehousing
- [ ] Transport, Communications, and Utilities
- [ ] Institutional Vacant
- [ ] Institutional
- [ ] School
- [ ] Parks
- [ ] Open Space / Drainage
- [ ] Ag Pasture / Timber / Crops / Groves
- [ ] Vacant Non-Ag





## Demographics

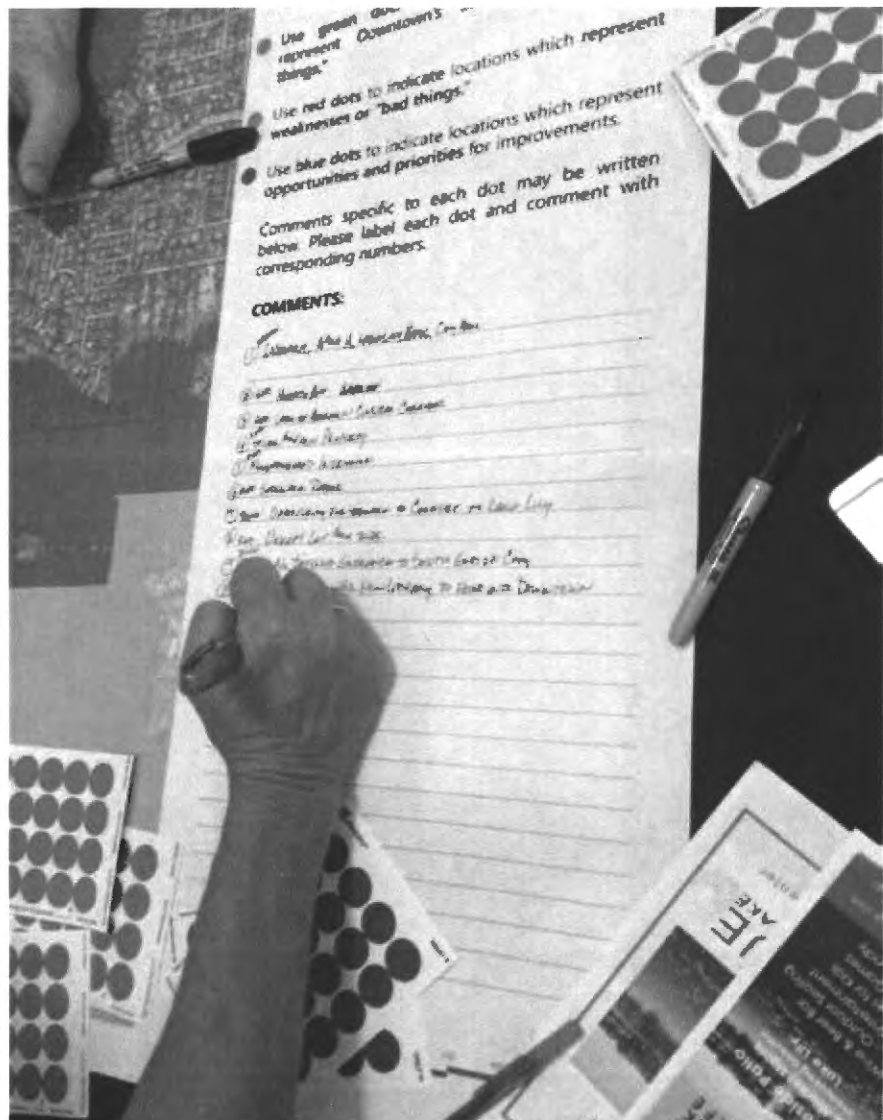
Maitland has an estimated population of 17,500. Due to its employment concentration, particularly in Maitland Center, the city has an estimated daytime population of 42,000. The city is growing faster than nearby suburban towns, and is projected to continue this growth trajectory with 10.2% projected growth over the next five years.

The city's median household income is among the highest in the region, and is greater than nearby Winter Park and Altamonte Springs. The Branding and Marketing Strategy, prepared by Arnett/Muldrow & Associates and included as an appendix to this plan, identified demographic characteristics of the city's population.

Life stage, defined by a family's age and presence of children, of the Maitland population skews predominantly older, as empty nesters and retirees make up 59% of households in Maitland. A healthy portion of the city is younger with no children (29%). A relatively small segment of the population are families with kids. This reflects a shift from Maitland's classic profile as a family community where people move for strong schools and institutions, as children left home while parents remain entrenched in their neighborhoods.



Residents discuss "Best of", "Worst of" and Opportunities for Downtown Maitland.



Detailed descriptions of resident concerns and issues allowed the planning team to develop guiding principles for the plan.





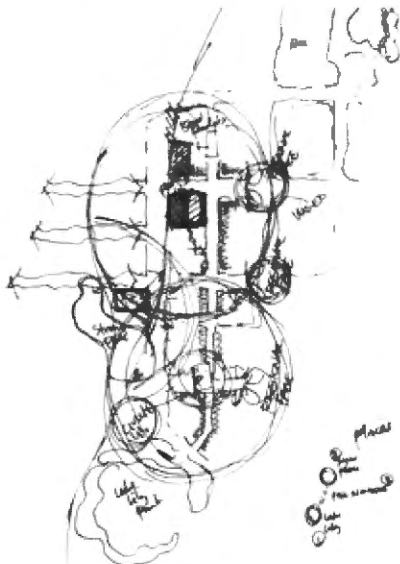
## Process

The master plan was developed through an Interactive public engagement process. The planning team engaged public thought and feedback in a variety of ways. The project began with a public kickoff meeting, where participants identified the “best of” and “worst of” Downtown Maitland on a map together with areas of opportunities and priorities. The participants also answered a questionnaire regarding their vision for Downtown.

To gain focused input, the CRA organized a series of stakeholder interviews where the design team could have small group discussions with business owners, residents, elected and appointed officials, city staff, and neighborhood leadership from areas outside of downtown.

The insights from these meetings led to a series of insights and frameworks for creating a new Downtown vision. These were shared with the public and refined during a strategic direction meeting. Participants at this meeting also validated the guiding principles for the vision and discuss development frameworks, including a lengthy discussion on Greenwood Gardens.

The plan was developed during a 3-day charrette held at City Hall. The charrette included a “drop-in” session where interested members of the public could interact with the planning team and help refine the plan in “real time”. The charrette also included a steering committee review session, and concluded with a work-in-progress presentation where additional comments were solicited.



*Residents and planning team members discuss previous plans for improvements in Greenwood Gardens neighborhood.*



*Project Manager Blake Drury gives Work-in-Progress presentation at close of charrette.*

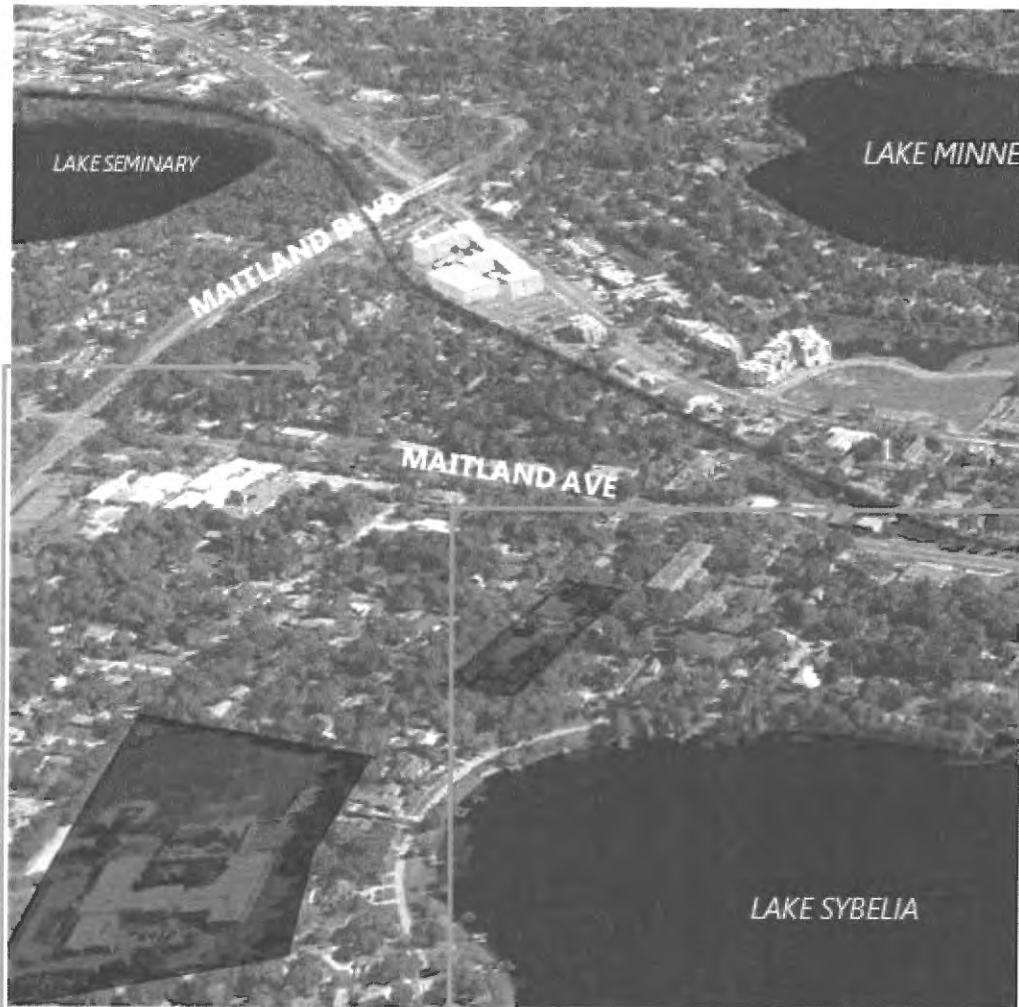


*Members of the public review draft master plans during Work-in-Progress presentation at close of charrette.*

THESE INSIGHTS, THOUGH NOT ALWAYS NEW INFORMATION, WHEN SEEN FROM DIFFERENT PERSPECTIVES AND GROUPED WITH OTHER INSIGHTS, CAN LEAD TO NEW OPPORTUNITIES FOR ACTION, DESCRIBED IN THE LATER SECTIONS OF THE PLAN.

## INSIGHTS

Based on analysis of the physical environment, economic and demographic metrics, and discussion and feedback sessions with the community, these insights have come to the foreground as the team's interpretation of important issues that will help to address the challenge of growing Downtown Maitland into a thriving center for the community. These insights, though not always new information, when seen from different perspectives and grouped with other insights, can lead to new opportunities for action, described in the later sections of the plan.



### LACK OF A CLEAR IDENTITY

Despite previous efforts at redevelopment, there is no clear identity for Downtown Maitland. Because there is no clear identity, Downtown struggles with its direction. The geography identified as Downtown is long and linear, diluting the identity rather than focusing it.

### DESIRE FOR A DOWNTOWN

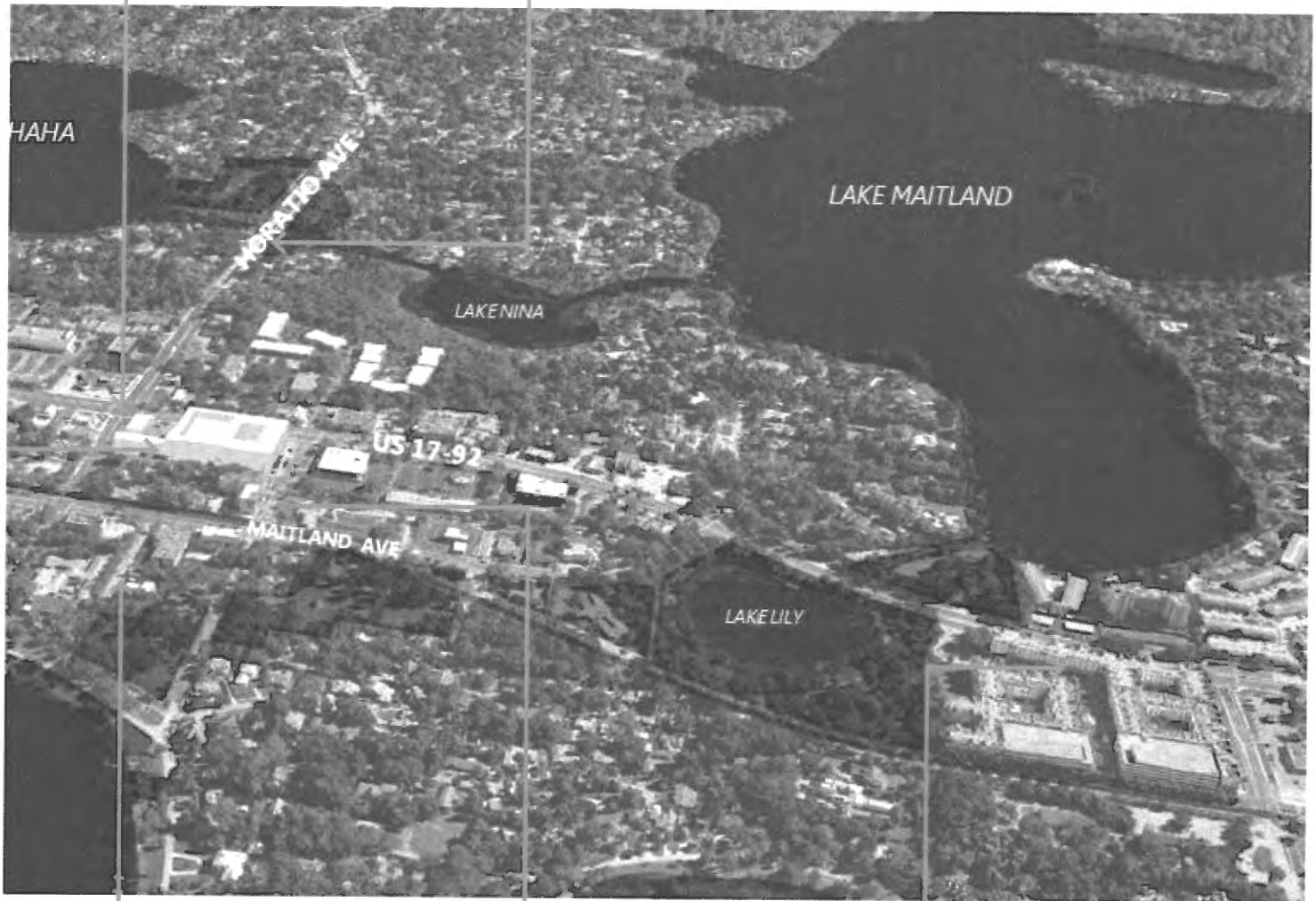
There is a strong desire in the community to have something special that's better than what they have today. The sense of Downtown, as a place to go and to be seen has been eroded over the years to the point where it exists more in people's minds than on the ground. The community wants to see the town progress and grow, but doesn't want to be alienated in the process.

### TRANSPORTATION CHALLENGES

The current transportation situation is challenging for everyone. This includes driving through downtown east and west and past downtown north and south, accessing areas from 17-92, as well as the perception of parking availability in the future.

### LIVABLE CONNECTIONS TO DOWNTOWN

There is a strong desire for infrastructure that improves the pedestrian and bicycle environment in downtown and expands the area within walkable and bikeable reach of downtown.



### CITY OF ARTS AND CULTURE

Maitland has a thriving arts community, anchored in many respects at the Art & History Museums - Maitland. The cultural belt (Fort Maitland Park, Lake Lily Park, Civic Center, Library, Senior Center, Quinn Strong Park, Art & History Museums - Maitland, Lake Sybelia Park) is an appreciated, but underutilized, asset.

### NO PUBLIC ANCHOR

While downtown Maitland enjoys a variety of diverse anchor destinations, such as Lake Lily Park, Art & History Museums - Maitland, City Hall, and Maitland City Center, downtown lacks an anchor public space along Independence Lane to attract people. Other cities have these types of spaces along their "Main Street" that serve as anchors and generate activity throughout the year, even when the stores are closed - Downtown Maitland does not.

### SCALE OF DEVELOPMENT

The scale of development is important to residents – there is a sense that more large scale development may hamper quality of life. Low Impact Development (LID) that incorporates "green" stormwater solutions for all future development is a goal of the community.

# GUIDING PRINCIPLES



## **Downtown is a place that is built to deliver experiences.**

In a time when it's possible to shop on your phone and get items delivered almost instantly, the downtown of the future will be a place that is built on face to face experiences. In Maitland, this means that downtown should focus on delivering leisure, arts, and culture experiences first. Other uses will naturally follow people drawn to these experiences.



## **Downtown is a neighborhood of choice.**

There will be people who are drawn to live downtown near the great experiences and higher level of activity. This should be accommodated through higher density housing in the core. Others will choose to live in one of Maitland's other strong neighborhoods. Those who make this choice should be served with safe and livable bicycle and pedestrians connections to downtown.



## **Downtown is a place with a strong link to the natural environment.**

Downtown Maitland is fortunate to have Lake Lily, Lake Sybelia, and Lake Maitland all within close proximity. People are drawn to the lake edge, and this space should be linked to the greater downtown for ease of access. At the same time, development in the core should utilize the best thinking on low-impact stormwater design to make sure that these assets continue to shine.

THESE PRINCIPLES GUIDE THE MASTER PLAN. THEY ARE THE UMBRELLA UNDER WHICH THE FRAMEWORKS AND SPECIFIC VISION CONCEPTS HAVE BEEN DEVELOPED. AS TIME GOES ON, THESE PRINCIPLES ARE INTENDED TO REMAIN CONSTANT, PROVIDING A BASELINE FOR NEW FRAMEWORKS TO BE DEVELOPED AND THE MASTER PLAN TO EVOLVE TO MEET CHANGING CONDITIONS..

### **Downtown is a place that is built for pedestrians.**

Downtown life happens on foot. The vision for the core is one of pedestrian priority - cars must move at a speed and temperament of pedestrians. For new development, this means that active streetfronts are required where pedestrians will be present, particularly on the Independence Lane spine and on the crossing pedestrian priority streets that link other destinations to the spine.



### **Downtown is a place that embraces the arts.**

Maitland has a long tradition of supporting the arts going back to the early 20th century artists' colony and continuing today through the Art & History Museums - Maitland, an Historic Landmark listed on the National Register of Historic Places. This is a differentiating factor for Downtown, and one that should be visible and evident in Downtown, from public art to wayfinding to activities.



### **Downtown is a place that is supported by strong neighborhoods.**

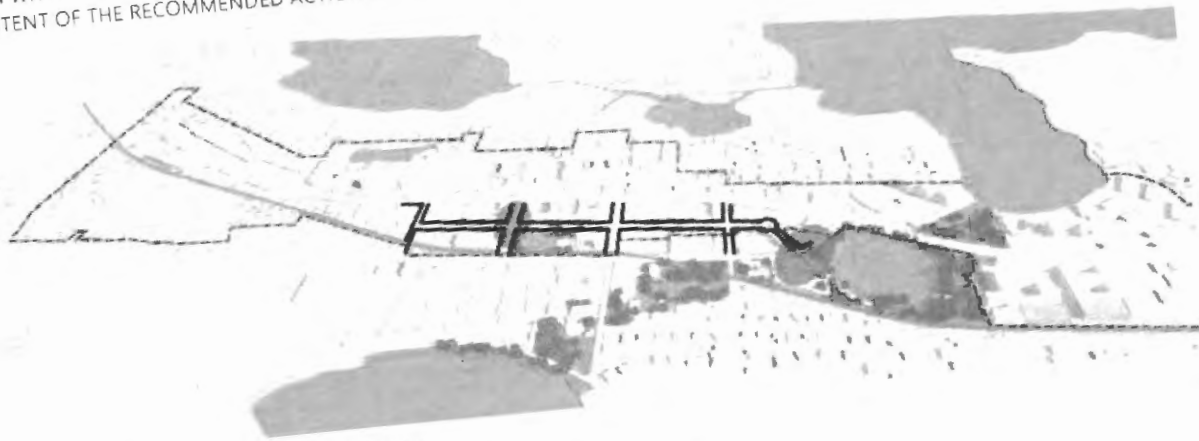
If Downtown is strong, the surrounding neighborhoods will be strong. A focus on Downtown development cannot lose track of the neighborhoods that it serves.



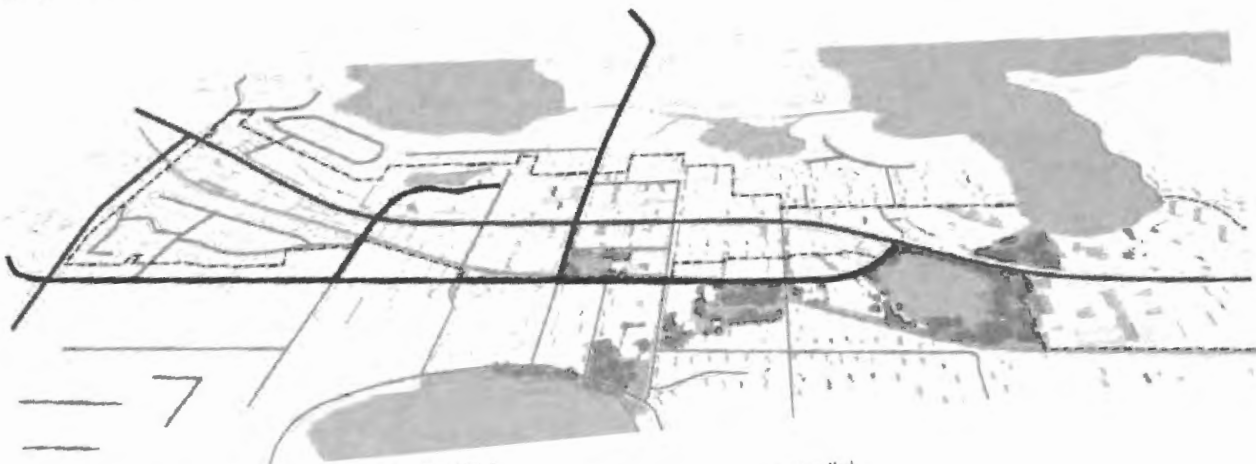


# DEVELOPMENT FRAMEWORKS

THESE DEVELOPMENT FRAMEWORKS OUTLINE THE KEY ACTIONS FOR THE CITY AND COMMUNITY TO TAKE TO EXECUTE THE PLAN. THEY HAVE BEEN CREATED IN CONSULTATION WITH COMMUNITY STAKEHOLDERS, AND REPRESENT ONE OF POTENTIALLY MANY SOLUTIONS CONSISTENT WITH THE GUIDING PRINCIPLES. THE PLANS AND IMAGERY SHOWN WITH THE FRAMEWORKS ARE INTENDED TO BE INDICATIVE OF THE CHARACTER AND INTENT OF THE RECOMMENDED ACTIONS.



**[1] BUILD A NEW SPINE FOR DOWNTOWN**  
Independence Lane, anchored on the south by Lake Lily and the north by the new Independence Square, is envisioned as the pedestrian-oriented main street for the district.

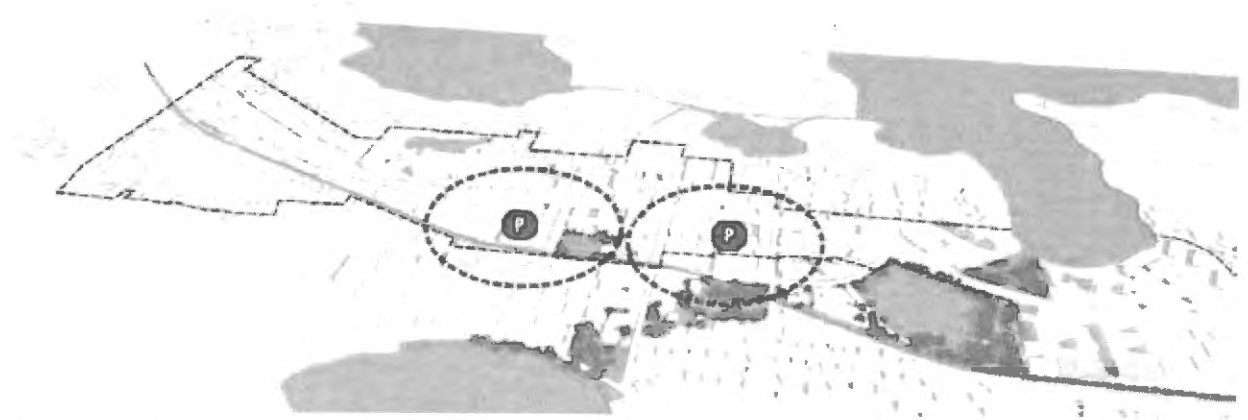


**[2] LINK DOWNTOWN TO THE COMMUNITY**  
All local streets in downtown give priority to pedestrians and bikes. Community streets link neighborhoods to downtown with a "complete streets" approach, and regional streets come through on urban terms.



### [3] MAKE PEDESTRIANS A PRIORITY

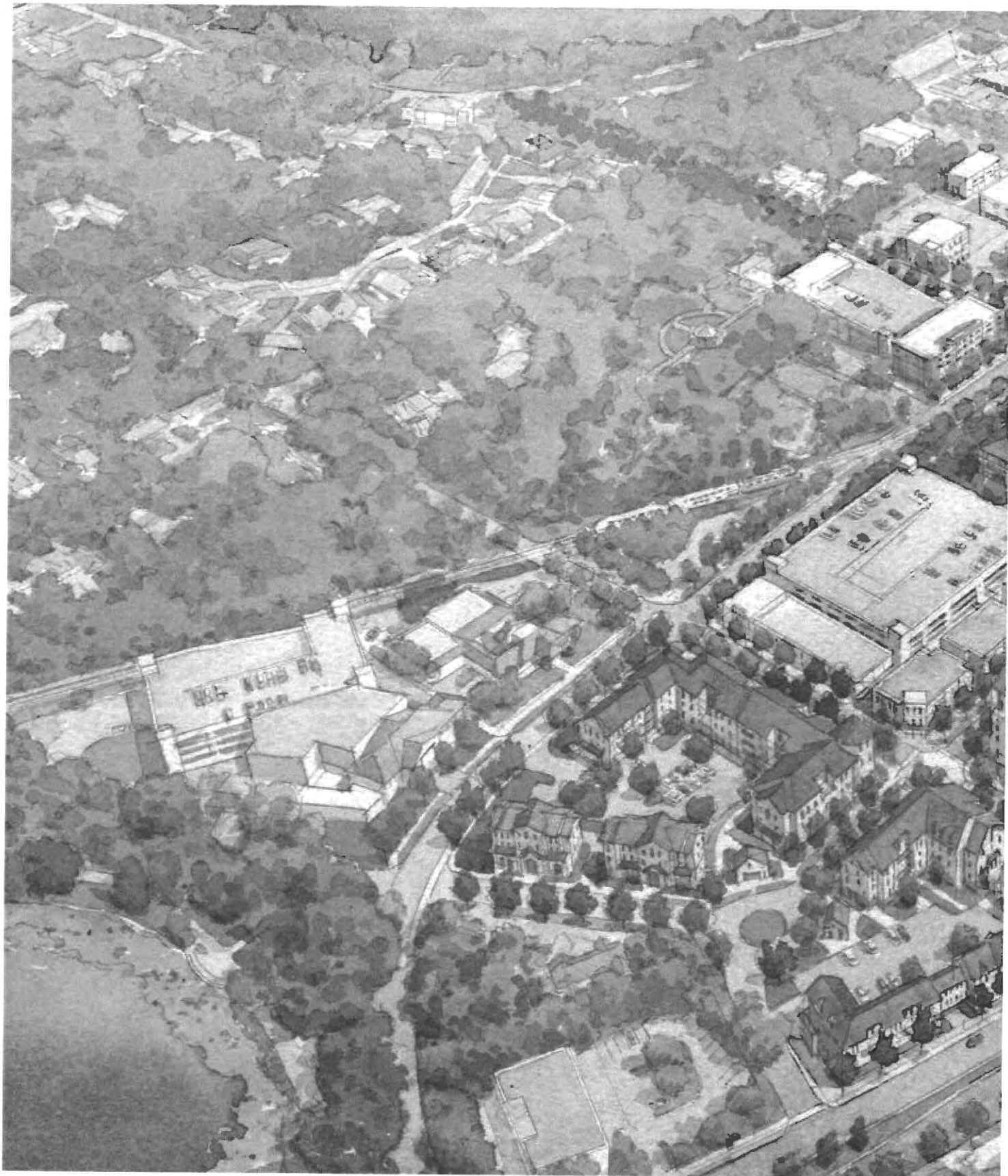
Safety and comfort on foot is the hallmark of a great downtown, so upgrades to streetscapes, sidewalks, and bike facilities link destinations within and outside the core in a safe, functional, and comfortable manner.



### [4] CREATE A "PARK ONCE" ENVIRONMENT

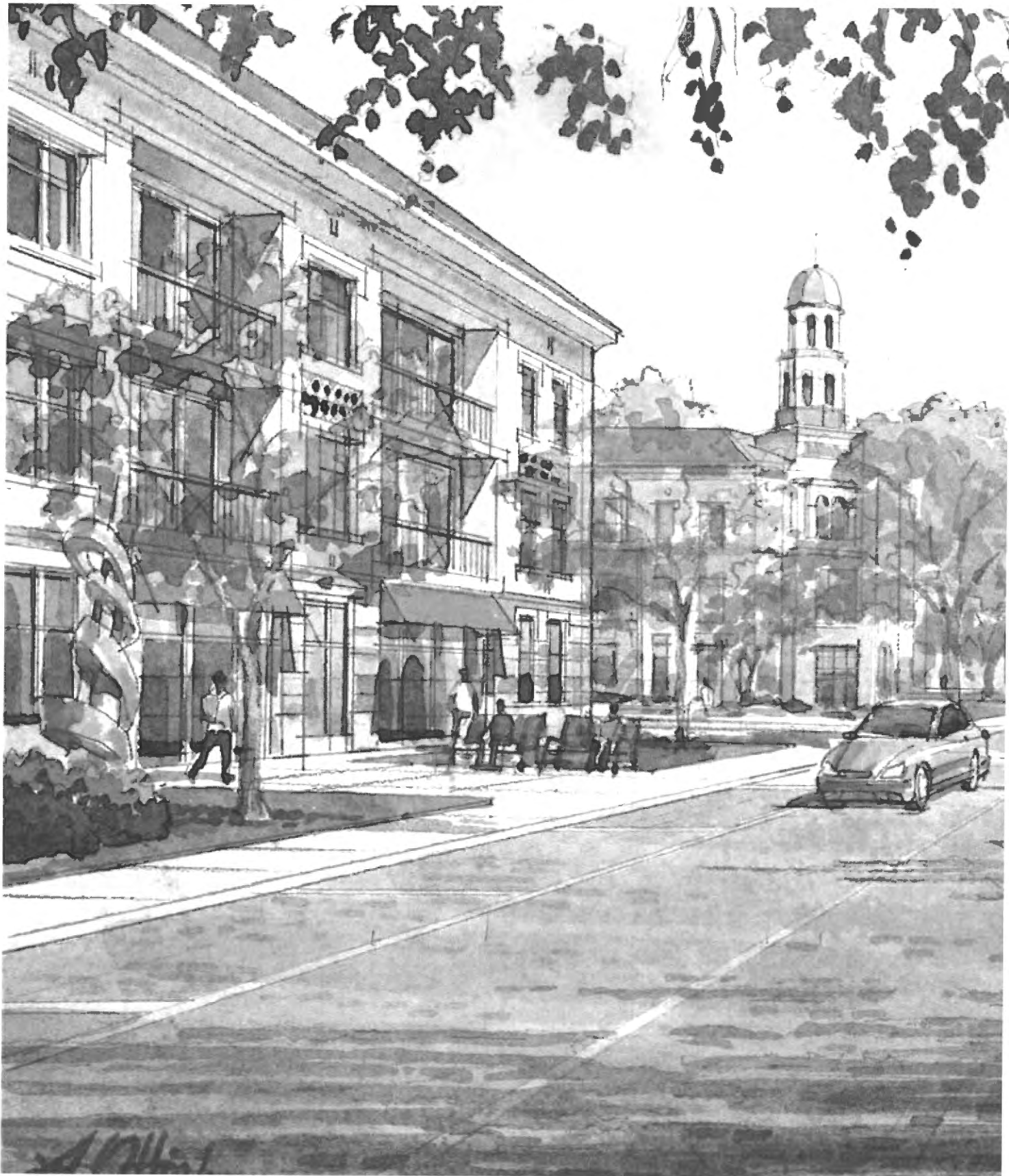
Vehicular access to the core is necessary, but once there, visitors should be able to walk safely and comfortably to all of their destinations.







Conceptual vision of Downtown Core redevelopment scenarios showing form and massing of example buildings, Independence Lane extended from George to Lake Lily, and a new City Square.





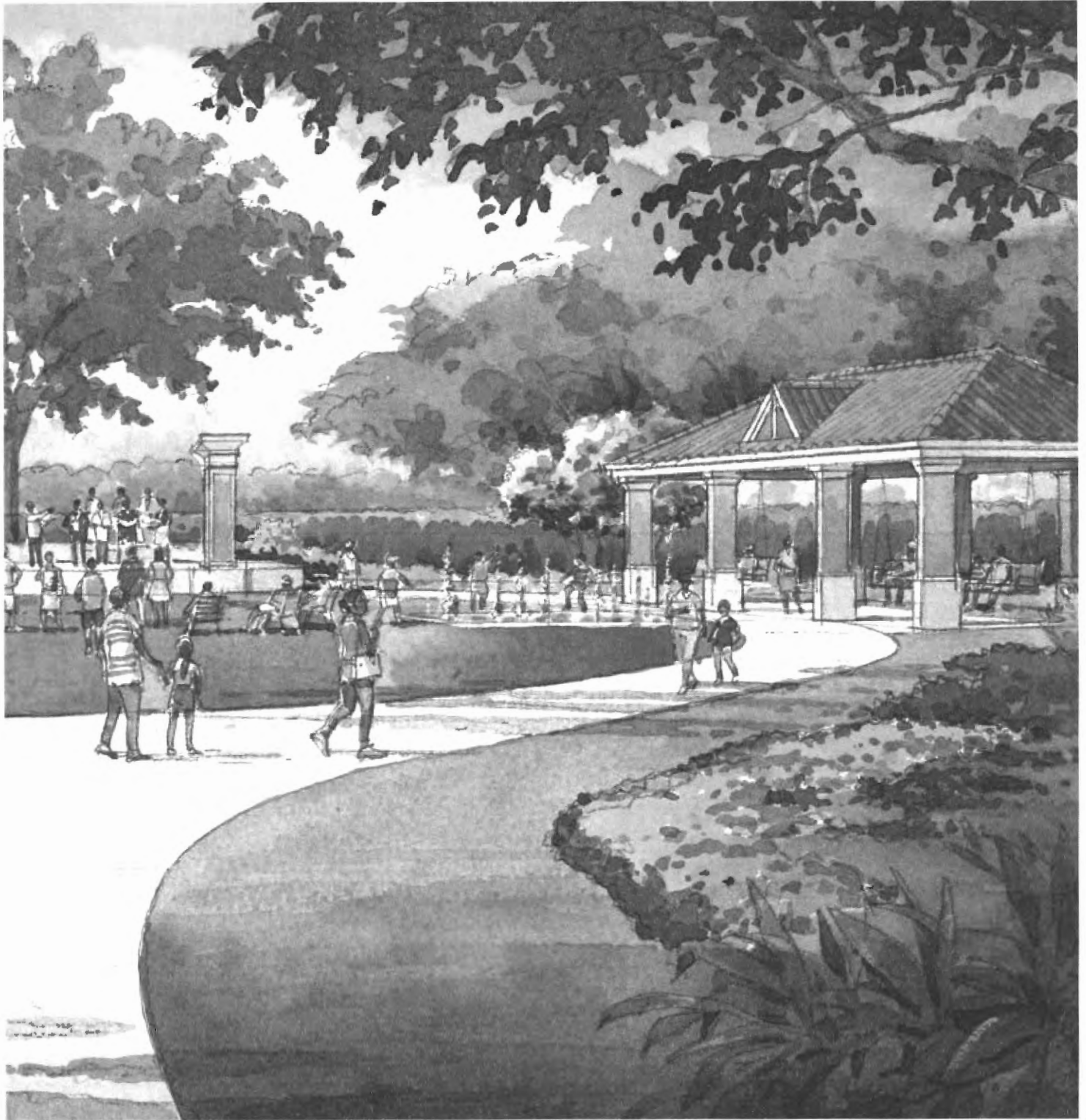


*Artist's vision of new Independence Lane corridor looking north toward City Hall.*

## INDEPENDENCE SQUARE

North of City Hall, on the former City Hall site, a new park is proposed. Called Independence Square, it is intended to anchor the north end of the Downtown Core and bring activity to this portion of downtown, giving folks an additional reason to go downtown, even when the shops, restaurants or civic spaces are closed. The square should be a focus for events, but should also be designed to allow for daily use with activity areas, lunch-time gathering areas, etc.. that may be worked into a more structured urban setting.





Artist's vision of new City Square looking from corner of Independence Lane and Horatio Avenue.

# REDEVELOPMENT PLAN

Redevelopment of the downtown area requires a comprehensive approach to achieve success. Goals and Objectives can be developed around four primary areas of focus: Economic Development (Business Recruitment and Retention); Design (Physical Environment); Promotion (Image Creation); Organization (Outreach, Bringing all the stakeholders to the table). Annual work plans based around these four points are essential to incremental, measureable results.

## Economic Development: The Business Environment

Economic Development in the redevelopment context is building on and strengthening the Downtown's existing unique assets while recruiting entrepreneurs and growing businesses to reposition the Downtown in the marketplace and move the downtown and the community towards the shared vision.

**Business Retention:** Develop a strategy to identify and retain those existing business assets that contribute and move the downtown toward the vision. This could include:

- Printed and online restaurant guides and shopping guides,
- Merchant educational seminars,
- Coordinated advertising,
- Retail events, etc.

**Business Recruitment:** Develop a strategy to identify and target businesses that will contribute and build the downtown toward the vision. This could include:

- Recruitment materials,
- Participation in retail recruiting conferences, and
- Online listings, etc.

**Sharing Space:** Facilitate discussion between Maitland Public Library and Venue on the Lake on shared space.

**Partnering:** Build partnerships with The Maitland Downtown Partnership, The Economic Development Council and others to work with the business and non-profit community to strengthen the business climate in Downtown Maitland.

### Industry and Organization Outreach:

Representation with the International Council of Shopping Centers, Florida Redevelopment Association, Florida Main Street, The National Main Street Center, The International Downtown Association and other similar organizations for networking, best practices and education opportunities in Economic Development.



## Design: The Physical Environment

Design is getting the downtown area in top physical condition, addressing transportation and parking needs, providing public space, tracking maintenance, and constructing infrastructure to accommodate the growth envisioned in the Master Plan.

**Capital Improvements:** Implement capital projects outlined in the Downtown Master Plan:

- Complete design concept and construct Independence Lane from Packwood to Horatio
- Design and construct Independence Square/Park.
- Complete design concept for Independence Lane from Horatio to George.
- Implement Greenwood Gardens Quality Neighborhood Program.
- Design and construct wayfinding system for downtown core.
- Pursue easements for trail route along but outside railroad right-of-way from George Avenue to the SunRail Station.

**Land Development Regulations:** Modify LDRs to add design guideline elements described in the Master Plan.

**Transportation:** Identify and incentivize transportation alternatives to connect downtown to the SunRail Station and the Southern Corridor, such as:

- Bike Share
- Tram
- Trolley
- Shuttle
- Uber/Lyft

**Beautification:** Identify beautification and “décor” projects, to implement directly or through partnerships, such as:

- SunRail Corridor beautification.
- Gateways to Downtown,
- Branding, holiday and special events, banners,
- Holiday street tree lighting, and
- Seasonal flower beds, etc.

## Promotion: Image Creation

Marketing is a tool that increases visibility for the City of Maitland and is critical for the vitality of its Downtown District. In order for this to succeed, the community stakeholders, business and property owners, the City of Maitland, and the Maitland Downtown Partnership should connect to implement and foster a unified strategy.

To succeed in building long term economic success for the Downtown, festivals and sustainable events are opportunities that reinforce a district's positioning and branding. That means they must be targeted at the right audiences and communicated using the right media. One of the greatest promotional tools is that sustainable events further the exposure to the existing businesses in the area by bringing in first-time visitors/users, generating repeat visits and providing for local resident activity and interaction.

**Marketing and Branding:** Develop ongoing Marketing/Branding activities that promote the downtown, increase awareness by residents of downtown progress and activities, and position the downtown in the marketplace. This can include:

- Brand Extension
- Banners
- Shopping guide
- Dining guide
- Table tents
- Events posters (listing all events for the quarter)
- Special event posters
- Web page
- Social media

**Sharing Data:** Share Market Research with downtown area partners.

**Facilitating Downtown Events:** Ensure that festivals and sustainable events occur in the downtown area through facilitation, sponsorship, participation, partnering, coordination and/or producing events. These can include:

**Weekly events such as:**

- Maitland Farmer's Market

**Monthly events such as:**

- Thursday night Happy Hour Event, i.e. "Thirsty Thursday"
- Friday night Street Party Music event, i.e. "Getdown Downtown"
- Downtown Movie Night in Independence Square/Park
- Exotic Car Show

**Annual events such as:**

- Howloween Pet Costume Contest
- Rotary Art Festival
- Season of Light
- Pookie's Pet Rescuefest
- Florida Film Festival
- 5K events

**Retail Events such as:**

- Wine Tasting/Stroll
- Everything Chocolate
- Taste Maitland

## Organization: Outreach

Bringing all the stakeholders to the table and getting everyone working towards the same goal by building consensus and partnerships.

**Engaging Downtown Stakeholders:** Engage Downtown area stakeholders through participation with the Maitland Downtown Partnership and the Maitland Area Chamber of Commerce.

- Participate in monthly meetings of the downtown area partners/stakeholders to facilitate communication, coordination and cooperation.
- Work with MDP to create MDP Work Plan
- Create contact list of area HOA's, schools and recreation contacts
- Downtown Area Partners/Stakeholders include:
  - Art & History Museums – Maitland
  - Asbury United Methodist Church
  - Audubon Birds of Prey Center
  - Church of the Good Shepherd
  - Enzian Theater
  - Holocaust Memorial Resource and Education Center of Florida
  - Jewish Academy of Orlando
  - Jewish Federation of Greater Orlando
  - Maitland Area Chamber of Commerce
  - Maitland Men's Club
  - Maitland Montessori School
  - Maitland Presbyterian Church
  - Maitland Public Library
  - Maitland Women's Club
  - Park Maitland School
  - Performing Arts of Maitland

- Rotary Club of Maitland
- Roth Family Jewish Community Center
- Venue on the Lake
- Engage the Community through Volunteer Opportunities with the City and partner organizations. These could include:
  - Beautification work days
  - Special events
  - Project committees

# ACTIONS: GETTING STARTED

The recommended first steps are timed to coincide with current development activity. Bringing focus to the north end of downtown, with a new Independence Square and extended Independence Lane will generate activity and begin to make downtown look and feel like a special place.

Other projects have a longer lead time and are not as time-sensitive because they are more dependent on private redevelopment. The City can, however, move ahead with remaking Maitland Avenue and studying options for a downtown parking garage to move into property acquisition, if necessary.

## Policy Focus

The following policies are key to implementing the Downtown Master Plan:

- Maintain streetscape requirements and provisions requiring buildings built up to road hiding parking.
- Require mid-block alleys to access parking and service areas and allow a maximum of one curb cut per block on Independence Lane.
- Continue to allow retail and office uses where currently permitted along Maitland Avenue.
- Maintain Future Land Use and Zoning of Greenwood Gardens.

## Regulations

The following regulatory changes and points of emphasis are key to implementing the Downtown Master Plan:

- Amend Downtown Maitland Special District to include Architectural Design Standards. In particular, these should address building massing and human scale architecture for the pedestrian realm (below the second floor of buildings.)

## Capital Improvements

The implementation of the vision of the Downtown Master Plan will require a number of public, private, and public/private improvements within the public realm.

PROJECT	STATUS	BUDGET	TIMING
INDEPENDENCE SQUARE: <i>Develop park adjacent to City Hall as an anchor near the northern end of spine</i>	In current CIP for design Future year funding need in CIP for construction	\$500,000	Design: SHORT Construction: SHORT
INDEPENDENCE LANE DOWNTOWN SPINE SEGMENTS: PACKWOOD TO HORATIO: <i>Design and reconstruct street and streetscape with parallel parking; shared use with bikes; street trees</i>	Funded FY2017	\$1,200,000	Construction: SHORT
HORATIO TO GEORGE: <i>Construct new street and streetscape with parallel parking; shared use with bikes; street trees</i>	Funded FY2019	\$1,200,000	Construction: MEDIUM
PACKWOOD TO VENTRIS: <i>Construct new street and streetscape with parallel parking; shared use with bikes; street trees</i>	Future capital funding need in CIP	\$1,300,000	Design and Construction: Coordinate timing with future redevelopment
GREENWOOD GARDENS: <i>Implement QNP</i>	Funding in CIP	\$197,783	Undergrounding; drainage design: SHORT
	Funding in CIP	\$270,109	Water line upgrade: MEDIUM
VENTRIS STREETSCAPE: <i>Streetscape improvements from boundary to Orlando Avenue to add parallel on-street parking; improve pedestrian facilities with shade trees; connect sidewalks</i>	Future capital funding need.	\$480,000	Design and Construction: LONG (unless accelerated by future redevelopment)
PACKWOOD AVENUE STREETSCAPE: <i>Streetscape improvements from boundary to Orlando Avenue to add parallel on-street parking; improve pedestrian facilities with shade trees; connect sidewalks</i>	Future capital funding need.	\$120,000	Design and Construction: LONG (unless accelerated by future redevelopment)
GEORGE STREETSCAPE: <i>Streetscape improvements from boundary to Orlando Avenue to add parallel on-street parking; improve pedestrian facilities with shade trees; connect sidewalks</i>	Future capital funding need.	\$480,000	Design and Construction: LONG (unless accelerated by future redevelopment)
SUNRAIL TRAIL: <i>Create trail from SunRail station to Sybelia Pkwy parallel to, but outside of the FDOT R/W with easements from property owners</i>	Work with property owners; future capital funding need.	\$169,775	Property owner discussions: SHORT
<i>Extend current trail from Lake Avenue south to Winter Park (Ravaudage)</i>	Work with developers to obtain easements; build trail.	\$200,181	Design and Construction: LONG (unless accelerated by future redevelopment)
HORATIO AVENUE BIKE LANE IMPROVEMENTS: <i>Widen bike lanes and extend bike lanes to U.S. 17/92</i>	Work with County: Horatio Ave future capital funding need.	(include in next capital project)	3R Project: MEDIUM
HORATIO AVENUE AND SWOOPE INTERSECTION: <i>Signalize intersection to facilitate access to local street network (by allowing left turn from southbound Swoope to eastbound Horatio.)</i>	Work with County and FDOT	\$280,000	Signal Warrant Study: SHORT
PUBLIC/PRIVATE PARKING: <i>Secure two public/private parking locations (one in vicinity of Horatio/Maitland Ave and one in vicinity of Ventris/Maitland Ave)</i>	Future capital funding needs in CIP	\$20,000,000	Horatio/Maitland Ave: SHORT Ventris/Maitland Ave: LONG